

Footwear

In Canada



Don't Delay Sorting Up

Don't delay the matter of sorting up your rubbers until your low sizes are "out"—that means business lost. Sort up now and send your order to any of our agents who will supply you with the famous Miner Rubbers. They are unequalled for fit, wear and quality.

The Miner Rubber Company, Limited

Granby Quebec Montreal Ottawa Toronto

LIST OF SELLING AGENTS

Blachford, Davies & Co., Limited, 60-62 Front Street West, Toronto, Ont.
Coates, Burns & Wanless London, Ont.
Dowling & Creelman Brandon, Man.
R. B. Griffith & Co. Hamilton, Ont.
J. M. Humphrey & Co. St. John, N.B.
J. M. Humphrey & Co. Sydney, C.B.
Jackson and Savage, Limited 78 St. Peter St., Montreal, Que.
The Wm. A. Marsh Co., Western, Ltd., 72 Princess St., Winnipeg, Man.
The Miner Rubber Co., Limited 225 Queen St., Ottawa, Ont.
The Miner Rubber Co., Limited 21 Notre Dame St., Quebec, Que.
The Miner Rubber Co., Limited, 146 Wellington St. West, Toronto, Ont.
The Miner Rubber Co., Limited 72 St. Peter St., Montreal, Que.



PANTHER

Guaranteed RUBBER SOLES



Panther Soles are made of the best live rubber and are unequaled for wearing quality.

Guaranteed Not to Break or Crack

We guarantee every pair of rubber soles bearing the Panther Guarantee trade-mark. Should any pair break or crack we will refund \$1.00, or give a new pair of soles free.

We also make other good soles and heels of every description.

- Soles with cut off toes.
- Soles with Spring heels.
- Soles without heels.
- Combination Soles.
- Three-quarter length soles.

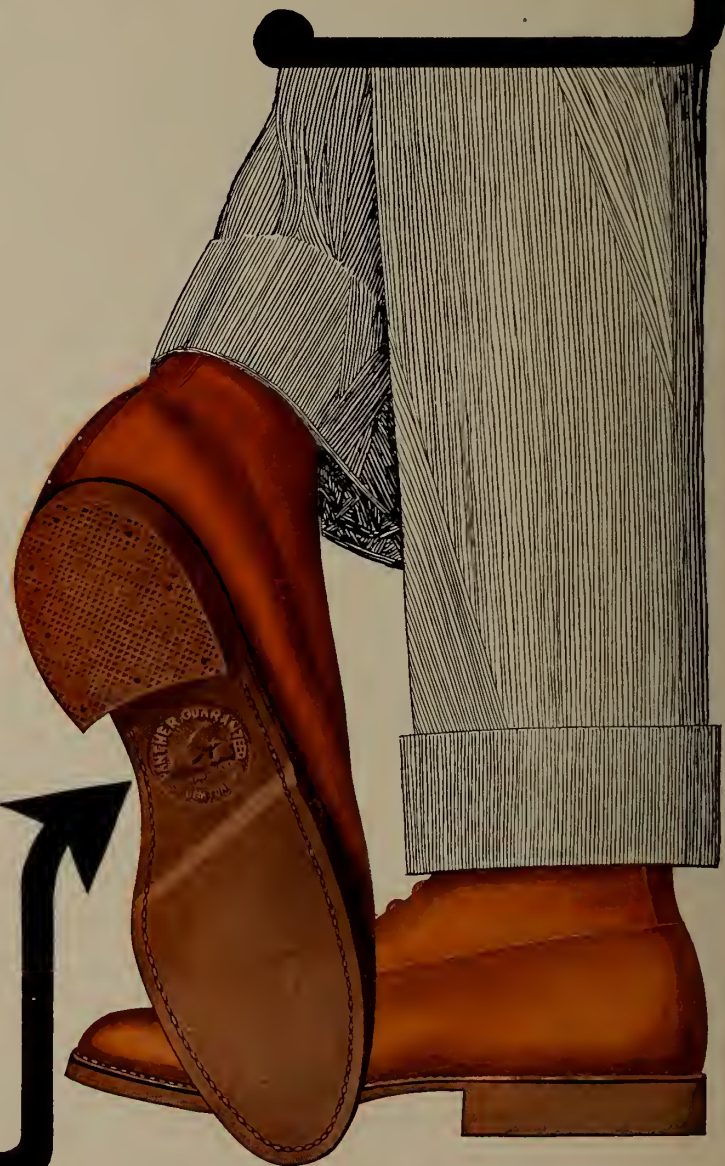
All Grades, Shapes, Colors and Gauges.

Ask Your Manufacturer to Equip Your Shoes with PANTHER GUARANTEED RUBBER SOLES.



Makers of this Heel in the Green Box.
Every Pair Guaranteed.

Panther Rubber Mfg. Co.
SHERBROOKE, QUE.





The Dunlop Line



You don't need to believe as we do that the Dunlop Line is paramount. All you have to observe is that the Dunlop Line is the easy line to sell. Reputation, Advertising, Quality—these factors have sent the Dunlop Line to the front. It is not necessary for you to introduce the Dunlop Line. We have done that for you. Read the paragraphs below. They contain illustrations of, and information about, Dunlop Leaders.

Dunlop Rubber Heels

Dunlop Rubber Heels are outselling any other heels in Canada to-day. Don't take our word for it; ask any shoe-findings jobber in Canada.

To-day the number of jobbers carrying the Dunlop Line is five hundred per cent. greater than last April when the campaign commenced.

That is what conscientious service—a frank statement of what we intended to do and doing it—did for Dunlop Heels in eight months.

We make a full line of Heels,—“Peerless,” “Comfort,” Whole Heels, etc.

Stock up with this easy seller, if you are not at present on the “Peerless” firing line.



Dunlop Rubber Soles

It had to come—a rubber sole that could really stand the gaff.

We put our experts on the job and the picture you see herewith is the result of long deliberation.

Dunlop Soles will wear indefinitely.

Dunlop Soles will no crack.

Dunlop Soles will give maximum resiliency.

Dunlop Soles will not dry out.

Dunlop Soles will go to the front the same as Dunlop Rubber Heels. Quality with an organization back of it will do that.

Why not Dunlop Rubber Soles and Soling for your line now?



Dunlop Cements for Manufacturers

We make Cements that make friends.

For nearly a quarter of a century our line has filled the bill for Canadian Boot and Shoe Manufacturers. Why not you? Why not test our claim that nothing in this country surpasses “Channel,” “Chrome” and “Gem” for all those durable qualities in a cement, principal among which are maximum adhesion and speedy drying qualities.

Put up in barrels of 50 gallons or in gallon lots. We also make a full line of cements for rubber heels and patching purposes.



The Dunlop Line





Doctors
ANTI-SEPTIC
SHOE
PAT 1908 1909
NON
PERSPIRO



Trade Mark

*THE
Professor*

PAT. N.º. 119409
GOLD CROSS
SHOE

Made in Canada

Look for our Trade Mark

Pursue the "Made in Canada" spirit in every purchase you make including footwear. Look for our Cock O' the North trade mark stamped on the sole of every pair of our Doctors Antiseptic Shoes.

Both our Doctors and Professor shoes have special anti-septic non-perspiro features that make them popular with the particular shoe buyer who seeks real comfort.

If the Tebbutt Shoes are not included in your present stock—write us for sample shipment.

**Tebbutt Shoe and Leather
Company, Limited
Three Rivers, Que.**

One of Many Such Letters

OFFICES -
TORONTO, KING ST. AND SPADINA AVE
LONDON, CATHEDRAL HOUSE, PATERNOSTER ROW.

CABLE ADDRESS
"COLENZO" OTTAWA, TORONTO, PARIS,
ROSCIO, LONDON.

The A. E. Rea Company, Limited

MANUFACTURERS IMPORTERS & RETAILERS
CONNAUGHT PLACE.

Ottawa Ont., Dec. 14, 1914.

Messrs. Getty & Scott, Ltd.,

Galt, Ontario.

Dear Sirs,-

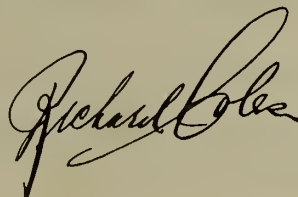
Received your early shipment of Spring goods and am very much pleased with the way they have come along.

Am more than pleased with Ladies new lasts and the fitting of same, they fit splendidly. They are going out fine and our customers are greatly pleased with them.

I am a great believer of "Made in Canada Goods" and I think we will be able to do much more business with you in the future.

With best wishes, I remain,

RC/SM.



Getty and Scott

Limited

Galt - Ont.



RICHMOND, QUE.

Richmond is a progressive town of three thousand inhabitants, situated on the St. Francis River about midway between Montreal and Quebec, at the junction of the Grand Trunk Railway where the main line goes to Portland. It has macadamized streets, cement sidewalks, a fine high pressure water system, good electric lights, fine hotels, banks, stores, St. Francis College, a large Convent and Brothers' School.

It also has the largest Manufacturing Plant, making exclusively Fine Shoe Lasts, on the American Continent. Here are brought in each season more than a million feet of maple logs which are made into Rough Turned Last Blocks in a Brick Mill 150 feet long. The blocks are stacked and air dried in three two storey Block Houses 100 ft. long, then kiln dried in Brick Ovens with a capacity of 100,000 blocks at a time.

They are then manufactured into Fine Shoe Lasts in a two storey Factory 170 ft. long, fully equipped with the very latest Special Machinery, protected with Automatic Sprinklers and fitted with the best of Heating, Ventilating and Dust Collecting Systems.

We have a fine corps of Model Makers, Trained Help and a capacity of 700 pair a day. We have an Honorable Past, a Great Present and an Illimitable Future.



Boston Last Company

Manufacturers of

Fine Lasts, Followers, Filers, Trees, etc., also Maple Last Locks

Makers of Electric Heating and Ironing Outfits for Shoe Factories
(Simplex System)

Canadian Factory : RICHMOND, QUE.

Charles Campbell, Manager

Boston, Mass., 44 Binford St.
Factories : Phone Main 107
Richmond, Que., Phone 32



Bent or Straight

Which Are You Making?

As a shoe-merchant, **You** are deciding what kind of foot-bones your customers are to have. Help them to straight, healthy bones (not to distorted, crumpled claws) by selling them the famous **Rice & Hutchins**, "room for five toes" **Educator Shoes**. They are made "for every member of the family."

EDUCATOR SHOE

REG. U.S. PAT. OFF.
and CANADA

We have a very attractive proposition for Canadian shoe-merchants. Why not let us tell you all about this safest of all merchandising propositions?

Rice & Hutchins, Incorporated
 24 High Street : : : BOSTON, U.S.A.

Canadian Distributors

Western Shoe Distributing Co.
 719 Main Street : : : WINNIPEG



**Kaufman's
Life-Buoy
Rubbers**

**Kaufman's
Life-Buoy
Rubbers**

“Made in Canada”

**If You Are Short of
*Rubbers***

Send us Your Order Today

We have complete stocks and can ship first train after receipt of your order.

Special staff to handle orders received after office hours.

The Kaufman Rubber Co., Limited

BERLIN - CANADA

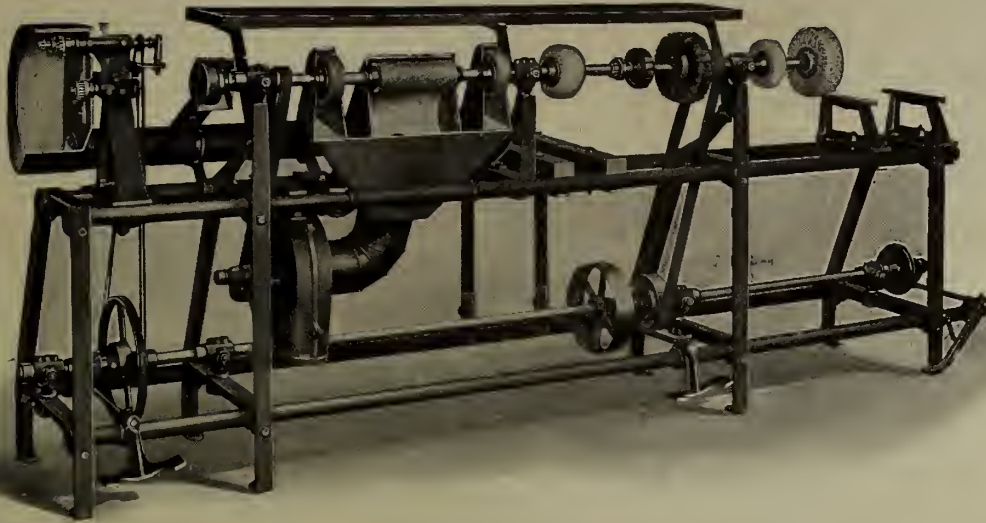
Vancouver
Edmonton
Saskatoon
Winnipeg
London
Toronto



Ottawa
Montreal
Fredericton
Truro
Charlottetown

Smooth Working Progressive Finishing Machines

SEND FOR CATALOG H



Progressive Shoe Machines are built of the best materials by thorough and practical men who know the needs of the shoe repair shop from actual experience. We make sure that every part works smoothly and efficiently.

There are thirty-four different models of Progressive Finishers. Both motor driven and foot power. Built to last and built for satisfactory service.

Progressive Machines are reasonable in price and are sold on the payment plan or for cash. With a Progressive Finisher your shop will make more money.

SEND FOR CATALOG H

Would Not Be Without It

"We have given the Finishing Machine a good fair trial and must say it is all right in every way. I would not be without it and can recommend it to anyone." H. Taylor, Walkerville, Ont.

PROGRESSIVE SHOE MACHINERY CO., MINNEAPOLIS, MINN. U. S. A.
 The Best Shoe Finishing Machinery Manufactured.

"Everyday Shoes"

Sell on Sight

In recommending all retailers to stock "Everyday" Solid Leather Shoes for men, we do so with the firm conviction that little argument will be needed on their part to influence the sale of these shoes.

"Everyday" Shoes are strongly made throughout from best quality material, and appeal to buyers by reason of their strong, finished appearance and up-to-date features.

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

Fall and Winter 1915-1916

Trickett's Felts
Many New Designs



Parker's Felts
Extra Quality

Our travellers are now in their respective territories with a complete range of samples of the most attractive lines of Winter Footwear ever produced by the shoe industries of England and Canada.

In selecting our "First Quality" quick selling lines we endeavor to help the retailer get the most out of them in **profits, prestige and permanent trade.** Your salesmen will want to show these brands because of their style, fit and wearing qualities.

Trickett's and Parker's World Famous English Felts—Elmira Felts—Moose Moccasins—Lumbermen's Knit Socks—Oil Tan Larrigans—Hockey Boots, also Men's Fine Leather Slippers in newest designs in Everett, Opera, Romeo and Nullifier shapes, Turn and McKay Sewed.



"Royal Brand"

RUBBERS

Kant Krack—Dainty Mode—
Royal—Bull Dog

Your Immediate Orders



"Bull Dog Brand"

Can be speedily and satisfactorily handled by us. We are specially well able to assist you in filling in depleted lines from our large range of Spring and Summer Footwear as well as Felts, Moccasins, Rubbers, Hockey Boots, Etc. **FOR RUSH SHIPMENT.**

THE IMPERIAL SHOE
Made in all fine leathers, Goodyear Welts and McKay Sewn.

BEAU BRUMMEL
Superior quality Goodyear Welts. All with last minute touch.

BEAVER BRAND
An extra fine line Men's Goodyear Welts.

The SPORTSMAN Boot
Made in Chocolate Calf, Pearl, Black and Smoked Elk.

The Famous "WITCH-ELK"
Hunting and Sporting Boots.

ELMIRA FELTS
English Slippers.

MAPLE LEAF BRAND
Solid leather working shoes, every pair guaranteed.

VARSITY BRAND
Men's, Boys', Youths', Medium fine shoes, McKay Sewn.

LITTLE CANADIAN
An extra fine line of Misses' and Children's Shoes.

McLAREN & DALLAS, 30 Front St. W., Toronto

Boots — Shoes — Rubbers

Amherst Footwear Praised by an Officer of "Bustard Camp"

(From the "Amherst Daily News")

AMHERST FOOTWEAR PRAISED

**Amherst Boot and Shoe
Co. Complimented Upon
Quality of Their Military
Boots.**

James McLeod, the well-known representative of the Amherst Boot & Shoe Company, has received the following unsolicited letter from Lieutenant Colonel Murray of Springhill, now with the Canadian contingent at Salisbury Plains. The letter carries with it a high compliment to the mechanics of our Boot & Shoe factory and to the officials of that company.

17th Batt., Bustard Camp,
Salisbury, November 28.

James McLeod, Esq.,
Amherst, N.S.

Dear Sir:—Do you remember some remarks you made in our place in Springhill with regard to the wear and waterproof qualities of the boot your company so kindly and generously presented to the first contingent for overseas from Cumberland? I thought at the time that you were a little boastful but experience has proved that you were right; the boots were good, solid and serviceable and as near waterproof as could be expected of leather.

Wishing you and the members of your company the compliments of the season, I am,

Yours truly,

(Signed) D. MURRAY.

The "News" wishes to add that the Military Inspector at Halifax recently informed a citizen of this town that the "Made in Amherst" boots were the best supplied to the Canadian soldiers.

**Solid
Comfortable
Serviceable
Waterproof**

**Amherst
Boot & Shoe
Company, Ltd.
Amherst, N. S.**

Get Acquainted
during 1915
with the
Advantages and Benefits
offered by the
James Robinson
Service



JAMES ROBINSON

What It Means
to the
Shoe Retailer

Consider what a relief it would be to you if someone would undertake to supply you the year round with stock suited to your trade without any delay, on receipt of your order. That in a nutshell is the business of the James Robinson organization. During 1915 the House of Robinson will put forth their best efforts to to give the same prompt and satisfactory service that has won them the patronage of retailers throughout the length and breadth of Canada.

*May this New Year bring
to you and yours Health,
Prosperity and Happiness.*

James Robinson
Montreal



BOSTONIANS

The Line to Carry This Year

During the past year the number of shoe merchants who put their trust in Bostonians has steadily increased. Bostonian Shoes embody all those qualities that make for high-class footwear, and sell at a price calculated to attract the consumer. A postcard will bring samples or a Robinson traveller.

Rubbers Shipped Promptly When You Want Them

A wide range of the famous Independent rubbers are always kept in stock, so that you may rely on your sorting orders receiving prompt attention.



Dainty Mode

Kant Krack



James Robinson

Montreal



No Claims Were Made for the Essex Fibre Sole Until We Had the Facts.

We know to-day that Essex Fibre Soles are from 50% to 100% more valuable to the wearer than the average Fibre Sole.

Here are the figures on Essex Fibre Soles tested for wear in comparison with two other largely advertised brands of alleged Fibre Soles.

- A—Essex Fibre Sole withstood the wear resistance test two hours.**
- B—Competing Sole lasted just one hour.**
- C—Competing Sole lasted but three-quarters of an hour.**

If you have already used Essex Fibre Soles, it is needless for us to tell you that they wear longer than the best Oak Sole leather, are impervious to moisture, and can be stitched as securely and permanently as leather.

You cannot afford to sign an order for soles until you have investigated these facts and verified our tests. Write for a sample pair of Essex Fibre Soles and Prices.

Essex Rubber Company, Inc.

Manufacturers of most of the Rubber Soles Used in America.

Principal Offices and Factory:

TRENTON, - NEW JERSEY

NOTE:—The New Essex Hanger entitled, "The Blue List Cobbler," will help to brighten your office. Post paid on request.





Passing By



Passing In

There has never been a time when Store Fronts played such an important part in retail Stores—never have they been so necessary.

There has never been a time in the history of retailing when modern Store Fronts were so productive of sales.

And there has never been a time when a modern KAWNEER STORE FRONT could cash in so quickly as this year—*today*. Never before have Store Front investments paid such enormous dividends.

Don't *wait* — don't let your competitors take *your* chance — don't look *by* this opportunity to put your Store on a new and firmer foundation. Every person that *passes by* your Store without even hesitating is a lost opportunity. Remember, the *passing* foot-steps don't pay profits — it's only those that *cross* your threshold. Your Store's success is told by the number of people that enter and buy, not by the number who *go by*.

If there was ever a time to tear out that old Front and put in KAWNEER, that time is *now*—don't even wait till "next year."

Think of the army of other retailers who are making money on the 40,000 KAWNEER FRONTS that today stand. You know many of them—just step inside of their Stores and ask what *they* think — what they *know* by experience. Figures will be their answer.

And You Need the Best, Too

When you put in a new Front don't try to satisfy yourself with "just a new Front" — make your investment pay *big*. Put in an

Kawneer
STORE FRONTS

individual, KAWNEER STORE FRONT — one that will tell *your* story truthfully and forcefully.

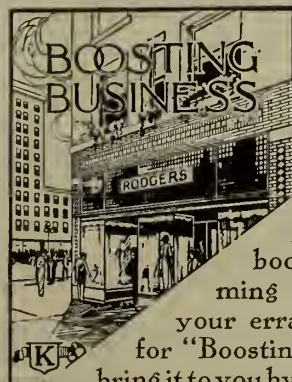
Since 1906 we've worked with retailers in designing and constructing their modern Store Fronts—their experience has been ours and we honestly believe we are qualified to help you.

Why let "Jones' new Front" fill your requirements — why let his Front satisfy you? Your Front must *fit you* — your business and none other.

Store Front Book

Don't take another step in the consideration of your new store front until you know what KAWNEER STORE FRONTS have done fully 40,000 times — until you know of this construction which is permanent, built on practical mechanical principles, is attractive, provides for the ventilation and drainage of your show windows, allows the greatest glass expanse, is bright and clean-cut, and one whose upkeep expense is absolutely nothing. Learn about KAWNEER STORE FRONTS—they are built to fill your requirements—to make you money.

This complete information together with actual photographs and drawings of many of the most successful big and little Store Fronts in the country are contained in "Boosting Business No. 25"—it's a Merchants' book printed for you to read and profit by. It's not a book on window trimming nor a picture book for your errand boy. Just a card for "Boosting Business No. 25" will bring it to you by mail without obligation.



Kawneer
Manufacturing Company
Limited
Francis J. Plym, President

Dept. R, GUELPH, ONTARIO



PRACTICAL PATRIOTISM

Patriotism is judged by deeds rather than words. The success of our industries hinges upon the patriotism of retailer and consumer in giving their orders to Canadian manufacturers.

The "Made-in-Canada" movement is bringing home to the public the necessity of showing their patriotism in a practical manner, by buying Canadian made products.

Stock up with "Made-in-Canada" shoes. Point out to your customers that they are buying shoes made in a Canadian factory and sold at their real value, not with 25% duty added on. The Ames-Holden-McCready line is typical of Canadian thoroughness—our shoes can be relied upon for perfect fit, long service and all-round excellence.

Ames-Holden-McCready, Limited

Montreal St. John Toronto Winnipeg
Calgary Edmonton Vancouver



No. 168—Men's Felt Blucher, Chrome Foxing and Toe Cap, Leather Facing and Back Strap, Vamp Lined, Elk and Felt Sole and Rubber Heel.



No. 102—Men's Felt Blucher, Vamp Lined, Leather Facing and Back Strap, Felt Sole and Heel.

They Prove Their Name "Coldproof" Felts

To give a product a name which it fully lives up to is a sure step on the road to success.

We call our felts "Coldproof" and wearers of them in every part of Canada echo our sentiment.

They are "Coldproof" because the belt used in their manufacture is specially made by us. It is just the proper weight to give the most wear, comfort and style.

Another feature of "Coldproof" felts is the stitching. This operation is performed by our most skilled men. A "Coldproof" felt never rips at the seam.

These special advantages are to be had in our complete range of all styles for men, women and children.

Handled everywhere by independent jobbers. We are not in any trust or combine.



No. 212—Women's Felt Bal. Dougola Vamp and Back Strap, Leather Facing and Back Strap, Felt Sole and Heel.

The
Great West Felt
Company, Limited
Elmira, Ontario



No. 202—Women's Felt Bal. Dougola Vamp and Back Strap, Leather Facing and Back Strap, Leather Sole and Heel.



The Most Perfect Form of Felt Footwear

FOR fourteen years the name "Elmira" has been regarded as representative of the highest standard of excellence attained in the manufacture of felt footwear. That is why eighty per cent. of Canadian jobbers handle Elmiras exclusively, and that is also the reason why all progressive retailers confine their felt orders to an "Elmira" jobber. We therefore feel justified in urging *you* to make a point of inspecting "Elmira" samples before placing your order for next season's felts.

Our 1915 range of samples is unusually attractive, being replete with new up-to-the-minute styles in all colors and many different designs.

MAKE SURE OF SEEING THEM.

The Elmira Felt Co.

Limited

Berlin - Ontario

Start the New Year Well

Buy shoe hooks, shoe buttons, power hooks and setting machines made in Canada by me. Why not patronize home industries at prices to cost you 30% less than imported hooks?

Shoe ornaments of all kinds, rosettes, rhinestones, La Valier straps, Cleopatra buttons, colonial buckles, etc.



REG. U. S. PAT. OF '04

Satin slipper dyes in all shades. You can make white satin slippers any color desired. Color card supplied on demand. Four ounce bottles, \$3.00 a dozen.

Shoe laces of all descriptions. Blind eyelets, tubular, flat, all kinds made in silk mercerized or cotton.

A general line of shoe findings carried on the shelves ready to ship. Prices quoted and samples submitted on demand.

G. J. Trudeau

365 Ontario Street East - Montreal, Que.

Minister, Myles Shoe



A Leader in Men's Footwear

Manufactured by
Minister, Myles Shoe Co., Limited
Toronto

Solid Fibre Board Box

For Shipping Footwear



Better and less expensive than wooden or any other crates are H. & D. Solid Fibre Board Boxes for shipping footwear, findings or other light carton goods.

These boxes are collapsible, puncture-proof, waterproof and superior to any box on the market. They thoroughly protect your goods in transportation and require but little space for storage in your factory.

Send us the inside dimensions of the box you need and we will send a sample and quote an attractive price on any quantity.

Write us.

The Hinde & Dauch Paper Co.
of Canada, Limited
Toronto

“ACTON”

Waterproof Work Shoe



Royal Shoes

This well known shoe is designed and built with every seam and stitch made to keep out water. The leather in the “Acton” shoe is given a special waterproofing tannage in our own tanneries. The result is that the “Acton” Workingman’s boot is absolutely waterproof. It is made in all varieties of pegged and standard screw.

Write us for prices.

ROYAL shoes are a strictly fashionable line made in all the very latest styles and lasts.

Those of your customers who aim to be well dressed will appreciate the excellent style and finish of Royal shoes. We also carry a full line of staples.

Write us.

Alfred Lambert

(Incorporated)

14-16 Notre Dame St. W.

Montreal



8091
\$3.40, F. O. B. Toronto

To Retailers

Shoes that can be retailed as value for their merchandise appearance are profit makers for any merchant.

The stock and workmanship entering **John Strootman Shoe Co.'s** Shoes are absolutely honest and will give wear value in keeping with their style expression.



7142
\$3.15, F. O. B. Toronto

We are the Canadian Distributers for
John Strootman Shoe Company, Buffalo, N. Y.
Maker's of Women's Fine Welts.

Nathan D. Dodge Shoe Company, Newburyport, Mass.
Makers of Women's Slippers and Turns.

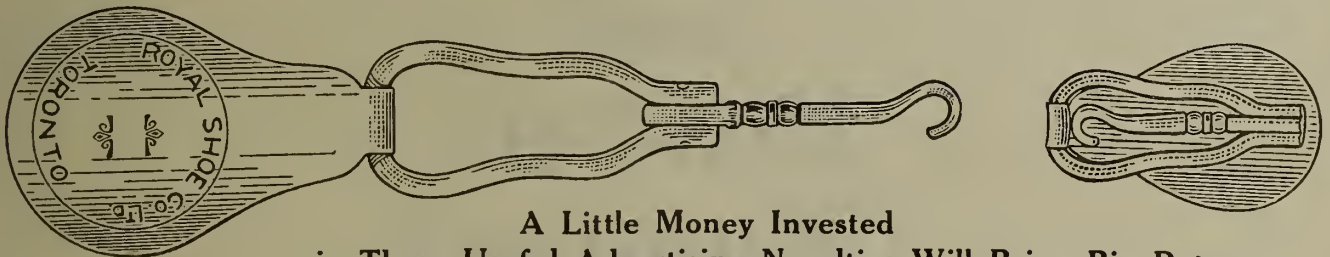
Ashby Crawford Company, Marlborough, Mass.
Makers of Troc.Moc "Back to Nature" Shoes.

Write for Advertising Literature to

American - British - Canadian - Distributers

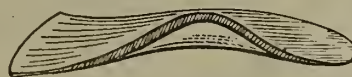
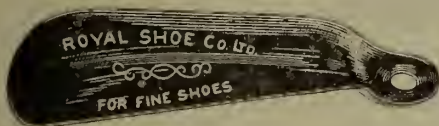
TORONTO 310 Yonge Street **CANADA**
Boston Montreal Winnipeg London, Eng.

The J. L. Sommer M'f'g Co., Newark, N. J.



**A Little Money Invested
in These Useful Advertising Novelties Will Bring Big Returns**

Persistency in advertising pays, every successful advertiser admits that, and such persistency as brings success need not cost a fortune. Hand to your customers these useful advertising shoe specialties and let them work for you. Every time they are used they bring to mind the superior goods and courteous treatment obtained at your store.



Sommer's Arch Prop
Catalogue page 78

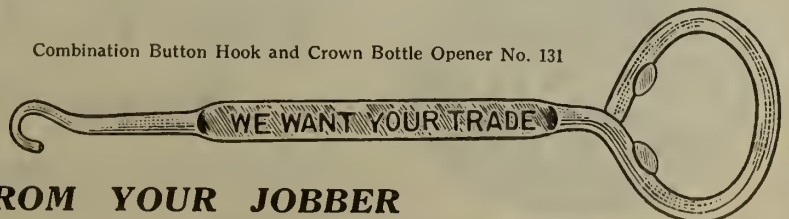


"Elite" Slipper Tree

Write your jobber for prices on the new Jack Knife Closing Button Hook No. 63, and the Thumb and Finger Grip Shoe Horn and Combination Button Hook and Crown Cork Bottle Opener. When giving your order for Shoe Horns be sure and ask for the Thumb and Finger Grip Style. You will like it. Costs no more.

The
J. L. Sommer M'f'g Co.
Newark, N.J.

Combination Button Hook and Crown Bottle Opener No. 131



CAN BE HAD FROM YOUR JOBBER



28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, Que.



January Foot-Prints
Consists of a
Handsome Catalogue
of
"Berlin"
Warm Felt Footwear
and
Kim-Felt
"Kumfys"

Profusely Illustrated in Colors.

Don't Miss Your Copy!

Canadian Consolidated
Rubber Co., Limited
Montreal, Que.

28 "Service" Branches Throughout Canada



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 - Tel. Main 2299 - Room 119, Board of Trade
WINNIPEG - Telephone Garry 856 - 302 Travellers' Bldg.
VANCOUVER - Tel. Seymour 2013 - Hutchison Block
NEW YORK - Tel. 3108 Beekman - 628 Tribune Building
CHICAGO - Tel. Central 6403 - 1155 Peoples Gas Building
LONDON, ENG. - - - - - 3 Regent St., 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. 5	January, 1915	No. 1
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**Sit "Back"
or
Sit "Up"?**

Now that the holiday and the welcome holiday trade is a thing of the past, don't let us fall back again into the old rut, which nothing short of next winter's Christmas enthusiasm can pull us out of. All the business is not done yet. There are lots of people who will need footwear supplies during January, February, and every other month of the year.

Just consider for one moment how much of your extra Christmas trade was due to your own extra efforts—extra enthusiasm, extra care of the appearance of your store, extra tactfulness both with your employees and your customers, extra originality in your window displays—in fact, a little extra application of true business methods.

Didn't it pay?

Now, are you going to admit that you have not enough fight left in you to keep this pace for more than about two weeks? Is your enthusiasm and your resourcefulness all gone? What is going to be your policy for the immediate future—is it sit "back," or sit "up"?

The ambitious retailer has only one answer. There is as much need for enthusiasm to-day as a month ago—and more; as much cause for tact and an alert mind—and more; as good a chance for lucrative results—and possibly better. At least it is safe to say that more business will come to the man who seeks it

earnestly and, in consequence, less to the man who falls back into his rut on the 26th of December.

The month of January is a prime test of what there is in a man. If he comes through the Christmas trade full of fight, courage and ambition, his trade will be a Christmas trade all the year round. If he is self-satisfied, barren of ideas or pessimistic of the future, he will get just as much as he caters for.

Which shall it be?

* * *

The Color of Felts

A reader of "Footwear in Canada" recently inquired whether there is any difference in the wearing qualities of the various colors of felt as a material for soles of shoes. Do white soles wear better than black, black than brown, etc.? The most important factor in determining the amount of wear a felt sole will give is the quality of the felt, and natural wool is of far superior quality to the ordinary dyed wools. The use of acid dyes in the process of dyeing has a deteriorating effect, as it tends to deaden and destroy the elasticity, the "life," of the wool, and in consequence detracts considerably from its wearing qualities. In the uppers of felt shoes, where the wear of course is not so great, it is customary to use colored materials in almost all cases, but, as far as durability is concerned, by far the most satisfactory results will be obtained by employing only the natural undyed felt in the soles. As for the difference in the wear of the various colors of felt (brown, black, etc.), the experience of felt footwear manufacturers goes to show that one color will wear practically as well as another.

There is then a distinct difference, in the wearing qualities of white soles and all other colors, for two reasons. First, as stated above, the chemical effect of the dyeing process is to deteriorate the felt. Second, the very fact that a sole is white is a guarantee that it is made of pure wool felt and not "shoddy," as the old woollen materials which are fibered and felted in the manufacture of shoddy cannot be bleached. Only the pure white, natural wool can be used in the white sole, whereas in the colored felt the poorer grades may be, and often are, employed.

* * *

The Era of Co-operation

The retailer who tries to stand alone in business, to live to himself, in these days of social and friendly relations between competitors, is fore-ordained to be a tail-ender in the footwear trade. No one man, however clever he may be, has a monopoly of good ideas. The experiences of no two men are the same. All live dealers are constantly trying experiments, but no one man can afford to try them all. Is it not wisdom then to profit by the ideas, experiences and experiments of others?

Yet it is about as difficult to locate a shoeman's club or association in Canada as to find the north pole. Month after month, many retailers plod along without

meeting other dealers in their line of business. The same experiments are being duplicated at different points along the same street; the same useless ideas being tried out by men working almost elbow to elbow, and all because there is no co-operation, no effort to find out what the other fellow knows, to tell him what you know, or to warn him against pitfalls you have discovered. Is it any wonder that the business methods of many of our boot and shoe retailers today are little better than they were ten years ago?

The footwear trade is not over-crowded. There is room for all and profit for all. But all too often we meet the man who is being outdistanced in the race, not so much because he is not doing a fair business, as because he is not making enough profits. He is managing badly, spending money unprofitably, if at all; using methods discarded by his more successful competitors years ago; working along without ideas, inspirations or ambitions; co-operating with no one; making no progress.

Shoe retailers of this class are in urgent need of a society, club or association of some kind, where they can meet others in the same business. The more successful dealer has almost as much to gain. Indeed it is the successful shoeman one hears oftenest expressing regrets that there is no association of any kind, and whose support would always be most readily forthcoming. Small local associations would be easily formed, would incur no expense and would certainly be productive of much good, both social and commercial. There are plenty of matters of common interest for discussion, without giving away any private information. "Footwear in Canada" believes that wherever there are two or more shoe stores operating in the same town, there ought to be an understanding between them for their common good. If they are not working together, it follows almost certainly that they are working against one another.

In the interests of the footwear trade, get closer to your competitor. Do it to help yourself. Do it to help him. Even if it should mean a little financial loss—which it won't—let us all keep it in mind to do something to raise the standard of the profession to which we belong.

* * *

Value of Children's Trade

Some retailers do not consider it worth while devoting much attention to the children's trade, but we occasionally meet a retailer who devotes a good deal of attention to the children. Generally they are very enthusiastic about the dividends this little bit of attention pays them. Quite recently one of our readers stated that, under favorable conditions this coming year, it is his intention to enlarge his store and add an exclusive children's footwear department. This is the result of his own personal experience, as attention paid to the little folks brings him a good business in all sizes of footwear.

At the expense of repeating ourselves, we would like to draw attention again to the very satisfactory results many Canadian retailers are getting from this idea of catering to the children's trade. Many of them go out of their way to please the little ones when they come in. A child is very susceptible to kind words, friendly smiles and a little sweetmeat, and he will talk about these long after the incident is past. Naturally he will want to return to the same store. Naturally also, the parents take a considerable interest in the man who shows a little appreciation of their child. Then again, it must be remembered that children, especially of school age, have to be fitted out with boots and shoes very frequently indeed. This frequency offsets the smaller profits that may be made on a single sale of small boots. The little folks also have a greater demand for rubbers, overshoes, leggings, and so on.

Retailers who have made a specialty of children's sizes and who cater to the children's trade, are unanimous in advising us that they have found this line profitable and beyond their expectations. It is often well to have one of the clerks specialize in this work, as unfortunately some salesmen do not appreciate the prattle and whims of the little folks and may not succeed in making them feel at home. That seems to be the keynote of the situation. Make the little ones comfortable, make them feel at home, send them away with some incident uppermost in their mind associated with your store, which will tend to make them talk about you and want to come again. If you have not had much faith in this department, think over its possibilities again before you decide to discard the idea entirely.

* * *

Factories Will Court Publicity

The Government have decided to make a thorough investigation into the complaints concerning the boots supplied to the first Canadian contingent and a committee composed of Lieut.-Col. W. Hallick, assistant director of clothing and equipment, Mr. Theo. Galipeau, of Dufresne & Galipeau, shoe manufacturers, Montreal, and Mr. E. A. Stephens, retailer, Ottawa, have been appointed. Mr. J. Sinclair, general manager of the Barrie Tanning Company, was nominated, but declined to act. We understand also that an inquiry bearing on the same matter has been held at Salisbury Plains.

A good deal of publicity has been given to the alleged imperfections in the footwear supplied to our Canadian boys which has, in a sense, implicated all the factories which assisted in filling this order. It is pretty generally believed, however, that when all the facts bearing on this matter are brought to light, it will be shown that the boots supplied, with few exceptions, represented honest value. For this reason we believe all our manufacturers will court the widest possible publicity and will assist the investigating committee in every way, so that any mistakes that have been

made can be remedied and all future orders be manufactured to meet the demands of our men on the battlefield.

It must be remembered that the order was given in haste and was executed in a great rush. On the face of it it looks more likely that the specifications were at fault rather than the manufacturers, who endeavored to fulfill these specifications. These are matters which will be brought out by the investigating committee and are one of the lessons that can only be learned by bitter experience. We do not believe any of our manufacturers would be guilty of deliberately turning out a product inferior to specifications simply because the order was given by the Canadian Government. If there were no other reason, the fact that the effectiveness of our soldiers on the battlefield would depend very largely on the efficiency of their footwear would be sufficient to make any Canadian manufacturer do his level best to give the greatest possible value for money received. The charge that deliberate fraud was practised we will not believe until the evidence of an impartial tribunal proves it.

* * *

Hosiery Department Pays Well

A few days ago we met another of those live boot and shoe dealers, who believe in including men's and women's hosiery in their stock, and would as soon think of dropping them as of cutting out, for example, polish, laces or any other findings. It is true, as this dealer stated, that at certain times one might not sell any stockings or any polish to a customer, but that would not, in his opinion, constitute a sufficient reason for excluding it from his stock. The same would be true to a certain extent of even the boots and shoes of the store. He keeps a line of both men's and women's hosiery all the time, and placards his store prominently with notices,—drawing the attention of customers to this part of his stock.

We have already mentioned in previous issues that this idea of carrying hosiery, while very prominent in the United States, has not made any headway in Canada. We do not believe it will make headway until retailers begin to use it. People have been in the habit of buying their socks and stockings at gents' furnishings and dry goods stores, and will not, of their own accord, clamor for a change. That the boot and shoe retailer has it in his power to bring about a change, however, there does not seem any reason to doubt. It may be that he will never be able to cater to the cheaper class of trade, but he naturally does not want to.

The ease with which sales of hosiery can be made as compared with sales of boots or shoes, is in itself a strong argument in favor of adding this to the stock. There is no fitting and very rarely any call for exchanges. Added to this is the consideration that this

stock occupies very little space indeed. Its sale can generally be effected by one of the regular clerks. Further, while there is always the probability of a sale of hosiery being made to a customer who enters the store to buy a pair of shoes, there is also the possibility of a sale of shoes being made to a customer who enters to buy only hosiery.

The prime consideration of the retailer must be to get people inside his front door, and even if there were no profits on this line, if it would act as an inducement to people to drop in, the introduction of this new department would be splendid advertising. The retailer we mentioned above states emphatically that in itself, however, this department of his business is very profitable. We believe the Canadian retailers are withholding from themselves what might very soon become a very interesting and profitable line. In any case, the cost of the experiment would be comparatively small. Why not give it a good trial before deciding that it is not good? We are very much inclined to think that it will be like the farmer and the telephone. It took years of persuasion and education to get him to install it, but no arguments sufficiently strong could be advanced to induce him to give it up.

A Grand View

There are no "lifts" in the House of Success,
But the stairs are long and steep,
And the man who would climb
To the top, in his time,
Before he dare walk, must creep.

Of carpets, there're none in the House of Success,
But the floors are hard and bare,
And you're likely to trip
And slide and slip,
In the pitfalls here and there.

There are no lounges or easy chairs,
Nor places to rest your spine,
But after you've won
To the roof—there's the sun
And, ah! but the view is fine!

Wait Till Feb. 1

Every member of the Louisville Retail Shoe Merchants' Association present at their last regular meeting, signed an agreement to hold no clearance sale this season until February 1st, except one man, who said he would put his name down also if a certain nearby competitor would do the same. This competitor unfortunately happened not to be at the meeting. To reach a few of the other retail shoe merchants of the city who were not present, a committee was named to canvass them and if possible secure their signatures to the agreement. This meeting was held on December 8th and the committee named to see the absent members have since reported marked success in their canvass. In this connection it may be noted that two houses which last year declined to enter into such an agreement were the first to set their names to the paper this year.

How Much Do You Spend On Advertising?

And how do you spend it? A few opinions of successful shoe men in various Canadian towns.

The shoe retailer is busy just now totaling up how much he spent last year in advertising, calculating what ventures gave him the best results, and determining what his policy shall be for 1915. In a matter of such importance the experience of the "other fellow" is very valuable. For this reason we have gathered in a number of opinions by mail and otherwise, of which we print extracts below.

There does not appear to be, in general, any very definite idea in the mind of the Canadian footwear retailer what percent he ought to spend. Of the suggestions offered it may be said that not one advises more than 5 per cent. of the year's turnover. The majority place it at 2, 2½, 3 or 3½ per cent. Unusual circumstances may make it good business to spend either more or less than this during a limited period. But among the larger dealers (generally the successful dealers, and, consequently, the men whose opinions are worth while) the impression plainly prevails that the business will not stand more than 4 per cent. at the most and on the other hand cannot afford to spend less than 2 per cent.

A very significant note running through most of the conversations and communications we have had on the subject is an uncertainty in the mind of the retailer as to the best methods of apportioning his advertising. In many cases this is regulated by special conditions as these conditions arise. Much has therefore been done in the way of experimentation and much that is disappointing in the way of results is being learned. As an example we may mention the experience of a prominent Yonge Street, Toronto, merchant who is advertising in one of those interchangeable electric signs, more or less common in large cities. It is stated definitely that results do not justify the expenditure and that this type of advertising will be discontinued. It is well for every shoe merchant to have the benefit of this experience. The remarks of this same merchant on the general subject of advertising are as follows:

Hard to Fix Percentage

"Cannot state a hard and fast percent for advertising. Some retailers doing business in a small way regard two per cent. sufficient to be expended. Some definitely set aside this amount and tighten up when it has been spent, and will spend no more. The retailer must use his judgment as he goes along and while the results of the outlay for advertising, and the profit and loss account will guide the dealer in his course during the following year it must not determine it. His firm always spends more than two per cent. Their plan is to include all demonstrations, donations, etc., in advertising as well as the regular newspaper publicity. Even in the newspapers the amount of advertising should vary according to many conditions—the season, climate, business conditions generally, the day of the week, Saturday being the day when most business is done. The advertising must be in advance to get this trade, say Thursday or Friday. Sales must be advertised or they will fall flat. The dealer must be feeling his way all the time. For instance, sometimes advertises in three of the city papers at once and as long as results prove satisfactory this is continued. When business is slack and trade is poor, business has

to be boosted and again advertising should be resorted to. If one particular form of advertising is found not to be giving results, the retailer knows that he is not pursuing a wise course and should drop it. As an example, mentioned advertising in an interchangeable electric sign which he had contracted for on a yearly lease. This not justifying the money being spent on it and the advertising will be discontinued. No man, however experienced, can say absolutely what percent he is going to spend during any period. He must just follow his own judgment and as time goes on if he feels that business conditions require it, or justify it, the outlay must be increased. Always trying out new things, as for example, a theatre man comes in with a program and solicits an ad. If this strikes him as a good idea he tries it and if he finds that it is successful he continues to use this method of publicity."

Five Per Cent. is High

Another down-town dealer who also caters to the best class of trade places 5 per cent. as the percent expended by them annually for advertising. He feels sure that this would not be a safe figure for other retailers in other parts of the city. This particular store carries delicate and more or less perishable quality goods in which there is, of course, a larger profit, but which must be turned over frequently to prevent loss and depreciation. This retailer includes many things in advertising that are usually reckoned in profit and loss account; for instance, redress in the case of a dissatisfied customer such as replacing a pair of patent leather boots. Also any certain amount expended from time to time in charitable work also is charged against advertising. They spend large amounts in newspaper advertising; \$500 or \$600 during the month previous to the Christmas trade.

Window Dressing Best

One of the most successful Toronto retailers situated close to the heart of the central section writes us as follows:

"Regarding advertising; our expense under this heading is small. We advertise in three ways only. (1) By an occasional dodger carefully distributed; (2) by printed slips or blotters which are placed in the pair sold, and, (3) by our show windows—upon these we spend most and an entire change is effected in the windows at each dressing. This we believe to be the best method of advertising we could follow."

We believe, with this retailer, in the value of carefully distributed dodgers—if they ARE carefully distributed, and in the usefulness of well trimmed show windows. We doubt whether literature given to a customer who has already made his purchase, has a great deal of value. The average customer, having bought a pair of boots, does not want to think yet about where or when he is going to get the next pair, and we believe that much of such literature finds its way very quickly into the waste paper basket. The success of this retailer, however, undoubtedly makes us pause before condemning the system.

Another interesting letter comes from a village in southwestern Ontario, where the trade is largely from

the surrounding farming district. This retailer expends only from thirty to forty dollars a year with a turnover of eight to ten thousand. He adds, however, that he is a believer in persistent advertising and is increasing the amount of his expenditure in 1915. He has no doubt that he has received benefit from even the small expenditure he has made. It lets the public know that he is alive and that he is ready to do business. He occasionally uses a small three inch ad. in a local paper though he believes that circular letters mailed directly to each home give the best results, as he thinks they are appreciated. This retailer purposes advertising a Friday bargain day this coming year to clear out the odds and ends. He thinks that while in larger places show window advertising is good, it fails in the small places to bring much benefit to the advertiser.

Only Advertises Indirectly

Another Ontario retailer operating in a village of six hundred, writes us as follows:

"Carry stock of \$4,000 to \$5,000 and have turnover of \$7,000 to \$8,000. Do not advertise at all. Find the public lay very little stress on newspaper advertisements which have been so much inflated that they are let in at one ear and out at the other. I cater carefully to the wants of my customers, do not try freaky stunts and find that by allowing a refund of 5 per cent. on a cash sale that this kind of business is greatly encouraged. Make a practice of refunding money cheerfully if customer is not satisfied. Even if this means a little immediate loss, it is good business in the end." This applies to an old established business as this dealer has occupied the same stand for twenty-three years.

Nothing This Year

A lower Yonge Street dealer, who caters only to the better trade, is not spending anything on publicity at present, but did so last year. In that he claims that the chief feature of present-day advertising is price-cutting, a course he is not pursuing, there is little use of spending money. Under ordinary conditions he would consider 2 per cent. as quite an ample allowance for the boot and shoe retailer. Advertising depends greatly on the nature of the business done. Some firms must depend largely on their advertising for any trade they get. Their salesmen wait on customers quickly and are not very particular about the satisfaction given. The main thing is to make a sale. With other stores, the best advertisement is the satisfaction and comfort the customer receives at the hands of the retailer. Cut-rate retailers make smaller profits and must of course make more sales.

Much Depends on Location

The location of the retailer determines very largely the kind and amount of advertising he must do. For example, in any large city, newspaper advertising is naturally resorted to by retailers occupying positions which are very centrally located and where business men pass their stores two or three times every day. For suburban stores, however, this type of advertising would plainly be useless, and other methods must be resorted to. One very prominent Toronto dealer, well out from the centre of the city and doing what may be called a local trade only, uses circulars almost exclusively. These circulars are distributed from time to time directly to his customers. They are made as attractive as possible and do not exaggerate. This re-

tailer spoke of the ridiculous policy of some retailers exaggerating the values they were giving, which tended rather to keep the trade away from the store. This dealer does not set aside any specific amount for advertising, and felt that he was scarcely spending enough and would likely increase his allowance in 1915. He raised a very important point in discussing the necessity of making his circulars as attractive as possible. Every care is taken to obtain expert advice on the best method of presenting his facts, so that these may carry the greatest possible weight with prospective customers. No circular has any value unless it is read, and only then if it contains something presented in such an interesting or original way that it clings to the reader's mind. Newspaper publicity would be no use whatever to this retailer. He uses window cards, window tickets, decorations, changes his window displays frequently, and so on. He also carries a full line of men's and women's hosiery, which he finds decidedly profitable.

The Other Extreme

With a certain class of store, advertising is the life blood of the trade. Their location is such that the casual purchaser would not find them and their customers are of that class which only enter a store after considering whether this is the particular store in which they are most likely to get biggest value for their money. There are a number of excellent examples of this type of store in Toronto, one at least of which has tremendously increased its advertising expenditure during the last two or three months and is finding that the turn-over is proportionately greater. The proprietor of this store showed a representative of "Footwear in Canada" a bill for one month's advertising in one daily paper, which amounted to \$850. The proprietor stated that the results were quite as much in evidence as the advertising. For the last three weeks the turn-over each week was \$1,000 ahead of the corresponding week last year.

Sales are decidedly a drawing card with this firm, including sales of bankrupt stocks. Only low and medium-priced shoes are carried, especially under present-day conditions. Window advertising is one of their most satisfactory forms of publicity but this takes the form of piling the windows full of boots so as to give the impression of quantity and variety. One advantage of this form of window display is that it costs practically nothing. For the months of January and February, when business naturally is slack, this retailer will spend lavishly on advertising and ease up a little at Easter time, when business usually picks up. He confines his advertising to one evening paper.

This all goes to show, (1) that the successful retailer is the man who has built up and is maintaining his business by advertising, and (2) that no hard and fast rule can be laid down as to the proper amount of money to be spent on advertising, or the best way or time to spend it. In this, as in other details of the business, the retailer must be guided by good horse-sense. It would appear, however, that mistakes are more likely to be made by spending too little than too much. Publicity is very helpful and the results obtained are sometimes very unexpected. The man who reaps the best results from advertising is probably the man who occasionally takes a chance. He is something in the nature of an advertising "sport." When all is said and done, the public love a sport and are likely, either intentionally or unconsciously, to back him up.

The New Science of "Fitting" Footwear

The science of shoe fitting! That sounds rather professional, eh? But we've got to get used to it. There is no denying the fact that the public are little by little getting it into their heads that they have suffered enough from foot trouble already and they are looking about for the dealer who can give them relief.

Why should ninety per cent. of the human race go hobbling along the street in terror of a little unevenness in the pavement which, encountered unawares, will cause them excruciating pains? They are now beginning to ask themselves that very question. They are looking around for the shoeman who knows something about the human foot and its requirements, the progressive man who is making his business a science, and when they find him, no amount of competitive advertising will drive them away.

This applies more certainly as yet to the better class trade, both for the reason that this class is able to spend more money, if necessary, on their footwear, and also because it is this class of wearer that has sinned most against the laws which ought to govern the anatomy of the foot. But there is surely a decided revulsion in favor of comfort if it can possibly be secured.

Shoeman Has Real Mission

A few of our retailers have foreseen the coming change and are taking steps to inform themselves on the scientific principles (so far as they are known at present) underlying the correct fitting of footwear. They are meeting big surprises all along the line in their investigations, and are finding out that possibilities exist of which they did not dream. They are beginning to feel that the shoeman, properly educated and equipped, has a real mission to perform, even as the dentist, surgeon or physician.

And so we are awakening to the new science—the forerunner of the new era when men and women shall walk erect again and when the centre of our nervous system shall be allowed to assume once more its proper and original position in the upper extremity of our anatomy, from which it has been gradually dislodged by the most unpardonable, unnecessary and inhuman treatment that has been meted out to the human race for generations by incompetent salesmen.

There is evidence that this viewpoint is now coming to be realized by many of our thoughtful dealers. Protests are being raised alike by the public, the retailer and the technical press. For example, here is what Mr. W. R. Turton, a prominent retailer of Wisconsin says about it, in a recent issue of the *Boot and Shoe Recorder*. He makes a strong plea for the exclusive shoe store and for the salesman who also is a shoeman.

The Trend of the Times

"The trend of the times is truly remarkable. I wonder how many shoe men realize that the humble "occupation" of selling shoes direct to the wearer has been lifted up slowly but surely to where it can now be classed as a science.

"A few years back we can all recall the time when few people ever thought of going to a dentist. The family doctor usually pulled teeth when they got too far gone to be of any use, or gave too much trouble. How different nowadays! When we notice a defective tooth we make for a man who has devoted years

to the study of teeth—we call that man a dentist and look upon him as a professional man. We do not go to the family doctor any more to have our teeth fixed.

"Just as dentistry is a science or profession, so is the proper fitting of the human foot a profession and if you know how to fit shoes properly you are just as much of a professional man as your lawyer, dentist or doctor neighbor. Put that bug under your hat and watch it grow.

Punishment to Walk

"I can remember very plainly a few years ago a lady who complained that her foot hurt her, "Oh, so much here and oh, there, too, why it's a punishment for me to walk." And as I think of it, those little tots with their feet deformed by bunions and twists and crooks, I listened to their tales of woe as a necessary part of the day's routine of business. But once in a while my sympathy would be aroused by an extraordinarily bad case. As far as being dead-sure of a way to guarantee them foot comfort, I was as helpless as a child that is learning to talk. Just as the child hits upon the right word once in a while, just so would I happen to give the proper shoe in which the foot would be comfortable. It was a hit-or-miss proposition with me.

"Little by little, prompted by sympathy for a customer's relief, I commenced to study the shape of people's feet and finally decided that there was a relation between the shape of a foot and the shape of a last. I came to the conclusion that in order to insure a proper fit, the last must conform to the shape of the foot which is to be fitted. It is a fallacy to give a customer a shoe that catches his eye, without first ascertaining whether or not its shape corresponds with the shape of the customer's foot. If the shoe is not the right shape for that foot, use a little tact and try to divert the customer's mind from that shoe and talk the one you think will fit best. Look upon your customers as your patients, the same as a dentist or doctor does. Tell them, advise them what is best for their particular feet.

You Must Know Your Business

"In a short article like this I cannot begin to write all I feel like expressing. The fitting of a shoe is just as important as the filling of a tooth. It has to be done right, or there will be trouble. There are certain definite guides to follow which are just as accurate as a formula for making a certain kind of medicine. Follow these guide posts and you are sure to fit the foot properly. You must have your working tools such as are necessary to make adjustments for that extra slim heel, or that sore spot at the end of the fifth metatarsal bone. You must have shoes that are built over lasts that conform to the five different shapes of feet. You must understand the standard measurements of lasts, etc. And you must always use judgment.

"The public is just commencing to wake up to the fact that there is a place in your town, or some town, where they can get fitted properly, and where they can get advice and relief when suffering with their feet. The percentage of people who realize that shoe fitting is a science is not yet very large. But the idea is growing, and I think that in the near future more and more people will understand that the place to go, when they want shoes is to an exclusive shoe store, where the men who wait on them are trained to do nothing but fit shoes and cure foot troubles.

Toronto Gets a "Walk-Over" Boot Shop

Well Known Boot Now being Handled in Toronto by Company's Own Store—A Scientifically Made Shoe Scientifically Fitted

On December 11th the new Walk-Over Boot Shop was opened at 290 Yonge Street, Toronto, and has already taken its place among the leading footwear stores in the city.

No expense has been spared in making both the exterior and interior of the store as attractive as possible. The store front is artistically designed and the windows tastily dressed. The interior, which is 156 ft. long and 30 ft. wide, is elaborately fitted up and fully equipped in every detail. It is handsomely furnished with solid mahogany fittings and illuminated by artistic and efficient electric fixtures. Near the door are two show-cases containing an attractive display of women's pumps, slippers, buckles and ornaments. Behind the show-cases, two rows of mahogany seats extend the full length of the store. A conspicuous feature is a balcony which runs around the three sides of the store, and which also is of mahogany in harmony with the rest of the woodwork. This balcony virtually divides the wall space into two sections, in the lower of which the salesmen can reach all the cartons from the floor. The stock below the balcony consists of styles and sizes which the management have learned from experience are in greatest demand. The shelves above this balcony are reserved for stock called for less frequently. It may be noted that, below the balcony the shelves are made to accommodate rows of cartons two deep, the row behind containing the surplus stock.

In all the arrangements which have been made in the new store, the two definite aims of the firm have been kept in mind, viz., to fit the customer (1) properly, and (2) expeditiously. All the salesmen have been carefully trained and are experts in measuring the human foot. It is the claim of the Walk-Over

Boot Shop that every shape of foot can be accurately fitted with a Walk-Over Shoe. A large number of sizes of every last is kept in stock, so that a very extensive range of lengths and widths is always available. The selection of the particular shoe suited to



Attractive show windows of new "Walk-Over" store.

any customer is further determined with the assistance of the "Footograph," an accurate measuring device which is described elsewhere in this issue.

This new store will enable the purchasing public of Toronto to obtain shoes, the high quality of which is generally recognized in the many different coun-



Interior of Toronto's new "Walk-Over" boot shop and its courteous proprietor, Mr. F. A. Guinivan. Mr. Guinivan is very proud, and justly so, of his stock and his store.

tries in which they are sold. The proprietor of the store, Mr. F. A. Guinivan, is also proprietor of the Walk-Over Boot Shop in Montreal where he was in charge previous to the opening of the Toronto store. Mr. Guinivan has now become a permanent resident of Toronto.

Mr. Guinivan is at present fitting up a very cosy ladies' rest-room, for the convenience of the patrons of the Walk-Over Store. This will contain wash-room, easy chairs, couches, writing materials, etc., and will be greatly appreciated by Toronto's shopping public.

New Blachford Samples

The Blachford Shoe Manufacturing Company, Toronto, are working on a very select line of samples, embodying the newest designs and effects in women's footwear. These samples are the result of a recent visit of Mr. G. A. Blachford to a number of the leading shoe factories in New York, where he was able to study closely the new styles which will be the popular sellers in the large cities for the coming season. These samples will enable the Canadian shoe trade to have the newest effects in women's footwear for Easter selling, and thus be, as for style, on an equality with New York and Boston. Mr. Blachford has a wide acquaintance in the American markets and so is able to realize the ambition of this concern to supply the Canadian trade with the very newest, and at the same time the sure selling styles in women's shoes, doing away with freak styles which always result in loss to the retailer. The coming season undoubtedly will be a cloth season; black cloth, while now an established staple in women's shoes, will be supplemented by a number of colored cloths in button and lace effects which will have a large sale. Dame Fashion is very partial to plain cloth.

In the matter of lasts the narrow recede effect will continue to be most prominent, although the vamps have been very much shortened, and, with the return to shorter vamps, the new effects in stage lasts are exceedingly popular. The Blachford Shoe Manufacturing Company have obtained two new lasts showing these styles in their very latest features. These are being put in now with the anticipation of large sales.

National Convention in New York

The National Shoe Retailers' Association are meeting in convention on January 11th and 12th. It is stated that there has been a very general response from dealers throughout the United States, and that many letters have been received at the national headquarters showing great interest in the convention, which all express themselves as eager to attend. It is confidently expected that this convention will be a record, both in numbers and interest. The convention is to be held in the Hotel Astor, New York.

Fibre Board Shipping Containers

The Hinde & Dauch Paper Company, Limited, of Toronto, announce that they are now manufacturing fibre-board boxes which are particularly adaptable to the shoe trade as a shipping container. These boxes are puncture-proof, water-proof, collapsible and very much superior as a carrying container to wood. They are very much lighter and are claimed to be absolutely non-pilfering, a weakness not overcome in

the average shipping container. The fibre container has been used by the trade in the United States for some years, but is little known in Canada up to the present time, on account of the import duty. It will be a source of satisfaction to all who are interested in the "Made in Canada" movement, that these goods are now made by a Canadian firm, of Canadian raw products and by Canadian workmen.

Amherst Footwear Praised

There are evidently no complaints being made of the footwear manufactured by the Amherst Boot and Shoe Company for the Canadian contingent. The Amherst Daily News publishes an unsolicited letter received by Mr. James McLeod, the well-known representative of this company, from Col. Murray, at that time with the Canadian contingent at Salisbury. The letter is as follows:

James McLeod, Esq.,
Amherst, N.S.

Dear Sir:—

Do you remember some remarks you made in our place in Springhill with regard to the wear and water-proof qualities of the boots your company so kindly and generously presented to the first contingent for overseas from Cumberland? I thought at the time that you were a little boastful but experience has proved that you were right; the boots were good, solid and serviceable and as near waterproof as could be expected of leather.

Wishing you and the members of your company the compliments of the season, I am,

Yours truly,

(Signed) D. Murray.

17th Batt., Bustard Camp,

Salisbury, November 28th, 1914.

The News adds that the military inspector of Halifax had recently informed a citizen of that town that the Amherst boots were among the very best supplied to the Canadian soldiers.

Repairing Soldiers' Boots

It has been suggested that soldiers' boots might be advantageously repaired and thus save the enormous waste necessary in supplying a new pair whenever those in use become slightly defective. It is certain that the British War Department has studied the problem but has, as yet, been unable to determine how the boots after repairing could be returned to the proper regiments or individuals. It would seem that at the rate at which casualties in the army are occurring, the idea of returning such shoes to the individuals to whom they originally belonged would be entirely out of the question. However, this is a large item of waste which deserves serious consideration in the economics of warfare.

When Johnson Pitches

The Grosch Felt Shoe Company, Milverton, Ont., are distributing a limited number of very attractive 1915 calendars. The illustration is a reproduction of the well-known painting by H. M. Brett, "When Johnson pitches at Washington." This is a useful decoration and one that would be appreciated by every retailer, more especially if he happens to be a baseball enthusiast.

Nothing Gained by Dishonest Advertising

One of our readers writes us that he does not reap any benefit from advertising, because "readers of local papers pay very little attention to advertisements, as they are so much inflated that they are let in at one ear and out at the other."

Is not this a humiliating state of affairs in a country which, at the present moment, is paying out some millions of dollars and many precious lives, daily, rather than break its word?

This is a deliberate charge that advertising all over the country has reached such a state that the public are justified in labelling it "lies" and the retailer a "liar." If true it is ample truth that newspaper advertising, or any other advertising, is useless; that money spent in this way is a dead loss—worse than a dead loss, as you are just giving the public another opportunity to "nail" another lie.

The question is—is this accusation correct? Are the public reading advertisements with suspicion? Have they reason to do so? Have they found that statements contained in retailers' advertisements are not backed up by facts?

Are the statements made in a number of our newspapers and other advertising announcements correct, or are they colored?

Are they true or are they lies?

The answer is plain. Most of them are true. Some of them are as much removed from the facts, however, as midnight is removed from midday. It is an old saying that "every flock has its black sheep." Unfortunately, the black sheep advertisement looks as "white" as the others.

How can the public discriminate?

They can't.

So the innocent suffer with the guilty. "All" advertising is untruthful. In one ear, out at the other.

Much less important things have been the subject of legal enactments. For the theft of a 5 cent loaf of bread, a workman, out of work, is sent to jail.

Which is the greater sin—the theft of a loaf of

bread or the theft of an extra dollar by telling a white lie?

Is not the poor workman a hero by comparison?

Yet he gets the punishment, while the dishonest retailer has the satisfaction of bringing the whole retail trade into discredit, causes suspicion to be cast on honest men, and escapes with his lies and his loot.

Sometimes I wonder that our interested retailers—the vast majority—do not rise in their wrath and take the law into their own hands with these fellows,—tar and feather these liars who are daily bringing discredit to the boot and shoe trade.

Perhaps it speaks well for our civilization that they do not.

* * *

Apparently in Canada we have not been alone in tolerating this parasite—dishonest advertising. Down in Rochester the other day, the Rochester Ad. Club promulgated what they called the "pledge of truthfulness in advertising." All credit to them! It only took the local Retail Shoe Dealers' Association a few minutes to back them up and to take the stand locally described as the most important action of this association during the past year, that all shoe advertising of whatever kind in Rochester shall hereafter be regulated primarily by truth and facts. This is a fine long step in the right direction. No doubt they will have their troubles with some black sheep—too black to join any association—but we hope they will find that "Union is strength" to a sufficient degree to enable them to carry out their resolve to "elevate the standard" of the shoe business in Rochester.

The Resolution

"Resolved, that the Rochester Retail Shoe Dealers' Association heartily endorses the Declaration of Principles for Truthful Advertising promulgated by the Rochester Ad. Club, and that each member of this association be given the opportunity to sign the said declaration in the interest of the retail shoe trade, and also in an endeavor to elevate the standard of this business in Rochester."

Manufacturers Say "Laces Coming Back"

The prediction that has been frequently made during the past two or three years that the buttoned boot has passed the zenith of its popularity and must now give way to the more practical and neater fitting lace boot shows real signs of realization during the coming summer.

Whether this change is being brought about through the efforts of the manufacturers or the whim of the purchasing public, it is safe to say that the retailer will welcome it. The lace shoe is unquestionably easier to fit than the button and though it is open to question whether the average customer will ever consider any other type so dressy and "nifty" as a properly fitted button boot, yet, there are so many ill fitting buttoned boots parading our streets that a revulsion of feeling in favor of any improvement could probably be depended upon to aid the apparent wish of the manufacturers and the anticipated decree of dame fashion.

A prominent manufacturer writing to "Footwear" sums the matter up very pointedly as follows: The reason why the buttoned boot is going out of fashion is:

1. Because it does not fit 3 per cent. of the average human feet.

2. Button shoes require change of buttons, require more clerks to serve customers, bring back many complaints about broken buttons and button holes and in general cause much trouble to the retailer.

3. There has never been a better style than the now prevailing style of blucher cut. It is dressy; it fits the high instep, the low instep, and the ordinary foot.

4. It does not necessitate the retailer handling so many lines.

Retailers will be interested in knowing that the vast majority of Canadian manufacturers anticipate that this change will be very much in evidence during the coming summer. In answer to inquiries on this point

we find manufacturers almost unanimous. One manufacturer writes, "We are running a strong line of lace and Balmoral ladies' shoes in patent leather, gun metal, with calf and fancy cloth tops and it appears to us that the demand for this style will be fairly strong for spring and summer."

From another we have the following: "We feel quite satisfied that there will be a strong demand for lace shoes for both women and men and we are governing ourselves accordingly and intend to show a strong line in lace shoes, as we think the time is due now for the customers to take hold of lace shoes, as buttons have been on the market for a considerable time."

A Montreal manufacturer states that during the last couple of years they have experienced considerable difficulty in disposing of lace boots, but that this year there is "quite a demand for lace boots in the Goodyear Welt Brand, but hardly anything doing in working boots."

Another leading manufacturer writes us "As to the possible increased demand for lace shoes would say that this movement is undoubtedly under way at the present time. The demand for men's button boots is considerably lessening in our spring orders while the call for lace boots is greatly increased. It is worthy of note that this style is selling only in the low toes and English lasts."

Again, a South-western Ontario manufacturer writes "We are just working on our samples and from information from the East, from our travellers while here, and from the trade in general, the bal shoes will be very strong next season and buttons not so bright."

However, one occasionally meets a manufacturer who holds the opposite view and considers that the present style of fancy top lace boot falls in the novelty class. One of the largest Eastern manufacturers is of this opinion and writes, "We think the lace boots now being shown for the spring sale may be viewed almost entirely from the novelty standpoint. Button boots having cloth tops and quarter and subdued colors and black with patent and dull vamp with gaiter effects will, in our opinion, continue to hold popularity."

In general it would appear, therefore, that the theory of evolution is making itself felt in the footwear trade and that slowly and surely some form of shoe entirely different in appearance from the present buttoned shoe will be very much in evidence within the next two or three seasons. Probably we shall pass through a number of stages of more or less novelty types but in all probability a style of shoe will eventually be evolved which will possess qualities both for fit and style that the present-day buttoned shoe does not and cannot be made to meet.

Is Your Business the Best on Earth?

Is your business the best business on earth?

Do you feel that you wouldn't trade your line of work for any other line you know of?

If you were to start all over again at the beginning, would you choose again the business you're in today?

I heard a couple of men discussing these very questions over a restaurant table the other day.

"Well," said one of them, "there was one thing I always admired in my father. I never heard the old gentleman wish he were in any other line of business. He always made you feel that he was in the best business on earth. He was enthusiastic over it. He loved it."

"And I'll bet he was successful at it," commented the other man.

"Yes, he was, but that was not the cause of his love of the business. Even in its early days, when the road was all uphill, they tell me he was just as enthusiastic."

A lucky man indeed, that—who thought his line of business the best one on earth!

Can you imagine any man doing his best at a work over which he can't get enthusiastic?

Could Beethoven have composed, could Rembrandt have painted, could Watt have invented, could Marshall Field have builded, could Booth have acted, could Morgan have financed—half so well had they not loved to do these things?

And yet it's the most common thing in the world to hear men say, "I wish I were in any other line of business; I've got no taste for this line," or, "This is the meanest business in the world. You can work longer for less in this business than any I ever saw."

Yes, and you'll hear apparently successful men say these things, too. They have cultivated a distaste for their business even when it was rewarding them for

their labor.

The success of these men has been in spite of their dislike of the business. How much greater things they might have accomplished had they been working at a business that aroused their enthusiasm, no one can estimate. They have been working against the tide. How much farther they might have gone with it.

The man who plays golf, through no appreciation of the game, but just because his physician tells him to, may become a good player through natural ability in that direction. But the man who plays golf because he loves the game and because he'd rather play golf than any other game on earth, has a hundred times better chance of doing the course in record play.

Whether your business is swinging a golf club or running a peanut stand, learn to like it, to be enthusiastic over it. At the end of the season, you'll find yourself a hundred per cent. better golf player—or the owner of twice as large a peanut stand.—The Dominion.

Substitute for Leather in Soles

According to one estimate, a million or more pairs of boots and shoes will be turned out by Lynn manufacturers for next year's trade with soles made of materials other than leather—rubber, fibre, felt, etc. These materials have been used in nearly all the Lynn factories this year and have in most cases proven satisfactory. In fact, one prominent manufacturer stated that there have not been so many shoes returned with substitutes for sole leather as with real leather soles, and that he intended using these substitutes in still larger quantities next year. These new soles are used in footwear for general wear, for house, school and walking shoes, and for dress wear also, though they were originally confined to athletic footwear.

Our Vigorous Canadian Felt Factories

The Manufacture of Felt and Felt Products an Important Factor in our National Development—Industry Assuming Large Proportions

In a country where Christmas temperatures range anywhere from 3 to 53 degrees below zero, it is natural that the manufacture of felt and felt products should be one of our most highly developed industries. So it happens that we are indebted for much of our winter comfort and happiness (for who can be either comfortable or happy if his feet are cold?) to some half-dozen enterprising men who, half financiers and half philanthropists, have given of their capital, time and brains to develop a line of warm winter footwear, which shall be entirely suitable to the somewhat severe weather conditions in which we live for part of the year, and at the same time be so neat and pleasing in appearance as not to offend the eye of the most particular dresser.

In no small measure the Canadian felt footwear manufacturer is adding to the general well-being of the citizens of Canada. The tendency of this age (where comfort is our first consideration and even the slightest discomfort is hardship), is to sit within doors far too much during the winter months. This tendency is being largely offset by the possibilities of perfect comfort which felt footwear affords, on the coldest days, and our people are again gradually coming to realize the splendid health-giving value and the perfect joy of days spent in the crisp open air.

Canadian Consolidated Felt Company

The Canadian felt industry is represented by approximately half a dozen factories. The largest of these is the Canadian Consolidated Felt Company, with headquarters in Berlin, Ont. The success of this company has been very largely due to the business acumen of its present vice-president and general manager, Mr. A. J. Kimmel. Mr. Kimmel was born in Berlin and has spent practically all his life in the manufacture and sale of felt footwear. He was with the Berlin Felt Boot Company for 15 years as shipping clerk and later as sales manager. In the year 1900 he

Ontario, and in 1907 was largely instrumental in the construction of the Kimmel Felt Company's works at Berlin, at which time the business of the Elmira Felt Company was taken over. The Canadian Consolidated Felt Company was formed in 1909 and is an amalgamation of the Elmira Felt Company, the Kimmel Felt Company and the Berlin Felt Boot Company.

During the recent past, certain changes and additions to the plants of this consolidation have been made with a view to taking care of the large amount of

the lighter lines and winter wear which have been imported into Canada in former years. With this in view, they secured recently the services of Mr. Maddox, for 15 years superintendent of the Daniel Green Felt Company of Dolgville, N.Y. They have also installed for manufacturing purposes a complete new equipment, consisting of electric cutting machines, latest type last machinery, etc.—in fact, a complete outfit of up-to-date equipment specially suited for the work of making the lighter lines of felt house slippers, etc., so that in future there will be no necessity for Canadian dealers to buy anything in winter footwear made outside of Canada, as they can buy them at prices equal to or better than the imported article and have the satisfaction of selling "Made in



Mr. A. J. Kimmel.

Canada" goods only. In addition to the cheaper grades of slippers, the Canadian Consolidated Felt Company have made provision for manufacturing the higher grades of bedroom and boudoir slippers in the finest felts of the most delicate shades of color; also velvet and silk evening and dress slippers, most of which lines have previously been imported from the United States and Europe. They have also completely re-equipped one of their mills with a view to specializing on fine colored shoe felts, as they expect the demand for Kumfy slippers will require a largely increased capacity for this class of stock. To this end they have secured the services of Mr. O. S. Campbell, for many years superintendent of some of the best felt mills in America.



Men's Felt Bal. Pebble Whole Foxed, Outside Leather Facing and Back Strap, Leather Sole and Slip, and Heel—Great West Felt Company.



Women's Felt Bal. Dongola Vamp Flexible Leather Sole and Heel—Canadian Consolidated Felt Company.



Men's All Dongola Bal. Toe Cap, Warm Felt Lined, Felt Sole and Heel—Great West Felt Company.



Men's Felt Bal. Circular Vamp, Flexible Leather Sole and Heel—Great West Felt Company.



Men's Heavy Blucher, Very Stylish Cut—Grosch Felt Boot Company.



Men's High Cut Felt Blucher, Chrome Whole Foxed, Elk Sole and Rubber Heel—Canadian Consolidated Felt Company.



Women's Felt Buskin, Plush Bound Flexible Leather Sole and Heel—Canadian Consolidated Felt Company.



Handsome Woman's House Slipper—Grosch Felt Shoe Company.



Men's All Felt Buskin, Vamp Lined—Canadian Consolidated Felt Company.

Great West Felt Company

The Great West Felt Company, Limited, of Elmira, Ont., is another of those enterprising firms which deserves the gratitude of every citizen of Canada for the high state of perfection reached in the manufacture of their cold-proof felt footwear. This company manufacture their own felt with machinery invented and designed by their own experts. Their whole manufacturing plant is replete with improvements, so that this company is enabled, with their experienced and skilled labor, and the use of the best raw material, to produce felt of a superior quality.

All that is new in felt footwear is found in the lines manufactured by this company. They are made on modern lasts in classy styles and highest qualities, and are perfect fitting. That these products present a symmetry and beauty of finish unexcelled in the felt manufacturing world, is shown by the two or three reproductions of this company's footwear shown herewith. The manager of the Great West Felt Company is Mr. O. H. Vogt.

Grosch Felt Shoe Company

Not less prominent in the line of manufacture in which they have specialized is the Grosch Felt Shoe Company, Limited, of Milverton, Ont. The name of Grosch has been closely associated with the progress of Milverton for many years past. Mr. J. G. Grosch, the senior member, was one of the first citizens of the

town to advocate incorporation, from which time Mr. Grosch, as reeve, gave freely of his time and substance to serve the best interests of the citizens.

The Grosch Felt Shoe Company was organized in the summer of 1907 by Mr. J. G. Grosch and his two sons, Mr. S. J. Grosch and Mr. W. H. Grosch. Formerly this family had been engaged in the retail boot and shoe business in Milverton, where they have been established since 1861, the late Mr. George Grosch being the pioneer.

During the last seven years the manufacturing business has grown beyond the expectations of the company, and is now looked upon as the most substantial industry in the town. In 1909 it was converted into a joint stock company.

Other Factories

Strangely enough, the manufacture of Canadian felt and felt products is, for some reason difficult to explain, concentrated almost entirely in South-western Ontario. In addition to the firms mentioned above, there is also the New Hamburg Felt Company, of New Hamburg, Ont., the Oscar Rumpel Company, of Berlin, Ont., and, a little further east, the Cobourg Felt Company, of Cobourg, Ont. Fortunately, Canada is well supplied with felt manufacturing concerns and present indications are that the use of felt footwear will become increasingly popular from year to year as its general utility becomes more fully recognized.

How Do You Keep Track of Your Stock?

We occasionally hear of the "system" of this or that store, which enables the retailer to know each day before he leaves for home the exact amount of business done that day, that week, that month and that year to date; we are also apt to hear it said at the same time that this man is tied hand and foot by his system.

The difficulty of steering a middle course is very real. So often a business is either systematized to death or presents the other extreme of a chaotic muddle. Either it is like the case which came to the writer's notice recently of a sales staff of three and an accounting staff of four, or it is like the employer who judged he could evade his responsibility under the new Workmen's Compensation Act, because he had "not the slightest idea" what his wage bill amounted to for the past year. This latter type judged himself prosperous when he had money in the bank and supposed he was losing money when his bank advised that he had an overdraft.

A system that combines efficiency and simplicity is much to be desired. If it were possible without the exercise of too much bookkeeping to know each day exactly how much business had been transacted, exactly how much profit had been made, exactly how much the stock had depreciated, exactly the amount of stock in every class now held, and so on, without such an amount of labor and "red tape" as would interfere with the possibility of making profit, all well and good. But except in very large establishments such possibilities are unlikely to be realized. It is the middle course which would be best suited to most retailers and every retailer owes it to himself and to the business of which he forms a unit, to see that some simple system by which he can keep in touch with the daily course of his business is established without further delay.

As an example, we reproduce one of the forms used by the Slater Boot Shops. The main idea is to show pretty much at a glance, not only at the end of every day, but at any moment during any day, if necessary, just how the stock stands in any line. It happens that the form also shows how this line is selling and which sizes and widths are in the greatest demand.



Interior Slater Boot Shop, Toronto.

It will be seen that this sample sheet covers the whole twelve months of the year, though the figures inserted have reference only to business transacted during the month of January. These figures would be inserted, in order, as follows: As the stock is distributed, the units in the lower spaces would be inserted showing the number of sizes and widths of this

particular style. It will be seen that by adding all these units together there is a total of 84 pairs of shoes in stock, which number is inserted above, under the heading "Had on hand." It will be further noted that on the 2nd of January one pair was sold. Let us suppose that this was a number 4A. This sale is indicated by crossing one of the digits, as shown. On January 5th two pairs of this style were sold, say a 4½B and a 5D, which again are indicated by crossing

done in that particular style of boot during that month. If this system is open to criticism, it is that a certain amount of mechanical labor is entailed at the beginning of each month. This is a minimum, however, as many of the spaces do not require any change at all and a slight erasure and addition is sufficient in the others. Probably a couple of minutes would be sufficient to cover the requirements of each sheet every month. The total amount of time to be spent would

	STYLE <i>Vici Kid Button</i>											LAST <i>181</i>							EDGE <i>Slater</i>	HEEL	COST <i>3.50</i>	SELLS <i>5.00</i>		STOCK NO. <i>880</i>											
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total	Had on Hand	Rec'd	Sold
Jan.	/			2				2	/			3				/		2			3			/	/		2		1	20	84		20	64	
Feb.																																64	16		
Mar.																																			
Apr.																																			
May																																			
June																																			
July																																			
Aug.																																			
Sept.																																			
Oct.																																			
Nov.																																			
Dec.																																			

	2	2½	3	3½	4	4½	5	5½	6	6½	7	7½	8	8½	9
AA															
A					/X	//	//	//	//	/	/				
B			/	/	//	/X	/X	//	//	/	/				
C	/	/	X=	/X-	/XX=	/XX=	/XX=	//X	//	/	/				
D	/	//	/X-	/X-	/XX=	/XX=	/XX=	//X	/	/	/	/			
E		/	//	/X-	//	//	//	//	/	/	/	/			
EE															

This sheet shows at a glance the condition of your stock in one particular style.

out two digits. This process is continued all through the month. At the end of the month the figures in the horizontal line opposite January total 20, as do also the number of digits crossed out below. This leaves the final balance on hand of 64, which is brought down under the 84, as representing what the dealer had on hand at the beginning of the month.

As the retailer now looks over his sheet, he forms a judgment as to which lines are selling best and where he had better size up and the short horizontal line indicates whether one, two or more pairs of any particular size and width are required. It will be noted in this particular case that 16 such lines are inserted, which means that the manager is going to restock 16 pairs on the 1st of February, and 16 is inserted under the heading "Received."

At the end of the month the information on the lower half of the sheet is no longer of value, and for this reason is inserted in lead pencil, so that the marks can be erased. The same procedure exactly is then followed for the month of February and for each succeeding month. Evidently at the end of every month the totals show exactly the amount of stock on hand in any style, and the number of that particular style sold during any month or during the year to date. A moment's scrutiny of the lower part during any particular month indicates the amount of business being

depend on the number of salesmen who could take part in the work. In the hands of a bookkeeper, through whose hands all outgoing stock must pass, this system appeals to us as being admirably suited to give a maximum amount of value for a minimum of expenditure.

"Classic" Factory Very Busy

One hears many complimentary remarks about the Getty & Scott Company, of Galt, Ont., on their spring shipments of women's and children's shoes. Many of the better class shoe dealers who have in the past been importing lines which the Classic shoe is now replacing declare that Classic shoes will compare favorably with any line on the continent. The company have had extremely large orders on their new lines of women's welts, turns and McKays as the style, cost and quality are within the reach of all, on account of the range of prices. The factory is very busy on spring and immediate orders.

The Getty & Scott Company, Limited, are distributing a very handsome calendar for 1915, which is both "Classic" and "Classy."

Mr. Gossie Bloomberg has registered as boot and shoe dealer in Lachine, Que. The firm will be conducted under the name of Moses Terkoff.

A well-dressed window as a sales help can not be overrated—Tell people outside what is going on inside



Fig. 1. The winner of the first prize—Suggests varied uses of rubber—Trademark prominent—well distributed light.

A Trio of Well-Dressed Windows

Some weeks ago the Essex Rubber Company offered money prizes for the three best dressed windows displaying the products of this company. The prize windows are illustrated herewith. They are excellent examples of the use that can be made of your store window in telling the people outside what is going on inside. There is no use having attractive, good-value footwear on your store shelves if you do not tell people about it. As you can't very well stand on the street and buttonhole the public as they go by, do the next best thing—make your windows catch them. These illustrations will give you some useful hints.



Fig. 2. Awarded second prize—Good use made of narrow, high window. Driving home the one idea.



Fig. 3. Third prize window—In many ways more attractive than the others—The main idea not quite so prominent however—A good general display.

Your Shop Window and Advertising

A Discussion of the Intimate Relation Between Newspaper Ads and Window Displays—Treat One Subject at a Time*

In Gerald Stanley Lee's book "Crowds," which has a peculiar significance for advertising men, I find a reference to publications (the newspapers and magazines) which furnishes a text for my little message today: "And the next day I went through the silent streets of the city, the great crowded dailies, where all the world troops through; and then the more quiet weeklies; then the monthlies, more dignified and like private parks; and the quarterlies, too, thoughtful, high-minded, a little absent, now and then a foot-fall passing through."

In constructing a retail advertisement, I think of the columns of the newspapers as the streets of the city. Surely my advertisement on the society page is in Fifth Avenue; on the financial page, Wall Street; on the theatrical page, Broadway; on the sporting page, I have a position which can be seen from the grandstand and bleachers; on the editorial page and women's pages, I place my shop windows among homes of refinement.

The eyes that peer into the shops of a given city street, are the same critical eyes which scan my advertisement in the daily paper. My advertisement, then, must be a faithful representative of the street and the shop I publicize. This is my problem.

The retail store ad occupies space on the busy thoroughfares of news. The national advertiser's announcement is, comparatively, in a leisurely parkway. In your frontage of newspaper space, you must do what the clever window dresser accomplishes. He arrests the eye with a few well-chosen pieces of merchandise. He does not put all of the store's goods into his display.

Tells Too Much

My chief criticism of the average newspaper ad is that the dealer tries to tell his whole story in one advertisement. He lists a dreary lot of names of things he would like to sell, when he might focus on one interesting item, thereby bringing the good folk from Prosperity Street into the store, to buy some of the ninety-nine other articles he did not mention.

I do not think anyone will debate that Wanamaker advertising is widely accepted as near-ideal department store publicity. Its chief characteristic lies in the fact that a Wanamaker page is made up like a newspaper inside of a newspaper. The Wanamaker News Page is divided into many little ads, one subject to an ad, and the boundaries are closely defined.

In a Franklin Simon advertisement three distinct divisions are made. There is the young men's shop, men's shoe shop, and boys' clothing shop section to the ad.

On one page of the Chicago Evening Post I find the advertisement of Marshall Field & Company for their store for men, and three pages further on an advertisement of an importation of French dresses for women. This demonstrates that Marshall Field & Company appreciate the necessity of presenting their printed shop windows, in individual settings, in one issue of the same newspaper.

It is a bad thing to disorder the minds of your

readers with disordered advertising. The more logical and clearly defined the text and arrangement of your advertisement, the more understandable and pleasing it is to the reader.

I venture to say from the net results of my own experience, that the ad which intelligently deals with one subject accomplishes the greatest results, creates a better impression of your store, and is remembered.

You do not expect to sell only the things you show in your window, but it represents in composite the quality of your stock. I contend that retail store advertising, especially that of the specialty shop, should accomplish this very thing.

The net result of cataloguing the stock of a store in an advertisement is a maze of uninteresting words, which do not convey pictures of anything. There must be some argument for your particular brands of goods.

As a rule in an advertisement you have neither the space nor the time to make telling pleas for all of your goods. Why not, then, spend your energies and time on one or two related things for which you can comprehensively make a sales brief?

When the Hampton shops advertise oak and walnut furniture for the living room, and convince me that it is good furniture, I do not receive the impression that the Hampton shops sell only oak and walnut. I am just as apt to be convinced that though I want mahogany furniture the Hampton shops is a good place to get it.

When I see the advertisement of Burley & Company for Minton's china, I am interested in this particular pattern, and though there is mentioned in the body of the ad only the one brand, I do not get the idea that Burley's line is confined to Minton's china. The signature says: "Burley & Company, English China, Cut Crystal, Sterling Silver, 7 North Wabash Avenue. Carriage entrance, 60 East Madison Street." A complete little advertisement in itself, which tells me a deal about the store.

Illustrate Faithfully

The judicious use of types which have historical and artistic justification; borders that convey atmosphere, and illustrations that show the goods faithfully and artistically, will make your advertisement more truly representative of the goods you have to sell.

The increasing facilities of the newspapers for better printing, the introduction of high art sections, like that of the New York Times, the development of such periodicals as Detroit Saturday Night and Cleveland Town Topics, give you further opportunity for the proper physical presentation of your shop windows on the busy lanes of trade and daily news.

Prepare Copy Carefully

Now a word as to copy. It is said that no woman can talk as interestingly as she looks. I affirm that no ad can look as interesting as it can talk.

It is both proper and productive to make the dress of your advertisement formal, but warm up the text and make it human. Breathe into your artistic ar-

* Mr. James Wallen, before the Detroit Advertising Clubs.

rangement the breath of life. If your text is pregnant with thought it will suggest its own arrangement.

Picture the contents of your shop window, and then add to the alluring scene the power of well-chosen words. Make the front or frame familiar, and the message newsy and bright.

The essence of my message today is this: To make people stop and look into your shop windows, into your advertisements, you must give them the color and vivacity you lend to your window displays. Do not try to sell all of your goods through the plate glass. If your advertising appropriation is merely a contribution to the welfare of the publishers, it is probably your own fault.

Just as modern photographers have eliminated the unnecessary, so we must prune our retail ads. We put too much into them, and there comes up a wail all over the land from retail advertisers that advertising does not bring home the gold dust.

The cure for the ineffectiveness in retail advertising, to my mind, is simplification and humanizing. The valuation consists in taking a text for a day or a week as the case may be, and preaching on it, with a due regard for the ability of the human mind to understand. Do not under-estimate the intelligence and ambition of your patrons. It is their ambition and intelligence which makes them want the things you sell.

Look At It Yourself

When you write your advertisement, go and stand outside your store, and look into the window, if you have a capable window dresser, then go to your desk and compose your message. You will convey a better impression of all of your goods, than if you wrote about all of them. Writing about one of them will describe the character of all. You will get the out-

side point of view. You will stand outside of yourself, as well as your establishment, and gain the most valuable knowledge a merchant or adman can possess.

When a man can see himself and his establishment with other's eyes he views his advertisement as a shop window on the boulevard of current literature. The keeper of the specialty shop, with his ads of limited size, should use no other method. The department store advertiser should departmentize his ads.

Attractive Looking Ads.

Don't expect publications to set your ads. With few exceptions they are not properly equipped. Take your ads to a printer who will furnish the type you want, and send them to the papers in electro. It costs more, but I am informed that the great motor car makers who last year spent the most money on typography and art work, expended the least on space, and reaped the most bountiful harvest. Their ads were remembered, and they got the limit of value out of the space they used. A good typographic plan will give your shop windows a familiar style and beauty. Have a name-plate or signature that you can cling to " 'til death us do part," and after.

Get Professional Assistance

If you want professional assistance it can be secured. Some good agents are quitting the chase of the few big accounts, to care for the many available and worth-while little ones who need their help. There are advertising managers obtainable, who work with skill and insight.

When your line brings you into contact, take advantage of dealer helps. The brains of the advertising world are expended on dealer helps, by the manufacturers with the vision to see the shop windows on the "Silenter streets of the city."

An Ignorant Shoe-Fitter May Cripple

At the recent semi-annual convention of the Indiana Retail Shoe Dealers' Association, Mr. A. F. Sloan, a retailer of Oxford, Ohio, advocated a state law to license clerks. Under the provision of this law, no clerk would be allowed to fit shoes until he had passed an examination of the State Medical Board on the anatomy of the foot and his ability to fit shoes correctly. In the "Shoe Retailer" Mr. Sloan is reported as favoring strongly more and better protection for the wearers of shoes; protection against inexperienced and conscienceless salespeople. There is no department of retail service to-day that should carry with it the responsibility that comes to the shoe salesman. There is no department of retailing that can do and has done the harm that a shoe man can do and has done. The condition of American feet to-day proves this statement. Mr. Sloan further says:

"We are almost a nation of foot-cripples. Arch troubles, corns, bunions, callouses, etc., are all due to improperly fitted shoes, the outgrowth of ignorance in fitting feet, the pernicious P. M. systems in city stores and many other causes.

"Every state has its pharmacy laws to guard against ignorance and incompetency. An ignorant pharmacist may kill. An ignorant shoe fitter may cripple—and many of them do.

"In the light of the things mentioned, why should we not have a law in every state requiring a shoe salesman to pass an examination before a State Medical Board on the anatomy of the foot and his fitness to fit feet? It would mean better service for the public, better wages for the employees, and better business for the employer.

"While I have only mentioned a few of the things in my mind that have come to me in the shoe business, I think you will see the argument in favor of my contention.

"Living and doing business in a college town, where 2,000 college men and women gather from all sections of this and foreign countries, I have had an opportunity to judge and pass opinion upon the fitting of feet by hundreds of other dealers, all over this land, and when I say it is bad, I state a fact in mild terms. The public has suffered too long already, and such a law as I advocate, will be a safeguard and prevention, as well as put the shoe retail business on a higher plane of merchandising, where it by every right ought to be.

"I have only at different times and places given expression to my views on this matter. No draft has yet been prepared of such a law as I favor, but I hope to have one ready for our next State Convention to either approve or reject."

Adjust Complaints with Honesty and Tact

The adjustment of complaints is one of the most difficult problems the retailer of footwear encounters. He is faced with the necessity of making a profit for himself which he can see diminishing to the vanishing point, when he has to replace an unsatisfactory article sold through the carelessness of one of his own employees. On the other hand, he faces the probability of losing a customer if he refuses to make any adjustment. As a general thing, the manufacturer is quite willing to stand behind the article he manufactures, and if it can be proven that the fault is his, will readily make redress. Many of the complaints, however, are all too frequently the result of carelessness in salesmanship, in which case there is no alternative but for the retailer to remedy the defect, however costly it may be. The final result should be that this salesman is penalized in some way for his careless work, and one retailer we know of has taken the attitude that the loss incurred shall be deducted from the salary of the salesman. This, he claims, has worked out very satisfactorily, and resulted in reducing the number of legitimate complaints to a minimum.

A successful retailer, Mr. O. Marcus, recently discussed this question of the proper adjustment of complaints, before the Retailers' Association of Baltimore, and a copy of his address is printed in a current issue of the Shoe Retailer, as follows:

Complaints Are Inevitable

"Treatment of complaints" pre-supposes the existence of complaints in the business of shoe retailing. Complaints are patent facts, evident to every shoe merchant of the land. They reach us daily, plague us, and are the bane of our very shoe existence. Before proposing a line of treatment it is necessary to go into the matter of the whys and wherefores of complaints.

It is a hackneyed saying, but a truthful one, that a wearing apparel which comes in immediate and continuous contact with the ground must perforce be subject to wear and tear according to the condition of, and what lies upon, the ground. Thus, hot ashes and cinders burn the sole of a shoe, acids eat them up, manure rots them, glass, metal and sharp stones cut them, and so through an endless list of possibilities.

Complaints arising from these contingencies may as well be dismissed as natural risks of the wearer. But there are complaints that come to me besides those already mentioned which seem reasonable and must be met not only in fear of losing trade and reputation, but from the very justice of such complaint. If the wear of a shoe could be forestalled, ours would indeed be an envied lot among all merchants. Experience has taught us that in ordering our goods from manufacturers with intense care in the selection of stock, giving minute specifications, etc., we often go awry. The foretelling of what a shoe may do is as certain as that of a race horse when put to the test; and if by any quaint reasoning of the mind we could imagine a pair of shoes as animate beings, we would dodgast them as much as we do a stubborn, balky, pesky racer who refuses to do what is right in the home stretch.

In JUST cases of complaints the question arises: "Who is to blame—the retailer, or the maker of the shoe?" Now it requires good judgment and particularly a certain amount of old-fashioned honesty and

rectitude to justly adjudge blame and responsibility to one or the other.

Here arises the question: "When is the retailer at fault in a just case of complaint?"

Where the Fitter is at Fault

The answer, in a general way, is: In all cases where the measuring of a foot and the fitting of a pair of shoes is referred to his skill, care and judgment, and if by accident or design he foists on a customer shoes too long or too short, too wide or too narrow. But emphatically, only then when the entire choice of fitting is left to the retailer and not to the customer's whim or demand for a certain size and width. Again, when at his recommendation a consumer purchases a pair of shoes not suitable for the purpose wanted.

Thus, Mr. Retailer, if you sell a patent leather shoe to a driver for use on a milk wagon, or a turned pair of flimsy material to a woman for every day street wear, etc., and under those conditions mentioned the shoes should be returned to you after a short time of actual wear showing breaks in the uppers, breaking down of counters or similar damages, the fault lies in your error of judgment. Acknowledge it promptly and make good.

Manufacturer Co-operates Gladly

There are just complaints not at all caused by Mr. Retailer's connivance or through his neglect and these are the most numerous. Of course I refer to shoes which give out in short order on account of poor workmanship, poor material, faulty construction, the doctoring received at the factory. If after but a few days' wear a Goodyear welt shoe springs apart in the shank, blame the maker for using poor thread, or poor waxing, or too tight a tension in the stitching machine. If a tip, or a front or back stay breaks away as if cut with a knife, you may blame the needle which stitched the seam for being rugged or blunt—clearly the fault of the manufacturer. Should the vamp of a shoe break in a week's wear, look close at the shoe and you will find defects in the leather. These complaints and all similar ones, caused primarily through faulty construction, or through poor judgment in the selection of material, must be met smilingly, and promptly referred to the manufacturer or jobber for settlement. There is not a maker of shoes who does not acknowledge his fault and make prompt restitution or adjudicate the damage when approached in a gentlemanly spirit. It is to his own interest to be fair, as it is well to be fair to him and to our customers.

In matters of claims and complaints the golden rule, "Do unto others as you wish to be done by," should rule our actions. If we follow this rule we won't go far astray.

To sum up, complaints are as natural to the shoe business as flees are to a dog; to adjudicate them against our own hurt takes the tact of a diplomat and the patience of a Job. Try to acquire these virtues.

Slippery Slippers

"Did you know that they could make shoes out of all kinds of skins?"

"How about banana skins?"

"They make slippers out of them."

Characteristics of Boot and Shoe Leathers

Different Animal Skins Have Different Qualities—Various Methods of Tanning —An Interesting Discussion of Manufacturing Processes

Mr. J. W. Applebee*

The leathers used in the making of footwear are of two very distinct varieties—the soft, flexible material of the uppers, and the thick, solid leather used for bottoms. When dealing with the characteristics of the various leathers used therefore, it is necessary to divide the subject into two parts—Uppers and Bottoms.

I.

The strain imposed on the upper leathers of a pair of boots is very great, and in order to be able to meet the demands made on them, certain qualities are essential. These qualities are—flexibility, ability to withstand friction, and great tearing strain. They must be able to resist water, but must not be airtight. They should also be able to take a very high polish. No leather can be said to possess all of these qualities in anything like perfect proportions, but all possess them in some degree, and it is the degree to which they do possess them, which, to a great extent, characterises them and determines the uses to which they should be applied. There are several things upon which the quality of the material depends, the chief ones being:—(a) the kind of animal skin; (b) the method of conversion into leather.

II.

In dealing with the various kinds of animal skins used, it is well to remember that the life led by the animal often affects the quality of the skin. Thus animals which live in mountainous districts, or who have to "rough it," are hardier, and their skins much better in quality than those obtained from cattle which have lived an easy life, or have simply been fattened up for the market. Animals, too, which live in tropical regions do not need such thick, tough skins to protect them from the atmospheric conditions as those which exist in colder climates. Again, if an animal suffers from a disease, the quality of the skin is often affected. Apart from these facts, however, the skins obtained from the different animals have very different qualities and characteristics.

The skins most usually employed in boots and shoes are those of the ox, calf, horse, colt, sheep, lamb, goat, and kid. There are also a number of deer, fawn, kangaroo, seal, alligator, and donkey skins used, but only in very small and almost negligible quantities.

The skin of the ox is extremely large and stout, and for this reason is seldom used in its original state, but is divided both in size and substance. The division in substance is called "splitting," and the number of "splits" obtained varies according to the material, three usually being the number. The splits are of different types. The grain split is the best (that is the one nearest the outside), and from this such leathers as box hide, willow hide, etc., are obtained, these leathers having what is called "a natural grain." The flesh split is next in quality, and this split, not having a natural grain, it is necessary to make one. This is generally done by stuffing it with wax and chalk, thus producing such leathers as waxed splits. The middle splits are of very inferior quality, and are sometimes made into cheap leathers used for insoles. The splitting of the material is detrimental to its tensile strength, and

the quality of the leather is thus impaired. The quality of the ox skin is very variable, and the uses to which it is put are many, depending to a great extent upon the method of tanning. Thus we have such widely different types as "box" and "willow" hide, which are used in common and medium work for walking out boots; and "zug grain," which is a very stout leather and rather expensive, which is used for fishing and shooting boots; and waxed split, used for navvying and mining boots.

The skin of the calf, being smaller than that of the ox, is neither divided in size nor in substance. It has a very fine grain, is a good water resister, and is very strong; good class stout walking boots are therefore manufactured from it. In calf skins, the qualities of the female and male are most marked, the former having a finer grain, and being a grade superior to the latter.

The same remarks apply to the horse and colt as to the ox and calf, the only difference being in the grain, which is a trifle coarser, except that a peculiar character occurs in the butt, which is removed and made into a leather called "crup."

The skins of the goat and kid are very small, but are famous for the extremely fine grain, and supple and flexible character. Good class, light walking out boots are made from the skins of these animals.

Sheep skins are very poor in quality, and are only used where cheap leathers are required, such as linings, nurseries, and cheap insertions. Although poor in quality, they are often so stout as to need splitting, and many different leathers are obtained. Some, such as roans, being made from the grain split, whilst the flesh split is tanned, and produces such leathers as suedes and chamois.

There are certain definitions used in connection with the above leathers which are characteristic of the type of animal from which they are obtained. Thus we have such terms as hides, kips, and skins. A "hide" is a half skin (i.e., the skin is divided down the centre of the backbone) of full-grown animals of the ox, horse, and buffalo class. A "kip" is the half skin of small Indian cattle, after the worst portions have been trimmed off. This term is also sometimes used in connection with the skins of yearling cattle. The term "skin" denotes the skins obtained from the smaller animals, such as calf, sheep, and goat.

Many varieties of leathers are manufactured from the skins of the aforementioned animals, and to call them by the name of the animal from which they are obtained would be too vague. They are, therefore, referred to in trade terms according to the style of finish, whether black, coloured, bright, dull, plain, grained, etc. Thus we have:—

Box hide—black, bright, grained face.

Willow hide—coloured, bright, grained face.

Satin hide—black, dull, smooth face.

Glove hide—black, bright, smooth face.

Zug grain—black, dull, grained face.

And so on, each particular leather having its own characteristic finish.

III.

The chief objects of tanning are to render the skin

* In Shoe Manufacturers' Monthly.

non-putrescible, and to make it less liable to absorb water. Various methods are in use whereby these objects are attained, these being known according to the tanning material used—as mineral, vegetable, and oil tannages. A method known as tawing is also occasionally used; this, however, does not really tan the leather, but simply “preserves” it. The leathers produced by the different methods have their own peculiar characteristics.

The most popular material used in mineral tannages is chrome, and the leathers produced are very tough as regards tensile strength, very flexible, light, and capable of taking a very high polish. As this method is more suitable for grain splits than for flesh splits, it does not produce a leather which will resist friction or abrasion to any great extent, the surface being easily scratched or broken. This method is suitable for all colours, and although the leathers are naturally dull they are usually subjected to a glazing process, by being stained with a solution containing tannic acid.

The materials used in vegetable tannages are obtained from the bark, leaves, wood, and fruits of trees, such as the oak, hemlock, sumach, etc. The skins tanned in this way are months before they are converted into leather, which, when produced, is rather inferior to chromed leather as regards flexibility, tensile strength, and water-resisting powers, but has a greater capacity to withstand friction.

Oil tanned leathers are, of course, very waterproof and very flexible, but are not so tough as either vegetable or mineral tanned ones.

Tawed leathers are not much used to-day, they are very flexible, and fairly tough, but do not resist water to any great extent.

The characteristics of a leather, and the uses to which it may be applied, are so closely connected as to be almost inseparable. Thus by noting the characteristics of the leathers produced by the various methods of tanning as explained above, it is easy to determine their uses.

Mineral tanning, being only suitable for grain leathers, is only used for that purpose, and as these do not resist friction, but take a very high polish, the leathers produced are not used where any amount of friction will occur. They are, therefore, used for dress and walking out boots.

Vegetable tanning, on the other hand, gives us a leather which will resist friction. Leathers used for navvying, mining, and Army boots, which will be subjected to very rough wear, are, therefore, tanned by this method.

The two former methods are the chief ones used, but oil tannages are used where these are not suitable—such as for the flesh split of sheep skins. Both this method and tawing produce very flexible leathers, which are often used when comfortable, easy fitting boots are required, such as for old people.

IV.

There is less to be said about bottom leathers, owing to the fact that the animal skins used, methods of tanning, and styles of finish are not so varied as is the case with upper leathers.

The skins used must necessarily be very stout, therefore the ox skin is the one most generally used.

As bottom leathers are subjected to a great deal of friction during wear, the tanning method used must be one which will produce a leather having very high friction resisting powers. It has been found that the most suitable leathers are obtained by means of the vegetable tanning method. Many different materials are used in vegetable tanning, and their relative effect is more marked on bottom leathers than on leathers

used for uppers. This is, no doubt, due to the greater length of time taken. The materials used are obtained from different parts of various trees. Thus we have

Oak Tannages

Oak bark is one of the oldest, and was formerly the most important material, used in this country. Very little leather is tanned exclusively with it now, however, it being generally used in conjunction with other oak tanning agents, as valonia (from the cups of acorns), and also extracts from oak wood.

Hemlock Tannages

Obtained from the American hemlock or fir tree and very extensively used in that country.

Other tanning agents include sumach, gambier, quebracho, and mimosa, each of which is obtained from the tree whose name it bears.

These different materials give the leather a different character, colour, and weight.

Oak bark leather is a light fawn colour—very flexible, good wearing properties, light in weight.

When valonia is used in conjunction with oak bark, it produces a leather which is dark and mottled in colour, more dense, and, therefore, less flexible, harder, heavier, and better able to resist water.

American extracts from oak wood give a dark leather, fairly flexible, and fairly light.

Leathers tanned by hemlock extracts are red in colour, rather rigid, very dense, hard, weight variable, often very heavy, and almost waterproof. It is, in fact, the most naturally waterproof leather in existence.

Union tannages (oak and hemlock) are used in America, and the leathers produced are a reddish brown in colour, fairly flexible, good wearing, medium weight.

Gambier gives a yellowish tint, is somewhat soft, and very heavy.

Mimosa tanned leathers are pink in colour, soft, flexible, rather tough, and light in colour.

The tanning material used often depends on the quality of the hides and the country from which they are obtained.

The best quality hides are generally tanned by oak or union tannages; hemlock and mimosa often being used for the poorer ones.

In England, oak is extensively used, hemlock and union tannages being used in America. The mimosa, or wattle tree, grows in Australia, and is, therefore, used a great deal in that country.

The uses to which bottom leathers are applied depend upon their quality and the class of work for which they are intended; oak and union tanned being used for the better class, and for boots which are subjected to hard wear, as Army boots, whilst lower class work is catered for by the inferior tannages.

It is usual to put the best part of the hide (as the butt) into those parts of the boots which receive the hardest wear—soles and top-pieces of heels, for example—the inferior parts being used for middles, insoles, lifts, etc., according to their quality.

Besides the before-mentioned materials used in tanning, other materials are sometimes used for special purposes. Thus such patent leathers as Driped and Durox are produced. These leathers contain a large percentage of fat, and therefore, they wear long and resist water to a great extent.

A mixed tannage of chrome and vegetable is sometimes used, the leathers produced bearing to some extent the properties peculiar to both.

Different results are often obtained by the same methods, but are characteristic of the tanner, and not of the skins used.

New Foot-measuring Device

The accompanying illustration represents a device known as the "Footograph," which is employed by the Walk-Over Boot Shops, of Toronto and Montreal, for the purpose of ascertaining accurately the size of boot or shoe a customer requires. This firm hold the sole rights to this patent in Canada and claim that it is an infallible method of determining the exact size and shape of footwear to properly fit any foot, as it absolutely eliminates all guess-work, and plainly indicates the width, length and shape. This method has been in use in the United States for some four or five years, and the general satisfaction that has been evinced by the buying public, and the numerous letters of commendation from various retailers, are ample proof of the successful and satisfactory results which have been

obtained by using it. In an interview with a representative of "Footwear in Canada," Mr. Guinivan, manager of the Walk-Over Boot Shop, Toronto, observed that, shortly after the store was opened, one of his competitors, to whom he was demonstrating the use of the "Footograph," was so favorably impressed with the fit of the boot which Mr. Guinivan selected as best suited to his foot, that he purchased the pair of boots submitted, an 8C, to replace a 7E which he had been wearing.

The invention, though very accurate, is comparatively simple, and such that any skilled salesman can use it successfully. It consists of a specially ruled sheet of paper on which are various numbers representing widths and lengths. This sheet fits into a box-like interior of the fitting stool—opened by removing the sliding cover of the stool. The sheet is inserted in this box in such a way that the words "right heel" and "left heel" (see Fig.) fall at the left and right sides, respectively, of the lower end of the box.

The process of fitting is as follows: The sole of (say) the right foot is placed on the "Footograph," with the left side of the foot resting against the left side of the box and the heel in the corner marked "right heel." With the foot held firmly in this position, the salesman traces the outline on the "Footograph" with a lead pencil.

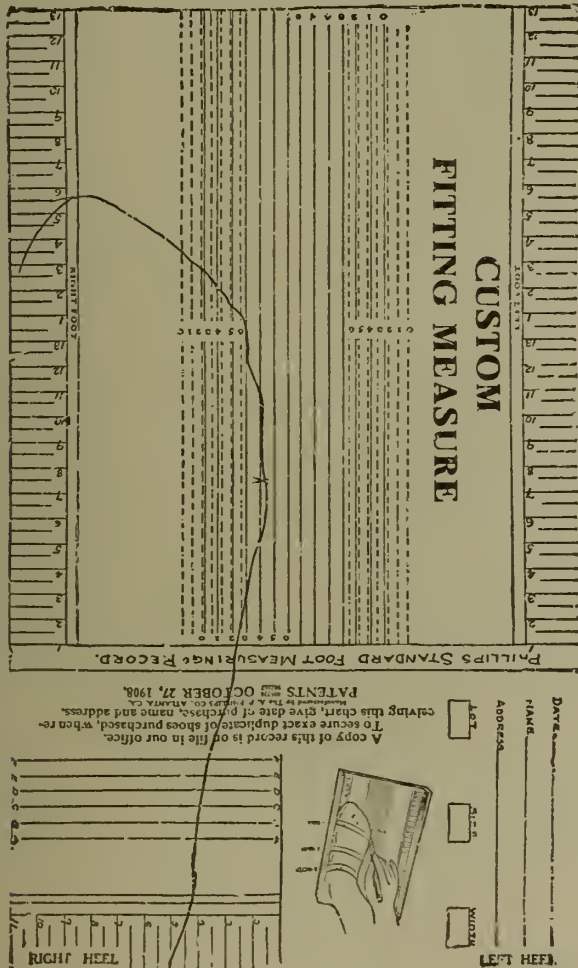
The figures at the left side of the sheet will indicate the length of the foot. The figures shown in the accompanying reproduction of the "Footograph" have been revised somewhat in the latest sheets and numbers which correspond to the old-fashioned shoemaker's footstick have been substituted.

In the middle of the sheet several lines, some black, some dotted, will be noted in the figure. The heavy black lines represent men's standard widths, the light dotted lines, women's. In measuring the right foot, the men's widths are indicated by the numbers at the bottom of the lines, 0, 1, 2, 3, 4, etc., representing AAA, AA, A, B, etc. Similarly women's right foot widths are indicated by the left-hand group of figures in the space at the middle of the dotted lines.

By this process the salesman has a sketch of the sole of the customer's foot before him and, by means of the numerical representation of the size of the foot to be fitted, he can readily select the boot or shoe which will be most suitable, instead of being guided by guess-work or the customer's idea of "his size."

The left foot is measured by the converse of this operation, the right side of the foot resting against the right side of the interior of the box, and the left heel in the right-hand corner of the box. The row of figures on the right side of the sheet represent the length, the figures at the top of the sheet men's standard widths, and the right-hand group in the centre, women's widths.

In the lower left-hand corner are two sets of numbers for measuring width and length of a child's foot. In the lower right-hand corner of the "Footograph," a blank form is shown. This is filled out and filed as a complete record of the sale. It contains the name and address of the purchaser, style, length and width of the footwear sold, the date of the sale, and the name of the salesman. This information is valuable for future reference, especially if a customer is purchasing rubbers or overshoes, or ordering footwear by telephone or mail.



The "Footograph"

War and the Leather Situation

It is said that prices of hides in Europe are much higher than on this continent, having advanced from 75 to 80 per cent. The consequence is that European interests are making extensive purchases in America, and there will likely be a serious shortage when the domestic trade do their buying. It is felt, moreover, that the embargo placed on skins, leather and materials used in tanning in the various countries, cannot fail to be conducive of a leather scarcity and advanced prices.

Considering Germany alone, each soldier is furnished with two pairs of boots and two pairs of shoes in times of war, by the government. Thus, with its army of 4,000,000 men in active service, the number of pairs necessary for the military equipment is 16,000,-

obtained by using it. In an interview with a representative of "Footwear in Canada," Mr. Guinivan, manager of the Walk-Over Boot Shop, Toronto, observed that, shortly after the store was opened, one of his competitors, to whom he was demonstrating the use of the "Footograph," was so favorably impressed with the fit of the boot which Mr. Guinivan selected as best suited to his foot, that he purchased the pair of boots submitted, an 8C, to replace a 7E which he had been wearing.

The invention, though very accurate, is comparatively simple, and such that any skilled salesman can use it successfully. It consists of a specially ruled sheet of paper on which are various numbers representing widths and lengths. This sheet fits into the

000 pairs, and when more men are called into service, this number will be increased in proportion.

Army experts estimate one month as the average time a pair of soldier's shoes will last. With the several million men at present in the field, it becomes immediately obvious that this means a monthly consumption of as many millions of pairs of shoes. Furthermore, the consumption of leather in saddles, harness and other accoutrements must also be very great. Yet, with this enormously increased demand, there unfortunately can be no corresponding increase in the supply of raw material, as the skins are only obtained as the animals are slaughtered for food.

There will almost assuredly be a great revival of the boot and shoe trade in the near future, as many retailers, whose stocks are at present low, will undoubtedly place large orders. This will result in increased activity among the manufacturers, and it is difficult to foresee just how well prepared the leather manufacturers will be to meet their demand, for it is feared that, when the domestic manufacturers come to purchase their material, they may find a considerable shortage in consequence of export shipments.

British Army Marching Boots

In order to systematise the production of all classes of marching boots for the British Army, it has been decided to standardize two extra patterns, in addition to the standard sealed pattern. The standard sealed pattern must be made of British leather in (a) all chrome, (b) chrome upper and vegetable tanned bottom, or (c) all vegetable tanned leather. Hereunder will be found the official specifications for the additional standard "Trade" patterns. The No. 1 boot is good enough for the Expeditionary Force, and will be used for that purpose, if necessity demands, although the authorities will endeavor to supply only the Standard sealed pattern boot to our fighting soldiers. The No. 2 boot is for the use of home services.

Standard "Trade" Pattern Made on English Army Lasts

Materials of Uppers.—Any suitable leather, vegetable or full chrome, to be approved by the Inspector of Boots. Shoulders or bellies will not be accepted.

Cut of Upper.—Vamp and quarter Derby cut. Tongue and vamp lining in one piece. This vamp lining to be cut from self material or good substitute. Quarter unlined where possible, whole cut counter to edge of quarter and laid-over loop. Height of leg at back $5\frac{7}{8}$ ins. Nine eyelets.

Method of Stitching Uppers.—Two wide rows of No. 14 best cotton thread on edge of quarter and counter, with a third or centre row of 5-cord stout wax thread; this to be carried up to form tab row. Loops stitched on with wax thread, back seam 14-cord best cotton. Sides of vamp and vamp lining may be skived wide, grain on the bottom of counter may be skived wide. No side linings.

Bottoms.—Leather toe cases. Concave shape, $2\frac{1}{2}$ ins. wide to welt on centre of toe.

Insole.—Full $\frac{1}{8}$ -in. English white leather.

Through Middle Sole.—Whole cut from English white leather with thin slip middle cut from firm leather (English or American optional).

Outsole.—English white leather $\frac{1}{4}$ -in. substance. Finished edge total substance to be full 7-16-in.

Heel.—English or American whole lifts. The tip filling to be cut from English white leather, $1\frac{1}{4}$ ins. high, including tip.

Go Where Facilities Are Best

The Boston Last Company, of Richmond, Que., are trying out a new idea which promises to be as popular in Canada as it has already become in the United States. They are working to induce the shoe manufacturer and the styles manager to come, in person, to their factory, where conditions are most favorable for working out new ideas together. The proposition is a most reasonable one. The facilities in a factory for reproducing samples and for getting at the individual fancies of any particular manufacturer are naturally pretty complete. The advantages to be gained over the salesman going out with a few stock lasts which may, in his estimation, represent the styles which ought to be worn during the coming season but which may not, in any respect, meet the wishes of many of his customers, is very evident. The Boston Last Company undertake to place at the service of their customers tried and experienced model makers who will put the original ideas of any customer immediately into concrete shape and make any changes that may suggest themselves, as the result of experience or the expressed opinions of other manufacturers. There is often an almost inappreciable difference between a last which fits and catches the eye of the customer and the last which is neither comfortable nor attractive. It is this little touch that the last maker is in a position to give his model if the manufacturer stands over him while the last is being made.

Incidentally this company are saying a good word for their home town. We think this is the right attitude for any manufacturer to take. No live manufacturer can make progress in a dead town. A good word for your home town is therefore a good word for yourself. The Boston Last Company invite their patrons to come to their factory and try this scheme out. They are welcome to stay as long as they like, and until the factory is able to turn out the ideal which exists in the shoe manufacturer's mind. They even go so far as to undertake to pay all the customers' expenses if they are not perfectly satisfied with the service they receive.

A Handsome Catalogue

The Canadian Consolidated Rubber Company, Montreal, Que., have distributed one of the handsomest catalogues of fine felt footwear we have ever seen, in their January issue of "Foot-Prints." Many of the illustrations are reproduced in warm colors, which add considerably to the attractiveness of the catalogue, and greatly assist the retailer in choosing the lines most suited to his particular requirements. The very large number of illustrations shown and the many styles catalogued indicate what a strong hold felt footwear has taken on the Canadian trade. Many of the styles are quite as attractive as any leather footwear now being turned out by the various manufacturers. A perusal of this catalogue will convince the most sceptical that he has no reason to fear untidiness or lack of dressiness in his appearance through the use of felt footwear. Whether in the home or the most extreme outdoor weather, styles are now available for every class of wear.

Grand Duke Michael of Russia is reported to have presented to the French army 1,000,000 pairs of shoes which had been ordered from Webster, Mass., factories at an average price of \$3 per pair.

The Use of Proper Laces

We hear very little about the use of proper laces in shoes. Even the manufacturer frequently ignores the importance of the lace in keeping the shoe in shape. Thin, string-like laces have not sufficient body to hold the upper in position; they are not strong or thick enough.

When the boot is lasted, it is always laced up in such a way that it will fit properly on the last. The same thing is true when the shoe is being worn. In the lasting the boot is laced firmly and strongly, so that the upper cannot get out of position. Similarly, if the boot is to retain its shape when it is worn, the importance of the good shoe lace is quite obvious.

Among the various kinds of laces, the chief are made of leather, cotton, wool and silk. Many lace manufacturers put up their laces in pairs, and put a label on them with their name on, showing that they are willing to have the article recognized as their product. They will not turn out a lace of cheap quality, as they feel that it is poor policy both for themselves and for the retailer.

Prices of English Footwear Advanced

With the demand that is being made upon boot and shoe manufacturers in this country to supply army requirements, retailers are experiencing difficulty in obtaining stocks, particularly of men's winter boots, and retail prices are increasing.

Some manufacturers who have contracts with the Government are declining orders for delivery during the current year. The comparatively few who are willing to deliver limited supplies have announced that their list prices have materially advanced, partly because of the present price of raw material. Since the war commenced the cost of leather has increased considerably, and continues to advance.

The contracts of large manufacturers to supply boots to the army have so monopolized machinery that they are unable to fill other orders until Christmas. The English army is dependent upon these manufacturers, and the French and Belgian armies are relying to a great extent upon supplies from this country. It is authoritatively stated that Leicester firms are being offered big orders by the Russian Government. There is no doubt that a great strain is being placed upon manufacturers because several sources of supply of raw material from the Continent have been stopped.—Daily Consular and Trade Reports.

Higher Prices of Leather

Several communications have passed between the Canadian Shoe Manufacturers' Export Association, Montreal, and their representatives in London, England, Messrs. A. R. Angus, sales manager of Ames-Holden-McCready, Limited, and Oscar Dufresne, of Dufresne and Locke, on the subject of supplying the British War Office with Canadian shoes. The two gentlemen named are in touch with the War Office, but at the time of writing no orders have been placed. It is understood that the question is largely one of price, and that the quotations submitted are higher than those usually paid.

A meeting of the Association was held on December 30, when the question of the supply of leather was discussed. The tanners had given the shoe manufacturers an option on the requisite amounts of leather at certain prices. This option expired on December 31,

and the shoe manufacturers, in view of the pending negotiations, desired the option to be extended another month. This, however, the tanners did not see their way to accede to, and in consequence the association cabled Messrs. Angus and Dufresne advising that the prices originally submitted to the War Office will have to be advanced, owing to the higher cost of leather.

A Curious Law Suit

A rather curious lawsuit was tried in the Southwark (England) County Court recently, the plaintiff, Mrs. Charlotte Snell, bringing an action against the Metropolitan Water Board for the recovery of £75 damages owing to injuries sustained from an accident on Rouel Road, Bermondsey. Mrs. Snell caught the heel of her right boot in an uncovered watercock box, thereby dislocating her ankle and bruising her knee.

An engineer employed by the defendants said that formerly the boxes were kept covered, but that more accidents occurred then than with them uncovered and declared that none of the boxes were large enough for a woman's heel to be caught in them.

At the suggestion of the judge, a number of women present submitted their shoes, to see if the heels would fit into a box which was produced, and it was found that all of them would fit into it easily. The judge remarked that women's heels were becoming smaller and higher every day. The jury brought in a verdict in favor of the plaintiff for £15.

Cold-Proof Footwear

A comprehensive illustrated catalogue of Cold-Proof felt footwear, manufactured by the Great West Felt Company, Limited, of Elmira, Ont., is being distributed to the trade. It is a handsome catalogue, the effectiveness of which is increased by the use of color reproductions which will aid the retailer materially in choosing the styles which he judges best suited to catch the eye of his customers. This catalogue includes data on some 600 samples, indicating the tremendous development that has taken place in the manufacture and sale of felt footwear during the last few years. All over the northern part of our Dominion felt boots have already proven themselves capable of meeting the demand of our most vigorous winters, combined with the hard usage which is characteristic of life in our northern latitude. The splendid catalogue of the Great West Felt Company indicates that they are well equipped to take care of their share of the season's demands.

Mr. Slater is Chairman

Mr. J. Slater, of J. & J. Slater, New York, has accepted the position of chairman of the banquet committee in connection with the annual convention of the National Shoe Retailers' Association being held in New York on January 11th and 12th. Mr. Slater will read a paper before the convention on the subject of "Stock Turn-over."

Turkey's declaration of war will have a serious effect on the goatskin market, as the bulk of the extensive supply of skins which has been coming to America from Asia Minor has now been cut off. The inability of America to obtain goatskin from the chief sources of the world's supply will doubtless soon lead to a shortage of this material as well as glazed kid, which is made from goatskin.

General News and Personals

Happenings in the Shoe and Leather Trade

On behalf of the British Government, Mr. F. Stobart has placed orders with Canadian firms for large quantities of shoe laces.

Oscar Dufresne, of Dufresne & Locke, Maisonneuve, has been appointed a member of a new Park Commission at Maisonneuve.

Mr. F. Stobart, purchasing representative in Canada for the Imperial Government, has been instructed to purchase large quantities of military accoutrements, the value of which is placed approximately at \$1,500,000. It is calculated that the Canadian factories will require some fifteen weeks to fill this order.

An order of council has been passed by the Canadian Government adding raw rubber to the list of articles prohibited from export during the war.

A new shoe store has been opened in Newmarket by Messrs. Hamilton Bros., formerly of Sutton, Ont.

Application has been made for the incorporation of the Moncton Footwear Company, Limited, head office Moncton, N.B., and capital \$15,000, with power to carry on a general boot and shoe and footwear business, both wholesale and retail. Power is also asked to purchase or lease or otherwise acquire the business, property, etc., of the Moncton Footwear Company.

A new boot and shoe store has been opened by Mr. W. P. Stewart in Uxbridge, Ont.

Reports from Montreal are that present indications point to a continuance of the present fashion of overgaiters. Manufacturers report that the demand is greater than ever, and that the difficulty is to secure sufficient boxcloth and Melton cloth. This comes from England, and the supplies are now becoming scarce, with only small lots available from time to time. If then the fashion should continue, it is certain that prices will advance. Gaiters are made in a variety of styles, beaver, in addition to box and Melton cloths, being largely used.

One result of the enlisting of thousands of men for the front has been an enormous demand for leather leggings. One Montreal house sold its entire output, imported a large quantity, and even then was unable to fill the orders which came to hand.

Mr. R. Leuiller has been appointed superintendent of the sample room of the Wm. A. Marsh Company, Quebec.

The London Shoe Store, Montreal, Que., have sold out their stock.

The travellers of the Canadian Consolidated Rubber Company, Montreal, are now on the road with samples of Berlin felt footwear. The company, in the latest edition of "Footprints," show a very varied line of this class of goods. For the first time in the history of the Canadian felt industry, the company are producing high grade "Kim-Felt" "Kumfy" slippers; these are made of the finest wool felt, with padded chrome cushion soles, the goods being manufactured in various colors, which are illustrated in "Footprints." Hitherto slippers of this description have been imported, but there is now an opportunity for buyers to secure Made in Canada goods.

The Canadian Consolidated Rubber Company, Montreal, have a team in the Commercial Bowling League. At the time of writing the team have won distinction by making the highest individual score in a match, and also the highest team score in a match.

Mr. Ransom has opened a shoe store at 996 Dundas Street, Toronto.

William Davis, the western representative of Jackson & Savage, Limited, Montreal, has been on a visit to the latter city.

F. H. Meinzer, of the Montreal office of the Miner Rubber Company, has returned from a business visit to Toronto, Winnipeg and Brandon.

The Maple Leaf Shoe Company, Montreal, Que., have dissolved.

The United Shoe Machinery Company of Canada, Limited, have lately sold many of their repair outfits, reports to hand showing that this branch of the industry is in a healthy

condition. The company have also supplied a considerable amount of machinery to saddlery firms, these being exceptionally busy on war orders.

A new boot and shoe store has been opened in Edmonton, Alta., by Mr. L. E. Moreau.

Mr. R. B. Chalue is now a member of the selling staff of the American-British-Canadian Distributors and will cover Western Canada.

No better key to the condition of the shoe trade of Canada can be found than in the business done by the United Shoe Machinery Company of Canada, Limited, Maisonneuve. A period of activity is reflected in the machinery required from this corporation, while times of slackness are certain to result in a reduction of orders. Mr. F. W. Knowlton, the manager, reports that notwithstanding the practical closing up of three or four shoe factories, the business done shows that the shoe industry generally is in a fairly good position, and that it has recently picked up in a very satisfactory way. While there was a falling off in production last year, trade is not in the depressed state which some reports indicate.

Anderson, Limited, have succeeded to the boot and shoe business of P. F. & E. E. Anderson, Moose Jaw.

The Blachford Shoe Manufacturing Company, Toronto, gave an informal social evening on New Year's Eve to their employees. Music and dancing were indulged in and all report an enjoyable time.

The Schwartz Shoe Company, Toronto, suffered loss by fire recently.

Mr. Jas. T. Sutherland, of Kingston, a director of the Cook-Fitzgerald Company, London, was re-elected manager of the Frontenac Hockey Club, Kingston.

Mr. H. Henry has purchased the boot and shoe store of Mr. J. A. Little, Saskatoon, Sask.

Mr. L. W. Johnson, who has been carrying on a boot and shoe business in Galt, Ont., recently announced that he is retiring from business in that town.

A men's furnishing and shoe store has been opened in Killarney, Man., by Mr. A. G. Harris.

Mr. A. Arel, boot and shoe dealer, Montreal, Que., has sold his stock.

The shoe store of Sparks Bros., St. Catharines, Ont., was entered by thieves recently and several pairs of shoes and gloves were stolen.

A new boot and shoe store has been opened by Mr. Robert Russell on Torrens Avenue, Todmorden, Ont.

Mr. Frank Ortlieb has started a boot and shoe and harness store in St. Gregor, Sask.

Mr. A. Brandon, managing director of the Brandon Shoe Company, Brantford, Ont., is on a business trip to Boston.

We are pleased to report that Mr. H. Bull, boot and shoe dealer, Grimsby, Ont., who has been confined to his home for some time, has recovered and is attending to business again.

Mr. Trudeau, manager of the Brockton Shoe Stores, Toronto, is on an extended business trip to Montreal.

A fire occurred in the boot and shoe store of Mr. O. Bernier, Montreal, Que., recently and the stock was partially damaged by smoke and water.

Mr. E. J. Wright has opened a new store at 1768 Dundas Street, London, known as the Metropolitan Shoe Repair Shop.

Mr. C. E. Lepine, of Dupont & Frere, Montreal, Que., has resigned his position.

The stock of the Parliament Street store of Simpson & Company, boot and shoe dealers, Toronto, who assigned recently, has been sold.

Mr. H. A. Burke, foreman of the treeing room of the Ames-Holden-McCready, Limited, No. 1 factory, Montreal, has resigned.

Montreal and Maisonneuve factories are moderately supplied with orders. Two or three small firms have not been doing much, but, taken as a whole, the orders have come in very well. "I am afraid," said one of the partners of a large firm, "we have been too pessimistic, and have been cry-

ing before we are hurt. Considering the war conditions, business is as good as we can expect, and there are signs that we shall do a reasonable season's trade." Orders are not so extensive as in former years, retailers being inclined to buy on a smaller scale and to repeat as occasion requires.

The boot and shoe store formerly known as the Waldorf Shoe Store, at 762 St. Catherine Street East, Montreal, has been purchased by Mr. A. Brunet.

The Rena Footwear Company, Montreal, Que., have had new machinery parts installed recently in their factory.

A new shoe store has been opened in Ernfold, Sask., by Mr. W. C. Doyle.

A very handsome new store front has been installed by Messrs. J. Hessenhauer & Son, Berlin, Ont., which adds considerably to the attractiveness of their store.

An attractive new shoe store has been opened in Bedford Park, Yonge Street, Toronto, by Mr. J. A. McCreery.

Mr. R. M. Beal, of the R. M. Beal Leather Company, Limited, Lindsay, Ont., has been elected mayor of that town for the year 1915.

The A. E. Wry-Standard, Limited, has been incorporated with head office in Sackville, N.B., and capital \$500,000. The new company is an amalgamation of the Standard Manufacturing Company, Limited, and the A. E. Wry, Limited. The purpose of the new company will be to carry on a general tannery business.

Mr. A. E. Cudmore, who formerly carried on a shoe business on Gerrard Street East, Toronto, has purchased the branch store of John Brotherton at 750 Broadview Avenue.

The men's furnishings and boot and shoe store of Mr. J. M. Axler, Toronto, suffered loss by fire recently.

Mr. A. Chadwick, boot and shoe dealer in East Toronto, has moved into more spacious and attractive quarters a few doors from his former stand.

The stock of Messrs. Tom Stedman, Limited, boot and shoe dealers, Winnipeg, Man., was sold recently.

A footwear and dry goods business will be opened by Mr. J. E. McCormack in Carberry, Man., in the stores formerly occupied by Mr. T. D. Stickle.

Mr. C. E. Hurlbut, of the Hurlbut Shoe Company, Limited, Preston, Ont., has been elected mayor of that town for the year 1915.

Mr. S. M. Wickett, managing director of Wickett & Craig, Limited, Toronto headed the polls in the aldermanic election in Ward 2.

Mr. Wm. Allin, for some years proprietor of a shoemaking business in Hampton, Ont., died recently in his 89th year.

Mr. W. G. Fallen representative of Classic Shoes in Alberta and British Columbia has just returned from his spring trip, which, he reports, was very successful. Indeed it has been the best business trip he has had over this territory. He attributes this phenomenal business under abnormal conditions to the wide range of Classic shoes in women's, misses' and children's with the three processes, together with the exclusive styles and selling qualities and close prices that these shoes are sold at. He finds the dealers are concentrating their buying with houses who are combining a large and comprehensive range with the right style and price.

Mr. J. A. Connor, formerly manager of the London branch of the Canadian Consolidated Rubber Company, has been appointed manager of the Toronto branch of the company.

Mr. Harry Clapp has resigned his position in the shoe department of the Robert Simpson Company, Toronto, and is now with the Bloor Street West branch of the J. H. Porter Shoe Stores.

The stock of the boot and shoe store of Mr. Zoel Lavoie, Grand Mere, Que., was damaged by fire recently.

Mr. Wm. Howarth, boot and shoe dealer, Toronto, has sold his branch store at 176 Main Street.

The boot and shoe store of Mr. Jacob Roston, Montreal, Que., was burned out recently.

The Montreal Shoe Repairing Company, 637 St. Catherine Street West, Montreal, have had a U.S.M. 16-foot Goodyear shoe repairing outfit installed in their plant recently.

Mr. John J. Mason, who carried a boot and shoe business at 109½ Gottingen Street, Halifax, died recently in his 87th year. He leaves a wife and a family of one son and two daughters.

GENERAL STORE NEWS

Ontario

The general store of Messrs. C. J. Gilroy & Son, Glen Buell, suffered loss by fire recently.

Quebec

The general store of Mr. P. N. Haste, Kazabazua, was burned out recently.

Mr. A. Lachapelle has succeeded to the general store business of Mr. E. Nault, Montcerf.

Messrs. H. Pepin & Fils, general storekeepers, Warwick, have dissolved. Mr. Louis Honore Pepin and Mr. Paul Maurice Pepin have registered.

Messrs. J. E. Bergeron & Cie, have registered as general storekeepers in St. Louis de Courville, Que.

Manitoba

The general store of Messrs. W. T. Lamb & Company, Oakburn, sold out their stock recently.

Messrs. Gillespie & Humphrey, general storekeepers, Griswold, have dissolved partnership.

Mr. N. Korman has purchased the stock of the general store of the Estate of S. Korman, Haskett.

Messrs. B. McCormack, Limited, general storekeepers, Virden, have opened a branch at Carberry.

The general store of the Estate of Smith Trading Company, Winnipeg, have sold the stock of their Souris branch to Mr. M. Udow. and that of the Kelwood branch, to Mr. D. Aronovitch.

Saskatchewan

The general store of Mr. Frank Krushen, Yorkton, has been sold.

Mr. Thos. H. Cooper has succeeded to the general store business of Mr. E. A. Hall, Estlin.

The general store of Messrs. T. J. Metheral & Company, Forward, was recently burned out.

Obituary

Mr. J. D. Grant, of the general store of Grant & McIntyre, Apple Hill, Que., passed away recently.

Mr. Isaac P. Hetherington, for many years in the boot and shoe business, died recently at his home in Jenkinsville, N.B., at the age of 78.

Mr. Wm. Ryall, for many years owner of a boot and shoe store at 997 Queen Street East, Toronto, died recently in his 60th year.

Mr. P. Leslie Cox, of Waterbury & Rising, Limited, St. John, N.B., died recently at his home in St. John. Mr. Cox was twenty-six years of age and is survived by a wife and child.

Mr. John Neill died recently in Whitby, Ont., in his 58th year. Mr. Neill was a native of Barric and one of the founders of the Neill Shoe Stores operating in many of Ontario's leading towns.

After an illness of many months, Mr. Robert J. Baker, foreman of Gales Bros., shoe manufacturers, Quebec City, died at his residence, 972 Tupper Street, Montreal, aged 50 years. Mr. Baker was born and educated in Quebec, and was for two years with Gales Bros., prior to which he held a similar position with J. B. Blouin, Limited, Levis.

Mr. Walter Ernest, the office manager of George Gales and Company, St. Catherine Street, Montreal, one of the largest retail shoe stores in the city, died on December 21. Mr. Ernest, who was ill for only five days, died from a complication of pneumonia and pleurisy. He was 34 years of age, a native of London, England, and had been connected with Gales and Company for six years. He leaves a widow and four small children.

The death of Mr. Joseph Panneton, a prominent shoe retailer, carrying on business at 835 St. Lawrence Boulevard, Montreal, occurred on December 30. He was 61 years of age, and had been in business for 25 years. Mr. Panneton is survived by a widow and ten children.

William Booth, for many years secretary-treasurer of J. and T. Bell Limited, Montreal, recently passed away at his home, Mountain Street, Montreal. Mr. Booth retired from business about five years ago, but remained on the board of directors of the company. He was a member of the Board of Trade, Canada Council Knights of Columbus, and St. Patrick's Society.

Maker—Retailer—Customer

Intimate Relation Connecting These Three Factors in
To-day's Shoe Situation

By M. S. Higgins*

In this time of world-wide stress and domestic re-adjustment every merchant has, for himself and for his country, these paramount duties:

To do his part in keeping the wheels of commerce revolving at normal speed.

To make a sincere show of confidence in his country, his town, himself and in the ability of his store to make good under any conditions.

To believe in the efficiency of advertising, the reciprocity of store service and the certainty of both to do their part in making profits, if given the opportunity.

To have faith in the wisdom of the manufacturer in forming policies that will best meet prevailing conditions.

To express this faith by accepting manufacturing co-operation as one of the vital principles upon which modern commerce is based.

To acknowledge by deeds the fact that loyal, whole-hearted, enthusiastic team-work between the manufacturer and retailer is absolutely best for both and also best for the consumer.

The interest of each of the three is so very closely related to that of the others that any course adopted by either which arouses unnecessary antagonism, or lessens confidence, has a direct and harmful bearing on results.

We touch the real vital spot between the maker and the seller.

All Seeking the Same End

Both maker and seller are seeking one thing—volume—because in volume only is profit. Both realize the need of advertising to get the volume.

Both know the importance of quality, style and service in winning a critical public.

Each one performs his part of an operation that is completed only when a customer buys and is satisfied.

A pair of shoes is an incident.

This incident begins when the pattern is laid on the leather, and it continues through all the departments of the factory and the dealers' fitting-room, and it closes only when the customer discards the shoes for another pair.

If the style proves satisfactory throughout the period of wear, if the quality proves as good as the customer had a right to expect for the price, if the fitting was correct, if the courtesy and service that the customer received in the store were all that could be desired, then he will probably return to the same store for another pair of the same make a second and third time, and he will call it by name, if he can.

Every apparently trifling detail is a part of the incident, and has its effect for either good or ill upon the volume of both the manufacturer and the retailer.

Cannot Locate Dividing Line

It is impossible to say where the interest of the manufacturer ends and that of the retailer begins. In fact, there is and can be no separation of interest. To all intents and purposes they are equal fractions of one unit, each necessary to complete what the other lacks.

It thus becomes absolutely imperative that both must work in perfect harmony; that their business

ideals be identical; that their mutual co-operation take those forms in which each can best help the other and wholly for selfish reasons, because in helping the other each helps himself most.

It is conceded that the manufacturer can help the retailer best by sending him customers, and the only way in which this can be done in any volume is by adopting an identification brand—advertising it until the merits for which it stands are known the country over—and in making his product under this name so satisfactory as to create in the wearer certain loyalty to the store that sells it.

Develops Higher Ideals

This course develops, in the manufacturer and in his organization, manufacturing and business ideals that are never stationary. Better stock is sought; better patterns are designed; better facilities for prompt service are secured; better advertising in the interest of the retailer is prepared; better business system is installed. In every department the ideals of last season must give way to those that are finer.

The retailer on his part can best help the manufacturer—and consequently himself—by following the pace set by the manufacturer; growing with his growth—in ideals, in business system, in selling methods, in store service, in advertising. His co-operation must be frank and friendly, if he is to keep pace with the growth of the greater organization. The manufacturer's momentum can thus be made his own if he will accept it.

Never was there a period when these things were of greater moment than right now.

There are over fifty thousand first-class shoe retailers in this country.

Think what it would mean in maintaining and even in improving commercial conditions in the shoe field if all of the fifty thousand should work enthusiastically along these bigger and broader lines!

Quebec Tanners Busy

The tanners of the Province of Quebec turning out heavy leathers are very busy, and have no trouble in disposing of their entire output, at satisfactory prices. Inquiries are coming in from many quarters, and a large amount of leather has been exported to England. United States firms have been asking for quotations on leather for the French army boots, orders for which have been placed in the States. Tanners are finding it increasingly difficult to secure hides, which have again advanced, although naturally the rise in the hide market is reflected in the enhanced quotations of leather.

Help for the Belgians

The attention of shoe manufacturers everywhere is directed to the plan devised by the associations in the shoe and leather trade in the United States to send to the relief of the Belgian people the imperfect boots and shoes on hand. Full particulars regarding the plan may be had by addressing Thomas F. Anderson, Secretary of the New England Shoe & Leather Association.

The price of "Footwear in Canada" is only one dollar a year. It is full of useful ideas for the retailer and staff. Get your friends to subscribe.

* Adv. Man. Geo. E. Keith Co. in the Shoeman.



28 "Service" Branches Throughout Canada

Canadian Consolidated Rubber Co., Limited
Montreal, P. Q.



"Made in Canada"

**"SPRING STEP"
FRICTION PLUG
RUBBER HEELS**

**"DOMINION"
RUBBER SOLES**

We have added to our line a complete range of the above items. They are *made in Canada, by Canadians, for Canadians.*

Write our nearest branch for prices or ask our Travellers.

Canadian Consolidated Rubber Co., Limited
Montreal, P. Q.

28 "Service" Branches Throughout Canada



ALPHABETICAL LIST OF ADVERTISERS

Aird & Son	57	Fortuna Machine Co.	62	Miner Rubber Company	1
Ahrens Company, Chas. A.	61	Great West Felt Co.	17	Montreal Box Toe Co.	64
American - British - Canadian Distri- buters	23	Grosch Felt Shoe Co.	59	Nugget Polish Company	58
Ames-Holden-McCready	16	Guay, Eugene	60	Panther Rubber Company	2
Amherst Boot & Shoe Co.	11	Getty & Scott	5	Peters Mfg. Company	60
Armstrong, W. D.	62	Halford Publishing Co.	60	Progressive Shoe Machinery Co.	9
Brockton Heel Company	60	Hinde & Dauch Paper Co.	21	Rice & Hutchins	7
Boot and Shoe Workers' Union	61	Hurlbut Company	60	Robinson, Jas.	12-13
Boston Last Company	6	Ideal Shoe Company	60	Rolland, A. B.	62
Canadian Consolidated Rubber Co.	24-51	Independent Box Toe Co.	60	Shoeman	61
Clarke & Company, A. R.	68	Independent Rubber Company	54	Sisman Shoe Company, T.	9
Cote, J. A. & M.	60	Kaufman Rubber Company	8	Sommer Mfg. Co., J. L.	23
Commercial	64	Kawneer Mfg. Company	15	Tanners Leather Company	62
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Essex Rubber Company	14	Minister Myles Shoe Co.	20		
Evans Company, Arthur L.	61				

**Finest
Quality**

Whittemore's Shoe Polishes

**Largest
Variety**

The Oldest and Largest Manufacturers of Shoe Dressings in the World.

"GILT EDGE"



The only black dressing for ladies' and children's shoes that positively contains OIL. Softens and preserves. Imparts a beautiful black lustre. LARGEST QUANTITY. FINEST QUALITY. Its use saves time, labor and brushes, as it Shines without brushing. Sponge in every bottle so Always Ready for Use.

Also for gents' kid, kangaroo, etc.
25c size.



"ROYAL GLOSS"

For Ladies' and Children's Black Shoes.

Restores the color and lustre to all faded or worn black shoes, softens and preserves the leather. Apply with sponge attached to cork. Always ready for use. Shines without brushing.

10c size.

If You Have Never Sold

shoe polishes you should at least give them a trial. You will make no mistake in doing this because it is the almost universal experience of grocers and general merchants that they sell readily and quickly. A counter display alone will sell large quantities.

*Ask Your Jobber's
Salesman About This*

"ELITE BLACK COMBINATION"

The only polish endorsed by the manufacturers of Box Calf leathers.

Contains oil and positively nourishes and preserves leather and makes it wear longer. Blacks and polishes. Cover remover attached to each box.

10 & 25c. sizes.



"OIL PASTE"

For ALL kinds of Black Shoes

Blacks, Polishes and Preserves. Contains no acid to injure the leather. Will polish Wet or Oily shoes. Boxes open with a key (see cut).

Also tan oil paste.



British Made Wide Shoe Ties

From the Factories of Brough Nicholson & Hall, Limited, Leek, England



"Trilby and Orient" Mercerized Cotton



"Real Silk"



"My Lady" Art Silk

Splendid make-up—Sightly, Saleable, Profitable—Each pair enclosed separately. Buy at once for your Spring needs. Stocked in Black, Tan and White—27 inch, 30 inch,

Pleased to have your enquiries. Samples on request.

Wholesalers supplied by our Sales Agents

E. W. McMartin

45 St. Alexander St., MONTREAL
20 Wellington St. W., TORONTO

Fraser Mather Co.
WINNIPEG

W. H. Vass
VANCOUVER

AIRD & SON, Montreal

New Lasts New Heels New Styles

☐ Jobbers are invited to call and see our new samples when in Montreal.

☐ They include new styles, new heels and new lasts in McKays and Turns for men, boys, youths and women.

☐ They provide a good margin of profit and are A1 footwear.

WRITE OR CALL.

Dainty Mode

Kant Krack

**“Made in Canada”
The Nation’s Motto for 1915**



For 1915 the buying public will demand “Made in Canada” goods —see that you sell Canadian rubbers.

The Independent “Big Four” are good lines to carry each of them being the best value in the line it represents.

Any of our jobbers can show you samples and quote prices. Write your nearest jobber.



**The Independent Rubber Co.
Limited**

Merritton, Ont.

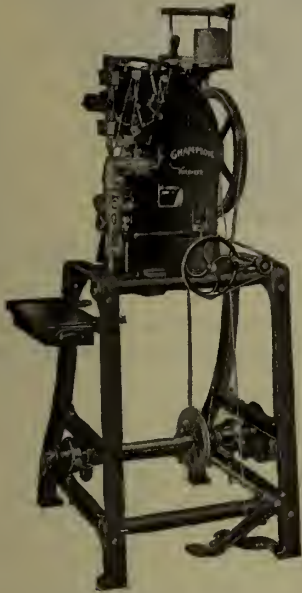
INDEPENDENT RUBBER CO. BRANDS
ARE SOLD BY

- | | |
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| The Amherst Boot & Shoe Co., Limited, | Amherst, N. S. |
| The Amherst Central Shoe Co., | Regina, Sask. |
| The A. W. Ault Co., Limited | Ottawa, Ont. |
| White Shoe Co. | Toronto, Ont. |
| Kilgour, Rimer & Co., Limited, | Winnipeg, Man. |
| The J. Leckie Co., Limited, | Vancouver, B. C. |
| The London Shoe Co., | London, Ont. |
| McLaren & Dallas, | Toronto, Ont. |
| James Robinson, | Montreal, Que. |



CHAMPION SHOE AND REPAIR MACHINERY

The Largest and Most Complete Line in the Market



Champion Standard Straight Needle Shoe Stitcher.

When you get ready to equip yourself with shoe repair machinery, bear two important features in mind—Working Efficiency and Selling Conditions under which you can equip yourself with the machinery you want.

Champion Standard Straight Needle and Awl Shoe Stitcher

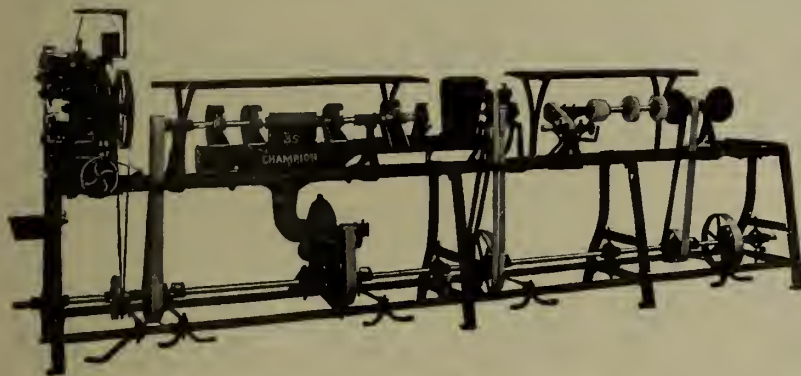
is expressly designed for the repair shop—It has working features such as no other machine in the market. You don't have to trim down a sole in advance and then stitch it. That's one big feature on this stitcher. It saves time and that's what counts.

Champion Ideal Stitchers

Especially designed for new custom work and for repairing. This machine has the proper radius on needle and awl, and a large stitching range, consequently every class of work can be properly taken care of—from the heaviest to the finest.



Champion Ideal Model Curved Needle and Awl Shoe Stitcher.



Champion No. 35 Shoe Repair Outfit.

Champion Shoe Repair Outfits

are equipped with the best and most complete equipment on both scouring and burnishing shafts.



Champion Metallic Fastener Machine or String Nailer.

Champion Power Loose Nailers and Power Metallic Fastener or String Nailing Machines

Profitable and indispensable in the repair shop. Soles are waterproof when nailed on properly—Both these machines will take care of a great deal of trade, that maybe you now let go by.

Champion Combination Harness and Shoe Stitchers

are just the machines for that shop where harness is stitched and shoe repairing work is done.

CHAMPION Machines are not sold on royalty—They are sold outright, for cash, or on time payments.

Write us for catalogue, prices and terms.

Cut this out and send in.

Champion Shoe Machinery Co.

Please send me particulars on.....

.....

Name.....

Address.....

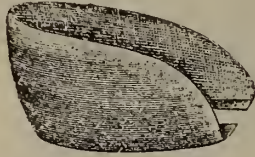
FOOTWEAR IN CANADA

Champion Shoe Machinery Company

3727-3741 Forest Park Blvd., St. Louis, Mo., U. S. A.

COUNTERS and BOX TOES

We manufacture all kinds of Union and Leather Counters, Leather Box-Toes.



Let us submit samples of these. A test will convince you of the value of our counters for your shoes.

Lamontagne, Racine & Co.

115 Arago St., Quebec

TORONTO Rep. MONTREAL Rep.
R. Lewis, 21 Scott St. V. Champigny, 1276 Ontario St.

HEELS

That will not check

All grades, denominations and heights—a full line.

BOX TOES THAT COME ALIKE

made in leather, split, combination leather, canvas and felt.



INDEPENDENT BOX TOE CO.

102 Christophe Colomb Street, Montreal

Your Staple Lines

Are they shoes of real merit that will stand up to rough and heavy service?

Can you show a customer a variety of styles and quote him a price below that of your competitor?

If you stock

“YAMASKA”

your answer is “yes.”

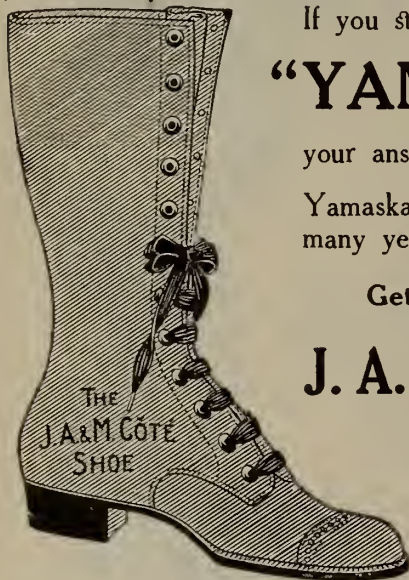
Yamaska is a brand of many years' standing.

Get our prices

J. A. & M. Cote

St. Hyacinthe

Quebec



THE
Ideal
SHOE

For Children

embodies more selling points than any other line of juvenile footwear.

The Ideal Shoe is bench-made in Patent, Gun Metal, Box Calf and Dongola. No cut off tips used.

Discriminating retailers will select Ideal Shoes for 1915.

The Ideal Shoe Co.

Limited

ELMIRA, ONTARIO

We want to BUY for CASH all the PIECED HEEL STOCK you make

BROCKTON HEEL COMPANY

BROCKTON, MASS.

Are you Looking for Help?

The surest and quickest way to secure

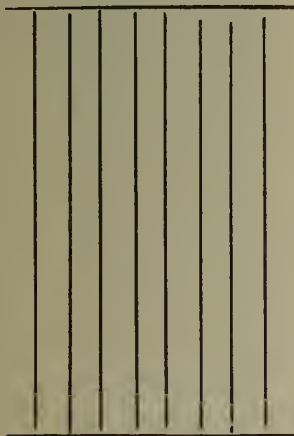
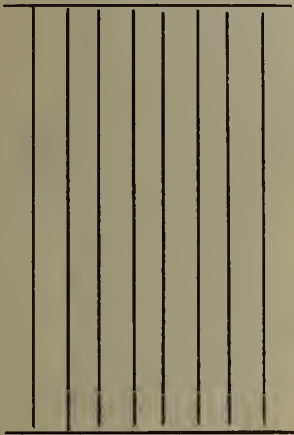
SHOE FACTORY HELP RETAIL SALESMEN
TRAVELLING SALESMEN OFFICE ASSISTANTS

is to insert a small advertisement in the “Wanted and For Sale Department” of FOOTWEAR IN CANADA.

Great results come from little want ads.

Try one next issue.

Footwear in Canada 347 Adelaide St. W.
TORONTO



Mr. Dealer!

Do you realize the benefits to be derived from selling Union Stamp Shoes?

For every retailer who desires to cater to the Union trade in his neighborhood the stamp is a necessity. Union men demand Union shoes, and only shoes bearing the stamp of the Boot and Shoe Workers' Union are Union made.

It costs the retailer no more to buy union-made footwear, and such shoes are of the highest quality, representing honest value and first-class workmanship.

The stamp is a guarantee that the shoe is rightly made, under favorable conditions, by expert workmen.

You are working under a handicap, Mr. Retailer, if you do not carry union stamp shoes, and you are failing to reap profits that should be yours.

Union stamp shoes are made in all lines, and meet the requirements of everyone. We will be glad to send you a list of manufacturers making union stamp shoes. A post card request will bring this list to you at once.

Retailers who sell Union Stamp Shoes are promoting the fair policy of arbitration with no strikes.

Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 SUMMER STREET, BOSTON, MASS.

JOHN F. TOBIN,
President

CHARLES L. BAINE,
Sec.-Treas.

WHEN ORDERING SHOES INSIST THAT THEY BEAR THE UNION STAMP



1915

JANUARY



A New Year Suggestion

Make a display of
"NUGGET" SHOE POLISH
and
WATCH IT SELL

The "Nugget" Polish Co., Limited

9, 11 and 13 Davenport Road, Toronto, Ont.



**For Fit and Quality
For Patriotism
For Prosperity in 1915**

Buy Grosch Felts

The successful marketing of Grosch Felts for over eight years stands as a guarantee for their fit and quality.

They are "Made in Canada" under the intelligent supervision of experienced men. We make our own felt and operate our factory under a minimum overhead expense, hence the better quality of Grosch Felts at competitive prices.

Sell this well known line in 1915—Samples may be had from the best jobbers.

Better send in your order now, before the war affects our supply of raw material.

The Grosch Felt Shoe Co., Ltd.
Milverton, Ont.

Invisible Strength

We all admire strength,
but we don't want to see
it in too great evidence.

304-310 E. 22nd St.
New York City

Peters' Invisible Acme Backing Cloth

gives shoe or leather the necessary strength without proclaiming
itself to the world.

It is made of the purest ingredients; it is easily applied, and
once stuck with a gentle heat it **stays stuck**. All qualities, at
all prices, for all kinds of work. Samples free.

Peters Manufacturing Co.

Backing Specialists—3 Generations

43-53 Lincoln St.
Boston, Mass.



D. & F. SHOES

They speak for themselves. Are made
of the best materials and by the most
highly skilled workmanship. D. & F.
shoes have won the confidence of Cana-
dian shoemen.

Their style and finish is the best.

Watch our new lines of medium welts.

Ask our traveller to call.

DUPONT & FRERE
301 Aird Ave. MONTREAL

For \$1.50 per year we will mail you free the
journal:—

**THE SHOE MANUFACTURERS'
MONTHLY (2/-),**

and the directory:—

THE SHOEMAN'S GUIDE (3/6).

Both are concerned with the British Wholesale
trade. (Exports of footwear 1913 over twenty
million dollars.)

The "Monthly" does not advertise boots and
shoes, but machinery and materials only. Will
keep you posted on what is going on in Great
Britain, the World's open market.

The Guide tells you what the thousand British
manufacturers produce. Also gives facts as to
makers of leather, machinery, inks, stains, mer-
cery, findings, etc.

The Halford Publishing Co., Ltd.

26 Corridor Chambers
LEICESTER, ENGLAND



All Leather

Prices and Samples on Application.

EUGENE GUAY, 230 St. Marguerite Street
MONTREAL

We also make Union, Standard and Leather Board Counters.
TORONTO REPRESENTATIVE—638 Shaw St.

Cheaper Satisfaction

Your customer's
customer will pay
less for more satis-
faction if you put
Guay All-Leather
Counters in your
shoes. It pays.



are made a little better than some folks think nec-
essary, but we think nothing is too good for Baby.
Baby's mother thinks the same, and it pays to please
her.

HURLBUT CO. LIMITED
PRESTON, CANADA



Charles A. **AHRENS** Limited
BERLIN, ONT.
Manufacturers of
Solid Leather Shoes



Footwear Warehouse

5 Floors To Let Adelaide St. W. Toronto

This warehouse building is the most attractive in the city.

It is well situated for footwear or finding stocks.

Centrally situated

Light on four sides

Passenger and freight elevator
Vaults

One block from four car lines

Floor area, 6,300 sq. feet, each floor.

For further particulars ask

Hugh C. MacLean, Limited

347 Adelaide St. West, Toronto

Phone Adelaide 2700

The Shoeman



This Trade Mark represents the cleanest, handsomest, most-useful-to-the-dealer-and-clerk shoe journal in the United States.

Any Canadian shoe dealer, department buyer or retail shoe salesman who asks us for a specimen copy will find at least two big useful features they won't find elsewhere—send in for a copy and find out what these two things are.

A copy sent free on your postal request

Published by

The Arthur L. Evans Co.

183 Essex St., Boston, Mass., U.S.A. Inc.

AUTH. CAPITAL \$250,000.00

THE TANNERS' LEATHER COMPANY

TANNERS AND MANUFACTURERS OF
ROUGH AND FINISHED SPLITS, SLABS, SKIFFINGS AND SPLIT OFFAL

Main Office and Plant: 210 N. J. Railroad Avenue

NEWARK, NEW JERSEY



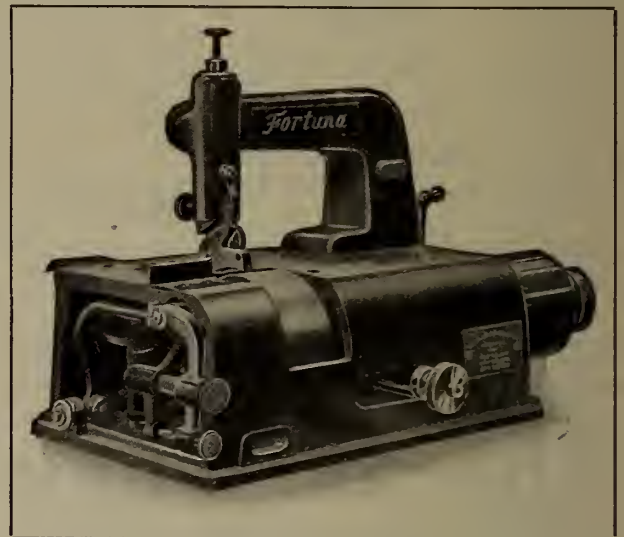
It Pays to Have an Attractive Store

A System of the Milbradt Rolling Step Ladders will pay for themselves in a short time by enabling you to wait on more trade, save the wear and tear on your fixtures and goods, as well as bring the appearance of your store up-to-date. Write for catalogue which shows various styles of ladders we manufacture.

Milbradt Mfg. Co.

2410 N. 10th Street
ST. LOUIS, MO.

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

SHOE-STAMP-SPECIALIST

W.D. ARMSTRONG

ENGRAVER OF FINE STEEL STAMPS & DIES
230 CRAIG ST. WEST, MONTREAL. PHONE 675
QUE.

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

ORIGINAL DESIGNS SUBMITTED



Children's Shoes

good turn sewed shoes.



JOBBER, LARGE DEALERS' trade solicited, samples made to order, write the manufacturer.

A. B. Rolland : Montreal

IF IT BEARS
THIS MARK

USMC

YOU CAN RELY
UPON THE QUALITY

United Shoe Machinery Company of Canada

Montreal, Que.

122 Adelaide Street West, Toronto

492 St. Valier Street, Que.

CAT'S PAW

CUSHION
RUBBER HEELS



Cat's Paw Rubber Heels are known everywhere for their excellent wearing qualities. Our patent canvas friction plug positively prevents slipping without affecting the buoyancy of the rubber.

For sale by all leading jobbers throughout Canada



Walpole Rubber Co., Limited
8 McGill College Avenue, MONTREAL

HEELS



Men's, Boys' and Women's Heels
All Grades

High grade box toes for Goodyear work, also combination toes of all kinds.

Write for Prices

The Montreal Box Toe Co.
321 Aird Ave., Montreal

Dominion Die Co.

MANUFACTURERS OF

Cutting Dies

of Every Description



For Cutting
**Leather, Rubber, Paper
Cloth, Etc.**

ALL WORK WARRANTED

321 Aird Ave., Montreal

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.

THE COMMERCIAL
ESTABLISHED 1885
A WEEKLY FINANCIAL, COMMERCIAL &
GENERAL TRADE NEWSPAPER OF THE GREAT WEST

Over 29 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued every Saturday Morning 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.

**NO DIAMOND
TRADE MARK
NO FAST COLOR**



**NO DIAMOND  TRADE MARK
No Fast Color**

Get this fact firmly fixed in your mind. It may be the means of saving you considerable annoyance and inconvenience; for, if you will insist that the diamond trade mark shall appear on the surface of the eyelets in the shoes you order, you will be entirely free from any complaints regarding "Brassy" eyelets. Fast Color Eyelets are the only kind that cannot wear "Brassy." They enhance the good appearance of shoes more than any other accessory used in their manufacture; and, made as they are, with celluloid tops of solid color, they do not grow old but retain their bright, new appearance long after the shoes are worn out.

The diamond trademark is a sure cure for all eyelet troubles. Only the genuine Fast Color Eyelets have it.

**United Shoe Machinery Company
Of Canada
Montreal, Que.**

122 Adelaide St. West, Toronto 492 St. Valier St., Quebec

Shoe Machinery

For Every Department from Lasting to Finishing

TRADE



MARK

**Goodyear
Welt and Turn
Systems**

**Consolidated
Hand Method
Lasting Machines**

**Model-C
Ideal Clicking
Machines**

**Rapid Standard
Screw
Machines**

**Davey
Horn Pegging
Machines**

Heel Protector, Driving, Heel Compressing, Loading and Attaching Machines, Heel Trimming, Breasting, Scouring and Finishing Machines; Loose Nailing and Slugging Machines; Cementing, Buffing and Skiving Machines; Gem Insole Machines, Eyeletting Machines; Eyelets, Shanks, Brushes, Etc.

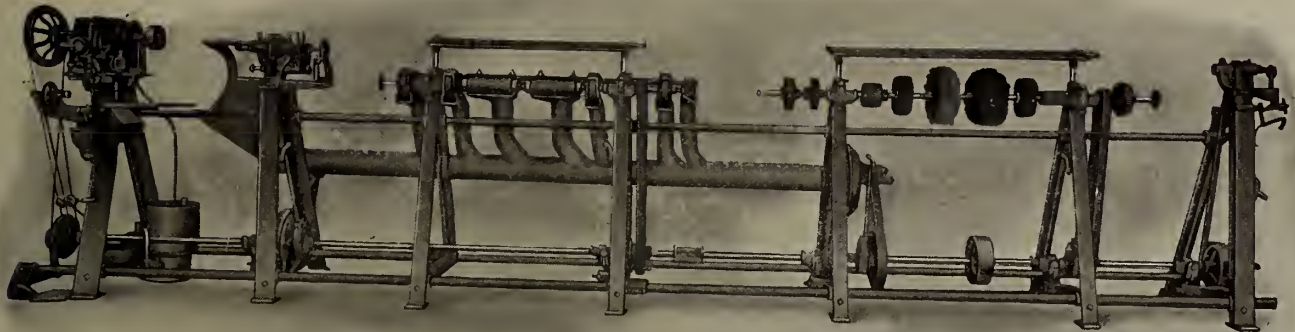
United Shoe Machinery Company of Canada

122 Adelaide Street West, TORONTO

MONTREAL, QUE.

492 St. Valier St., QUEBEC.

22-Foot Goodyear Shoe Repairing Outfit



MODEL N.

THIS Outfit represents the highest development in shoe repairing machinery, and meets every demand of modern shoe repairing. It embraces all the essential processes for making new shoes from old ones, giving the maximum of equipment and efficiency in the minimum space. The Outfit has the Goodyear Stitching Machine with all its improvements, including a new style steam generator which uses gas or gasoline for generating the steam, and operates automatically, thereby insuring a uniform heat for keeping the wax in proper condition and requiring little attention from the operator. The Edge Trimming Machine has the new feature of the two shafts being operated by a single belt, and the cutter grinder is attached directly to the main shaft. This arrangement gives better results with less power.

The Buffing and Scouring Machine has a shaft 57 inches long and carries the following equipment:—

- | | |
|--|------------------------------|
| 2 Split Bottom Buffing Rolls | 1 Heel Breast Scouring Wheel |
| 2 Flat X-Ray Heel Scouring Wheels | 1 Pin Wheel Pad complete |
| 2 "C" Shape X-Ray Heel Scouring Wheels | |

A powerful Blower System removes the dust resulting from the trimming, buffing and scouring operations, and is designed to overcome certain objectionable features of other blowers.

The Finishing Machine has a 78 inch shaft which has all the necessary equipment for black or russet work:—

- | | |
|--|-------------------------|
| 2 Corrugated Rubber Shank Finishing Wheels | 2 Heel Brushes |
| 1 Corrugated Rubber Heel Finishing Wheel | 1 Stitch Cleaning Brush |
| 1 Corrugated Rubber Bottom Finishing Roll | 1 Levelling Roll |
| 2 Shank and Bottom Brushes | 1 Bead and Wheel |

At the end of the Outfit is the Oscillating Edge Setting Machine which is fitted with union irons and in its motions duplicates hand workmen with quicker and better results.

Each of the machines is operated independently by a friction drive pulley, so that it is necessary to use only those machines which the operator may require. This feature means a saving of power.

All the machines are firmly mounted on legs and driven by a countershaft with carefully adjusted bearings, so that the Outfit runs with very little vibration, and is in every way most efficient.

Full information furnished promptly on request.

United Shoe Machinery Company of Canada

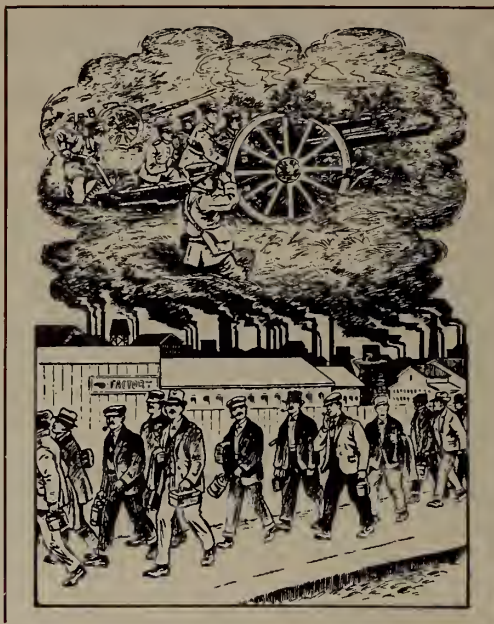
MONTREAL, QUE.

122 Adelaide Street West, TORONTO

492 St. Valier Street, QUEBEC



1852



1915

Our Army of Fighters in Europe is Depending on Our Army of Workers at Home

When the ships come back from slaughter and the troops come back from war,
 When the havoc strewn behind them threatens the road that lies before,
 Every hero shall be welcomed, every orphan shall be fed,
 By the man who stuck to business, by the man who kept his head.

Encourage Canadian manufacturers to stick to business and keep their army of workers at full strength, by specifying "Made in Canada" every time.



Covers 6 Acres of land

OUR TORONTO PLANT
 Floor space 115,000 sq. ft.

Over 350 employees

A. R. Clarke & Co., Limited

"Makers for the Nation"

Montreal

TORONTO

Quebec

Footwear

In Canada



Sort Up!

Every time you lose a sale by being out of a size or style, you also lose profit, prestige and perhaps a customer. Sort up now—today—and send your order to any of our agents who will promptly supply you with the popular Miner Rubbers.

The Miner Rubber Company, Limited

Granby Quebec Montreal Ottawa Toronto

LIST OF SELLING AGENTS

- Blachford, Davies & Co., Limited, 60-62 Front Street West, Toronto, Ont.
- Coates, Burns & Wanless London, Ont.
- Dowling & Creelman Brandon, Man.
- R. B. Griffith & Co. Hamilton, Ont.
- J. M. Humphrey & Co. St. John, N.B.
- J. M. Humphrey & Co. Sydney, C.B.
- Jackson and Savage, Limited 78 St. Peter St., Montreal, Que.
- The Wm. A. Marsh Co., Western, Ltd., 72 Princess St., Winnipeg, Man.
- The Miner Rubber Co., Limited 225 Queen St., Ottawa, Ont.
- The Miner Rubber Co., Limited 21 Notre Dame St., Quebec, Que.
- The Miner Rubber Co., Limited, 146 Wellington St. West, Toronto, Ont.
- The Miner Rubber Co., Limited 72 St. Peter St., Montreal, Que.



PANTHER

Guaranteed RUBBER SOLES



Panther Soles are made of the best live rubber and are unequalled for wearing quality.

Guaranteed Not to Break or Crack

We guarantee every pair of rubber soles bearing the Panther Guarantee trade-mark. Should any pair break or crack we will refund \$1.00, or give a new pair of soles free.

We also make other good soles and heels of every description.

- Soles with cut off toes.
- Soles with Spring heels.
- Soles without heels.
- Combination Soles.
- Three-quarter length soles.

All Grades, Shapes, Colors and Gauges.

Ask Your Manufacturer to Equip Your Shoes with PANTHER GUARANTEED RUBBER SOLES.



Makers of this Heel in the Green Box.
Every Pair Guaranteed.

Panther Rubber Mfg. Co.
SHERBROOKE, QUE.



Footwear

In Canada



Sort Up!

Every time you lose a sale by being out of a size or style, you also lose profit, prestige and perhaps a customer. Sort up now—today—and send your order to any of our agents who will promptly supply you with the popular Miner Rubbers.

The Miner Rubber Company, Limited

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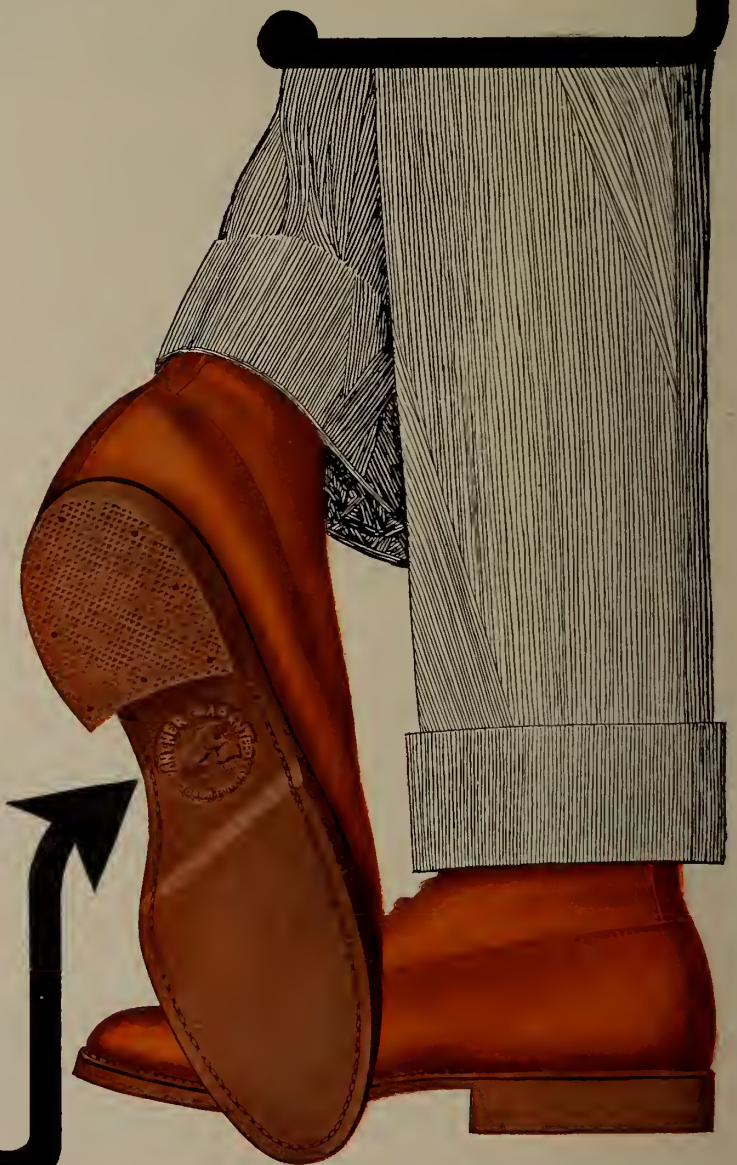
All Grades, Shapes, Colors and Gauges.

Ask Your Manufacturer to Equip Your Shoes with PANTHER GUARANTEED RUBBER SOLES.



Makers of this Heel in the Green Box.
Every Pair Guaranteed.

Panther Rubber Mfg. Co.
SHERBROOKE, QUE.





28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, Que.



"Made in Canada"

**"SPRING STEP"
FRICTION PLUG
RUBBER HEELS**

**"DOMINION"
RUBBER SOLES**

We have added to our line a complete range
of the above items. *They are made in
Canada, by Canadians, for Canadians.*

WRITE OUR NEAREST BRANCH FOR
PRICES OR ASK OUR TRAVELLERS

Canadian Consolidated
Rubber Co., Limited
Montreal, Que.

28 "Service" Branches Throughout Canada



At Your Service



JAMES ROBINSON

The National Jobber

Write
Phone or
Call

184 McGill St.
Montreal
Que.



Canadian Made for Canadian Trade



Bostonian Shoes

The merits of Bostonian shoes, undeniable as they are, have proved splended stepping stones to new custom and increased confidence.



Bostonian shoes are chosen by retailers who realize the importance of details - for whom the average good shoe is not quite good enough.

Bostonian shoes attract a superior class of customer, profitable, and well worth cultivating.

Your request for samples will be appreciated, and will receive prompt attention.



Your Rush Orders for Rubbers

will be filled and shipped the same day as received. A large stock of the four Independent Brands always on hand.



Dainty Mode Kant Krack

James Robinson

Montreal



Trade
Mark



Made in Canada

Look for our Trade Mark

If you want the best antiseptic shoes for your customers be sure you get the genuine Doctors shoe with our Cock O' the North trade mark stamped on the sole of every shoe.

They are made in Canada.

Both our Doctors and Professor shoes have special antiseptic non-perspiro features that make them popular with the particular shoe buyer who seeks real comfort.

If the Tebbutt Shoes are not included in your present stock—write us for sample shipment, or they can be secured through your jobber.

Tebbutt Shoe and Leather

Company Limited

Three Rivers Quebec



Guaranteed Fibre Shoe Counters

These Counters guaranteed to wear the life of the shoes or I pay for the shoes [guaranteed in writing].

Guaranteed **Shoe Hooks** unbreakable made by me in Canada at a cost of 25 per cent. less to you than imported ones. Power hook setters on a rental basis or sold outright.

Shoe Laces at prices beyond competition for same quality.

Shoe Ornaments of all descriptions, Buckles, Bows, Rosettes, Colonials, etc.



REG. U. S. PAT. OF '04

Satin Slipper Dyes. Dye your satin slippers any shade desired. You need carry only white slippers and dye them the color to suit your demand.

Everything carried in stock ready to ship.

G. J. Trudeau

365 Ontario Street East - Montreal, Que.



Established 1885



Quality First



Russet Combination

For cleaning and polishing all kinds of russet, tan or yellow colored boots and shoes.

RALSTON'S Shoe Polishes

Made expressly for fine trade

**Black Beauty
Tan Beauty**

White Beauty

Matchless Shoe Dressing

Ralston's Suede Dressing

Ralston's Waterproof Dubbin

Black or Tan

When there is anything new in polishes ask your jobber to show it to you in the Ralston Line.

We always have the new ones.

A preparation made expressly to clean and restore **White Canvas Shoes** to their original condition, making them look as fresh and clean as when new.



Made in all colors and guaranteed the best.



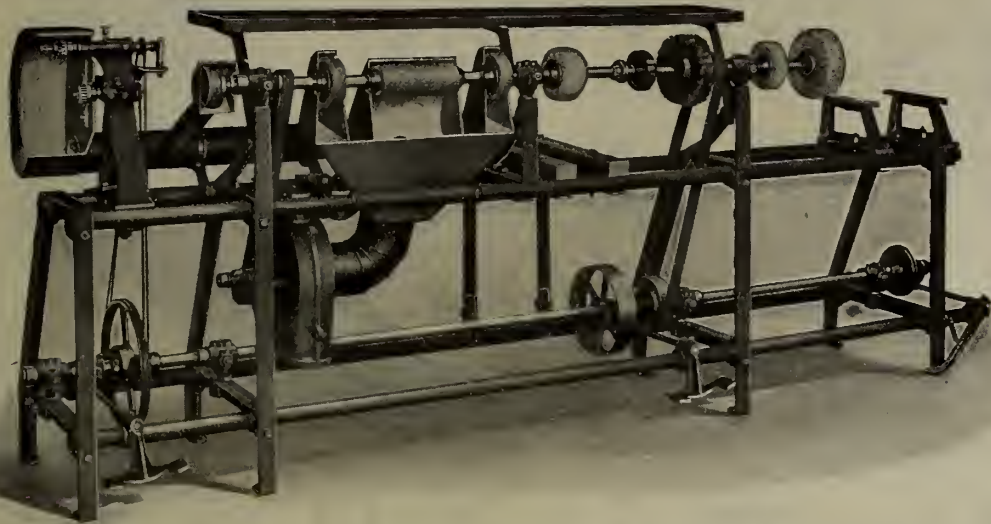
The Boot Black's Favorite. A high grade polish made expressly for Gentlemen's Fine Boots and Shoes. **Black or Tan Beauty** will produce a polish that is simply perfection.

Ladies must have a polish which can be applied quickly with a sponge—they should have the **Best**—we have spared no effort or expense to make this the **Best of all**.

Made in Canada

Smooth Working Progressive Finishing Machines

SEND FOR CATALOG H



Progressive Shoe Machines are built of the best materials by thorough and practical men who know the needs of the shoe repair shop from actual experience. We make sure that every part works smoothly and efficiently.

There are thirty-four different models of Progressive Finishers. Both motor driven and foot power. Built to last and built for satisfactory service.

Progressive Machines are reasonable in price and are sold on the payment plan or for cash. With a Progressive Finisher your shop will make more money.

SEND FOR CATALOG H

Would Not Be Without It

"We have given the Finishing Machine a good fair trial and must say it is all right in every way. I would not be without it and can recommend it to anyone."
H. Taylor, Walkerville, Ont.

PROGRESSIVE SHOE MACHINERY CO., MINNEAPOLIS, MINN. U. S. A.

The Best Shoe Finishing Machinery Manufactured.

More Sales and Bigger Profits this year with

"Everyday" Shoes

Made in Canada

The man about town or on the road, the farmer, the lumberman, the miner and the prospector will all patronize the store that boosts "Everyday" Shoes. These solid leather staples are honestly constructed throughout from best quality materials on popular and comfortable lasts.

Do the right thing, and write us for samples right now.

Made with a Conscience — Sold with a Guarantee

T. Sisman Shoe Co., Limited

Aurora, Ont.

AMES-HOLDEN McCREADY



**The Line That is Sold
Throughout Canada
In City, Town and Hamlet**



We manufacture a complete line of staple shoes for men, women and children constructed on lasts that make for comfort and style.

Our specials include Men's welts to retail at \$4.00, \$5.00 and \$6.00, and Women's welts at \$3.50, \$4.00 and \$5.00. All neat and attractive models calculated to meet the demands of every class of customer and all guaranteed to give satisfaction and long service.

As one of the oldest shoe manufacturing houses in Canada, with years of practical experience, we are able to supply shoes suited to every trade. With our distributing centres located in all the leading cities we can give prompt service and fill orders in any part of Canada with a minimum of delay.

Ames-Holden-McCready, Limited

**Montreal St. John Toronto Winnipeg
Calgary Edmonton Vancouver**



No. 205
 No. 205—Women's Felt Ruskin, Plush Bound, Leather Facing, Flexible Leather Sole and Heel.



No. 102
 No. 102—Men's Felt Blucher, Vamp Lined, Leather Facing and Back Strap, Felt Sole and Heel.



No. 202
 No. 202—Women's Felt Bal., Dongola Vamp and Back Foxing, Leather Facing and Back Strap, Leather Sole and Heel.

“Cold Proof” Felts for Wear Warmth and Comfort

THESE three essential features are found in our “Cold Proof” felt boots, shoes and slippers. Made of Felt of our own manufacture, original designs and thorough workmanship are responsible for the lasting wear of our felts.

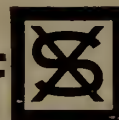
The Great West Felt Company's “Cold proof” felts include every style and shape for men, women and children—for wear indoors and outdoors—fur trimmed or plain.

Sold by Independent Jobbers. If your jobber cannot supply you we'll name one who can.

*Illustrated Catalogue
 sent on request.*

We are not in any trust

The Great West Felt Co.
 Limited
 Elmira - Ontario



No Claims Were Made for the Essex Fibre Sole Until We Had the Facts.

We know today that Essex Fibre Soles are from 50% to 100% more valuable to the wearer than the average Fibre Sole.

Here are the figures on Essex Fibre Soles tested for wear in comparison with two other largely advertised brands of alleged Fibre Soles.

- A—Essex Fibre Sole withstood the wear resistance test two hours.**
- B—Competing Sole lasted just one hour.**
- C—Competing Sole lasted but three-quarters of an hour.**

If you have already used Essex Fibre Soles, it is needless for us to tell you that they wear longer than the best Oak Sole leather, are impervious to moisture, and can be stitched as securely and permanently as leather.

You cannot afford to sign an order for soles until you have investigated these facts and verified our tests. Write for a sample pair of Essex Fibre Soles and Prices.

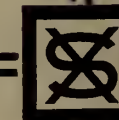
Essex Rubber Company, Inc.

Manufacturers of most of the Rubber Soles Used in America.

Principal Offices and Factory:

TRENTON - NEW JERSEY

NOTE:—The New Essex Hanger entitled, "The Blue List Cobbler," will help to brighten your office. Post paid on request.





You Men Behind Store Fronts---Think of This

Your Store Fronts—your show windows—have always been your biggest assets—they have always been a necessity to the success of every retail institution but it has been during the past ten years that they have really come into their own—that you could count on their help with certainty.

For more than eight years we have endeavored to show retailers why KAWNEER construction fills their requirements and today our standing in this field is shown by fully 40,000 actual, real, money-making Store Fronts. There are more KAWNEER FRONTS installed than any other type of this kind.

WHY?

Because KAWNEER construction is permanent, requires no upkeep expense, (doesn't have to be painted), provides for show window ventilation and drainage, allows the greatest glass expanse, affords protection to the expensive plates of glass, dust-proof in summer (has a device which enables you to open and close the ventholes) and because it enables you to carry out modern designs and styles of Fronts particularly adapted to your own business.

Can you conceive of a more sturdy and permanent Store Front than a KAWNEER made of solid, heavy gauged copper or brass? And, too, if you prefer, we can build yours of aluminum or bronze and the great variety of finishes allows you to carry out almost any color scheme.

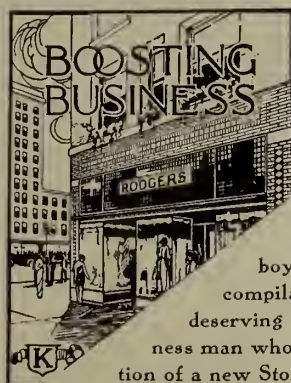
A PERFECTED CONSTRUCTION

Our scientific and common-sense experiments have developed KAWNEER to what we be-

lieve to be the absolute limit in modern Store Front construction. We have worked with such a vast number of real, keen Merchants and builders in the construction of modern Fronts that we believe their experience (ours, too) has guided us in the sensible way. You do not hear of a new KAWNEER principle with the entrance of each new year—oh, no! The KAWNEER principle of today is exactly the same as it was back in 1906. Just a simple-practical, horse-sense idea—properly applied.

BOOK ON STORE FRONTS

Surely our experience and the experience of retailers who have put in 40,000 new KAWNEER STORE FRONTS is



worth one minute of your time and a stamp. Just drop a card or a note for "Boosting Business No.25," it will not obligate you one bit and will give you some good Store Front ideas. This is not a window trimming book nor a picture book for the errand boy, but a serious, boiled-down compilation of Store Front Ideas, deserving consideration of every business man who at all considers the installation of a new Store Front.

All we want from you is your request for "Boosting Business No. 25" and the book will go to you by the next mail.

Kawneer
 Manufacturing Company
 Limited
Francis J. Plym, President

Dept. R, GUELPH, ONTARIO





If A Trade Mark Could Talk



If a trade mark could talk the "Elmira" trade mark would tell you that it was the sign of quality in felt footwear. That it only appeared on the latest styles and that it enjoyed an immense popularity in every part of Canada. ¶ "Elmira" felts include a most exhaustive assortment of models—everything from the smallest booties for infants to heavy knee boots for men. ¶ The "Elmira" trade mark is accepted as a guarantee of the high quality of the shoes bearing it.

KIM-FELT
"KUMFYS" Look for them in 1915 samples. The finest, daintiest line of Bedroom and House Slippers ever shown in Canada. Soft, comfortable Cushion Soles, delicate shade of finest felt. ¶ Every retailer will want KIM-FELT KUMFYS when he sees them. "Elmiras" and KIM-FELT KUMFYS will be shown in all good jobbers' samples.

The Elmira Felt Co.

LIMITED

BERLIN, :- ONTARIO

John Ebberts Shoes for Women

Reflect the Best of the Prevailing Styles.

Exclusive, Novel and Practical Styles are shown in a varied assortment of lasts, patterns and materials.

All the little distinguishing touches that make our line different from others. The attractive features which sell shoes today lead in these numbers.

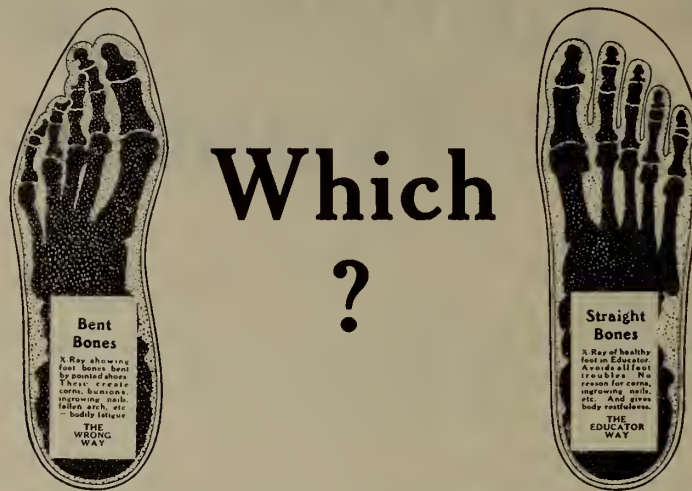


Nothing has been spared to make this the best and most attractive line that we have ever built.

Your particular trade will appreciate the style and finish of these shoes.

It will pay you to look them over carefully.

John Ebberts Shoe Company
Buffalo, N.Y., U. S. A.



People are coming to realize more and more each day how important to the bodily health and temperament the shoes are. "Room for five toes" is coming to be a slogan that stands for greater efficiency. *Are you getting in tune with this demand?* The way to do it is to carry the **Rice & Hutchins Educator Shoe** with its "room for five toes." Made "for every member or the family." We shall be very glad to tell you all about the **Educator** proposition. It has proved mighty attractive.

**EDUCATOR
SHOE**

RICE & HUTCHINS

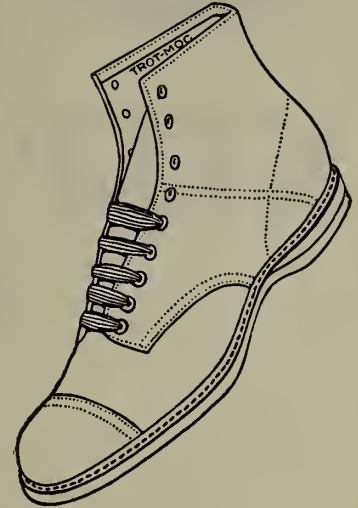
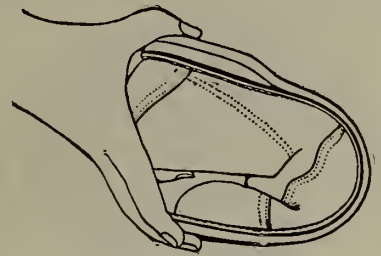
Incorporated

24 High Street : : : Boston, U. S. A.

Canadian Distributors

Western Shoe Distributing Company

719 Main Street : : : : : Winnipeg



TO RETAILERS

Trot-Moc Shoes have opened up new possibilities in shoe merchandising. They embody a new idea in footwear which appeals to the clerk as well as the customer.

They give the salesman new talking points and new features for demonstrations. They do more than this for they virtually sell themselves. This you can prove to your satisfaction by displaying samples on a table where customers can pick them up and examine them.

Furthermore, every pair you sell will bring new customers to your store. The person who wears a pair, whether man, woman or child, is a living, walking, effective, talking advertisement for your store and Trot-Moc Shoes.

Your enquiries are solicited.

American - British - Canadian - Distributers

TORONTO
Boston Montreal

310 Yonge Street

CANADA
Winnipeg London, Eng.

**“Canadian Boys”
For the
Front**



Our next “Canadian Boy” contingent are undergoing special preparation at the C. B.’s headquarters in Toronto and will leave for the front early in March. There are several members who have been in active service before and some new recruits, all splendid material and will take an active part in the fall campaign. See that your re-inforcements for fall come from the ranks of the “Canadian Boys.”

The Reliance Shoe Co., Ltd., Toronto



28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.



KEEP THE DOLLAR AT HOME

"COMFY" SLIPPERS
ARE NOW
MADE IN CANADA
AND ARE CALLED
KIM-FELT "KUMFYs"

Your Stock of Footwear is
not complete without them.



Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.

28 "Service" Branches Throughout Canada



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 - Tel. Main 2299 - Room 119, Board of Trade
WINNIPEG - Telephone Garry 856 - 302 Travellers' Bldg.
VANCOUVER - Tel. Seymour 2013 - Hutchison Block
NEW YORK - Tel. 3108 Beekman - 628 Tribune Building
CHICAGO - Tel. Central 6403 - 1155 Peoples Gas Building
LONDON, ENG. - - - - - 3 Regent St., 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. 5 February, 1915 No. 2

**Smile and
Fight**

One hears much talk of poor collections, tight money, and so on, and indeed it might be easy enough to be a pessimist, but we do not believe Canada at any time is the place for pessimists, and especially not this year. What we need is courage and determination not to see the dark side of this cloud, or to see it only long enough to turn it inside out and bring the silver lining into view. It was never more true than it is right now that "the man worth while is the man who can smile whenever everything goes dead wrong." Present conditions are an excellent test of the "stuff" we in Canada are made of, and if we are going to prove worthy of the wonderful Empire to which we belong, we have got to smile while we fight and **keep smiling till the fight is won.**

And our duty does not even end there. We must help the weaker ones, so that they too may be able to keep up courage and continue the struggle, which, in many cases, may be for their very existence. There are bigger things in life than dollars and cents, and the man or firm that cannot, or will not, see this in the present emergency, is not worthy. We heard the other day of a manufacturer who was directly confronted by one of his customers with the statement that there was no business, that he could not pay for his goods, but that he was willing to hand over to the manufacturer all he owned, in payment. This manu-

facturer said, "Go ahead with your business; pay a little on account as you can; keep in touch with us if, or while, you are in difficulties, and as long as you act on the square we will stand by you."

This incident represents the type of citizen our war is developing, and there is not and never will be such a word as "beaten" in the vocabulary of a nation composed of such men. Let us keep smiling and at the same time have our weather eye open for the other fellow who may be in greater difficulties than ourselves, that he, too, may continue a useful, worthy citizen of our great Empire.

* * *

**Make the
Report Public**

Our first Canadian contingent was supplied with footwear by certain of our home factories.

For these shoes our government supplied the specifications and appointed inspectors to see that these specifications were followed. Some of the shoes supplied (there is no authorized statement as to the number), were found to be unfit for the heavy service required of them. As a consequence, an investigating committee was appointed which submitted a report.

This report has not been made public. As a result of it, however, it is announced, the government specifications have been materially altered.

In view of these facts,—all that have come to light up to the moment,—we submit the following:—

(1) If the specifications were satisfactory in the first place, why did the government change them materially?

(2) If the original shoes did not meet the specifications, where were the government inspectors?

(3) If the manufacturers made the shoes according to the original specifications and to the satisfaction of the inspectors, how can any blame attach to any manufacturer if the shoes do not fit the requirements of the soldiers?

(4) There are well over 100 boot and shoe factories in Canada. Only two or three, we understand, were interested in the first order. In view of this and of the further fact that **the fault has not been traced to the manufacturer at all**, we again ask the question,—is it wise to give world-wide and antagonistic publicity to this matter,—to the disgrace of the "Made in Canada" product and the detriment of every manufacturer, whether of boots and shoes or of other products, in the Dominion?

We are in no way inclined to defend any manufacturer who may be proven guilty of dishonesty. We contend, however, that no such proof has been forthcoming. The inflammatory charges that have been made in certain quarters are, therefore, unless we doubt the government's statement that the committee's report has not been made public, based on the merest hearsay.

We consider it very unfortunate that the government has not yet seen its way to making this report

public. We think the Canadian shoe manufacturers should insist on it. It would place the matter in its proper light before the world and prevent damaging insinuations against Canadian shoe manufacturers in general. We are of the opinion,—we are sure,—that Canadian factories can turn out boots that will compare favorably with those of any other factories in the world. It is commercial suicide to brand all our footwear as "shoddy" in an ill-advised attempt to defend imperfect government specifications, or an isolated delinquent manufacturer.

* * *

Canadian Shoe Convention

A most successful convention of the Canadian Shoe Retailers' Association was held recently, in which matters of common and vital interest to the shoe retailer were discussed. The delegates unanimately expressed themselves as having benefitted greatly from the helpful papers read and the spirited discussions following them, and were confident that they could put many of the new ideas they had learned into practice in their own business. Evidences of the spirit of co-operation among the shoe men attending the convention were very marked, which augurs well for a better understanding among members of the trade and a consequent general improvement in conditions.

Where was the convention?

We would venture a small bet that every Canadian shoe man who reads the above paragraph has a little glimmer of hope that it is true,—feels a little resentment that he was not notified,—knows that the fellow who was there has got the start of him.

Why was there not a convention? Simply because there was not any association to have one. Why is there not an association?

As our readers know, this is not the first time "Footwear in Canada" has raised the question of the need of some kind of an organization among our boot and shoe retailers. The absence of it has been once again driven home forcibly during the last few days by the glowing reports of the success of the American Shoe Retailers' Convention and by reading some of the papers and discussions which formed an important part of the proceedings. There can be no doubt of the value of such gatherings. No shoeman could fail to profit socially and commercially by attending them. The evidence of these men is that they do profit. Does it not follow that the shoe business in the United States is on a better basis, a higher level, that it is in Canada? Can we afford to lag behind, or is there any reason why we should do so?

If Canadian retailers can make a living without co-operation, without new ideas and methods, without that personal touch between men of common interests which adds so much to those interests,—if under these unfavorable conditions we can make a bare living in

the shoe trade, what could we do under right conditions?

The day is past, or ought to be, when competition means antagonism. There is no good reason why interested business men in the same line cannot work together as far as their interests are in common, and shoe retailers have many interests in common. An association would further these, would tend to remove antagonisms and enable you to find out that your competitor, whom you perhaps now think unkindly of, is, like yourself, a very decent fellow, anxious to meet you half-way in anything that would have a bearing on the general good of the shoe trade.

Don't you think we need associations in Ontario and every other province in Canada?

Surely!

Then, why don't we have them?

* * *

They Are Live Merchants

Retail shoe merchants of New England have been invited to a convention to be held in Boston, February 17. The idea for this mass meeting of shoe dealers originated with the Massachusetts Retail Shoe Merchants' Association and plans are now in the making by a committee of this association, for a convention that will be worth attending by every shoe merchant of the six New England states.

A number of the most successful retail shoe dealers of New England have been invited to deliver addresses on interesting topics identified with modern shoe merchandising. There will also be addresses by several prominent shoe wholesalers and shoe manufacturers.

In the evening the retailers who attend the convention will be the guests of New England shoe manufacturers at the dinner of the Boston Boot and Shoe Club. This dinner will be held on the evening of February 17 at the Hotel Somerset.

It is expected that A. C. McGowin, shoe buyer for the big Wanamaker stores in Philadelphia and New York, and who is also president of the National Shoe Retailers' Association, and A. H. Geuting, of Philadelphia, secretary of the N. S. R. A., will be present at the convention and the banquet.

* * *

Leather Exports Biggest Ever

The Boot and Shoe Trades Journal, London, England, prints, in its editorial columns, an interesting resume of the trade conditions in England to-day, with special reference to the boot and shoe trade, in which the most hopeful views are expressed, both for the present and the future. Imports and exports, considered on the whole, have, it is true, both fallen, but by comparatively small amounts, which is all the more astonishing when it is considered that not only is all trade with Germany and Austria cut off, but the requirements of the war have made it impossible to prosecute trade vigorously with other countries or to seek new channels. In the leather industry alone, ex-

ports for the past year exceeded something over £4,000,000, the highest point ever reached in the history of the British shoe and leather industries, and it has been made abundantly evident during the past few months, that the capacity of the factories of England are sufficient to supply all her requirements in the leather line, even under present abnormal conditions, with some over.

This being the case, there are not likely to be any very large orders given outside the Empire, unless it may be for lines of footwear or other leather products which the British manufacturer may elect not to bother himself with, as, for example, a light style of shoe for army service. It is in just such niches as this that the Canadian manufacturer may get, and probably will get, a chance to fill in.

Shoemen's Important Resolutions

The fourth annual convention of the National Shoe Retailers' Association was held in the Hotel Astor, New York City, January 11th and 12th. The convention was the most important and largely attended of any in the history of the association. Over two hundred members were assembled,—shoe merchants who had gathered from all parts of the United States, including representatives sent by local and state associations throughout the country, many of which have been affiliated with the National during the past year.

The meeting was called to order on Monday, at three p.m., by President A. C. McGowan, and three sessions were held, on Monday afternoon, Tuesday morning and Tuesday afternoon. Many of the most interesting and important problems of the retailer were freely discussed, and several addresses were delivered by prominent representatives of the industry, treating matters of vital interest to the boot and shoe dealers at the present time, and emphasizing the growing spirit of co-operation and fellowship which the Shoe Retailers' Association has been striving so successfully to foster from the very moment of its organization.

Besides the retailers' convention proper, one morning was devoted to a conference with the manufacturers of the National Boot and Shoe Manufacturers' Association, in which various uncertain and perplexing questions were brought up for discussion and settled.

The convention was concluded on Tuesday evening by the second annual banquet of the association, in the dining rooms of the Hotel Astor. Many shoe merchants, as well as representatives of the Boot and Shoe Manufacturers' Association, were present, including Hon. A. S. Kreider, president of the Manufacturers' Association.

Mr. W. G. Harper, chairman of the Committee on Resolutions, when called upon by the president to present the report of his committee, read a set of resolutions, the most important of which follow. These were unanimously adopted by the association.

On Settling Adjustments

"Be it resolved that merchandise managers and heads of department stores assume the same attitude in backing up shoe buyers in settlement of adjustments

as they have already assumed in their millinery and ready-to-wear departments."

On Abolishing Discounts

"That inasmuch as retailing of shoes does not net ten per cent., discounts to purchasing agents or professional organizations be discontinued."

On Relation with Manufacturers' Stores

"That manufacturers who operate retail stores should instruct their managers to join local Associations and co-operate in matters affecting the welfare of the retail shoe trade."

On Fighting Shoe Legislation

"That unceasing activity be given by shoe trade organizations to stamp out meddlesome and iniquitous so-called Pure Shoe Legislation which does nothing to remedy the evils aimed at and in their place to promote a broad honest advertising bill."

On Place of Next Convention

"That the Executive Committee give consideration to Chicago for our next convention in 1916."

On Dates for Special Sales

"We again recommend that in the interests of conservation of profits sales be shortened and regular sales seasons be lengthened by adopting, wherever practical, February and August as sales months."

On Non-Guarantee of Patent Leather

"Patent Leather. That consumers buy patent leather absolutely at their own risk, and that the practice of replacing patent leather for any other reason than defective workmanship be discontinued."

Styles in the Retail Shoe Business

By Mr. E. K. Woodrow*

"Styles in women's shoes, as we all know, are constantly changing and because they are constantly changing they possess merchandising possibilities which the wide-awake shoe merchant should not overlook. These frequent changes present a problem to the shoe manufacturer and to the shoe retailer which upon first impulse he wishes to solve by preventing these changes or regulating them. I believe it is impossible to stop these changes and that it will be difficult to regulate them.

"The question is frequently asked, "Where do footwear styles come from?" I do not believe it is possible to put your finger upon some definite spot in the industry where styles originate and because we cannot put our finger upon some definite spot or the source of change in styles, it is difficult to stop or regulate footwear styles.

"There is also a rather general complaint from a great many shoe dealers over the country on this same score of style varieties and their continual changes, and the boys on the road, as they display their new effects each season, must needs listen to the plaintive story, from a certain number of dealers, of how hard it is to make any material financial headway in face of these changing styles. These merchants who seem anxious to standardize the styles, can prove by their own sad experience and the present over-stocked condition of their shelves, consisting largely of "past favorites,"

*In Boot & Shoe Recorder.

just where this style changing is the great evil with which they have to contend.

"In the last analysis, however,—are the new style effects and their changing varieties in reality at the foundation of either foot troubles or business troubles? In the first place, it is a well-known fact that practically all foot trouble originates from misfitting, not because of the style of the shoe but the wrong size or width, and usually because the shoe is fitted too short. Conservatively speaking, 90 per cent. or more of the shoes turned out by the factories are proper in the measurements of the lasts and patterns, and if fitted properly in the retail store will be worn with comfort, regardless of the style of the last.

Make the Most of New Styles

"Also, if one will investigate a little further and a little closer he will find that the big successful retail shoe stores of this and other countries are those that make capital out of the new styles as they appear. Show me the most successful shoe store in any urban community, regardless of its size, that is, a community that draws more trade than it loses, and I will show you a store that caters to the style tendencies, buys the new things promptly, pushes them hard at the time with an extra nice margin of profit, closes them out and quits on that particular model or class of models and is ready to put in the next prevailing mode.

"For the spring season the styles are well defined. Patents and dull kid will hold principal sway, with the dull calf leather possibly increasing in popularity as the season advances, and the greatest volume of business will swing around these leathers, in strap and bar effects and Colonials, with small ornaments and

small tongues in combination with the very popular fabrics, fawn, gray and putty shades for the quarters. The popularity of military boots this season will be reflected in a strong demand for similar types in low shoes, military oxfords, of same general pattern and combination of materials.

"While these style changes make profit possibilities when handled right, they of course necessitate more of a study and closer attention perhaps on the part of the merchant than ever before. Any dealer finding himself with a quantity of out-of-date models, unless they are the usual staples, should certainly get them off his hands, regardless of the sacrifice necessary to do so, and then in the future spend a fair amount to advertise the styles when in season instead of losing this amount or a greater amount in sacrifice sales at the end of the season.

Maximum Business on Minimum Stock

"All will agree that a merchant must endeavor to do the largest possible volume of business in the smallest possible amount of stock and to bear this in mind even down to the "staple as sugar" methods, so as not to exceed his proper investment. Advertising is the best medicine for a sick business. Push the styles in season while the going is good, but be sure to have the styles in which the public are interested. No dealer can successfully advertise models that are out of style, and he certainly cannot afford to advertise something that he is not actually carrying.

"The problem simply resolves itself into a choice of either spending a certain amount in the interest of good will and a quick turnover or to lose that amount or more when too late after the season closes trying to move the shoes at ridiculous prices."

Business Conditions, Present and Future

A Prominent Ontario Footwear Manufacturer Speaks Very Hopefully of the Outlook —Conditions in the West Rapidly Adjusting Themselves

If the northwestern portion of the Dominion of Canada were entirely eliminated from consideration to-day it would be difficult to realize that any such disturbing influence as the war in Europe existed to act as a clog on business progress. Payments in Ontario, Quebec and the Maritime Provinces with the possible exception of the larger centres such as Toronto and Montreal, where the number of unemployed is very large, are fairly good and with seasonable weather in most localities they should become better as the winter progresses.

Conditions in the Northwest were not good before war was declared, the economic situation having been seriously unbalanced by the unfortunate optimism of those who thought a waiting world was ready to absorb all the prairie country at high values. The Northwest is, however, learning its lesson, and severe though it is, the effect should be as far-reaching as it will be beneficial. The partial crop failure in some districts has put a proposition of relief squarely up to those most vitally interested. Wherever manufacturers are convinced of the honesty of the merchant it is their bounden duty to render every assistance until the sun of prosperity shall shine again. Those behind the manufacturers, however, must play their part also, and if this policy is pursued, difficulties which now seem insurmountable will dissolve into thin air.

There never was a time in the history of Canada when man's confidence in his fellow man meant so much. The miscreant who would take advantage of present conditions to misrepresent or mislead should be drummed out of the country. One dealer in a district in Alberta where virtually a total crop failure occurred and where the Government was doing relief work, wrote us that there was no money in circulation and that trade was practically at a standstill. He offered to return the goods shipped to him, though there was no doubt about the merchandise moving the moment the spring crop was in the ground. To take back the goods would have crippled an honest man who was doing his level best to weather a storm. It was a life and death struggle for him and we could not stand idly by and see him sink for the want of a helping hand. His promise to pay something on account as soon as he could was all that we could reasonably ask or expect under the circumstances. This is not an isolated case, either, and there isn't a firm shipping goods into the northwest which is not having the same experience.

The growth of mixed farming in the northwest is illuminating and it indicates that this very remarkable portion of the Dominion has been quick to adapt itself to changed conditions.

In a recent communication to the Globe a member

of the well-known Winnipeg firm of Gordon, Ironsides & Fares gave a splendid resume of the growth of mixed farming in the West. As handlers of millions of dollars' worth of live stock and the manufactured products therefrom their testimony is authoritative and should be conclusive. From being importers of a great many commodities the prairie provinces have become large exporters with the trade increasing so rapidly that in bacon alone the Winnipeg concern mentioned above shipped during the month of December upwards of a million dollars' worth and every pound of it came from hogs raised in Manitoba, Saskatchewan and Alberta. The same growth is reported in butter and eggs. The old adage about necessity being the mother of invention is as true today as when it was first uttered and the Northwest is too big, has too many resources in embryo and is peopled by too aggressive a community to give up without a struggle. One good crop and the work of rejuvenation will go forward with renewed vigor.

The prospect of further army contracts has kept

organizations together and has caused not a few manufacturers to press their regular work through at an earlier date than usual so as to have their full capacity available for orders for the Canadian or foreign governments. Most of the Canadian manufacturers have representatives abroad endeavoring to secure business of this character and while the shoes would probably have to be made at a narrow margin of profit they would help to keep the wheels turning and give work to thousands who would otherwise join the ranks of the unemployed.

Buying has been very much curtailed for such a period that stocks have become pretty well depleted and those who do not wear blue glasses all the time believe that the spring will see a decided improvement in trade throughout the length and breadth of Canada. Should the war end within, say, the next ten months, there would be a steady flow of immigration that would help to make 1916 a red letter year in the history of our Dominion.

Cotton Superior to Leather for Shoe Bottoms

At the recent convention of the National Shoe Retailers' Ass'n., the president, Mr. A. C. McGowin, made some extremely interesting statements regarding the use of materials, other than leather, for shoe bottoms. The new sole described is made of cotton and it is claimed, is both cheaper and has a longer life than the leather sole. The following extracts are from Mr. McGowin's talk,—

"Something has been said about the cost of shoes being higher because of the scarcity and consequently higher price of raw materials. I don't want any retailer of shoes to go out of this hall and forget to place his order for the goods he needs because of any thought that shoes will not advance. Let me suggest that you



"Cold-proof" Felt Buskin—Great West Felt Co.

all follow the advice that was given by your association as a result of the conference of the allied trades in this hotel last September. Buy conservatively; buy what you need; don't speculate. This was what your association urged upon manufacturers, retailers and leather merchants. Let us take a hundred million dollars of shoes off our shelves today that are not selling freely. Follow this policy and it will help you to keep down the cost of doing business.

I will tell you something else that will keep down the cost, and which will also be a word of encouragement to our Southern brothers. Six months ago, at Washington, I made the statement before Congress, why leather for shoes; why stamp our goods counter-

feit because they are not leather? The great mass of the people in this world do not wear leather in shoes. They either wear the human skin on the bottom of their feet, or they wear straw or hemp, or wood.

"Now I saw a sole, a good looking sole on the edge. The claim is, also, that you can finish fibre for sole leather. I saw a sole of a shoe, made of cotton which had been worn 700 miles by a man who sold trees. The cotton sole is made in three layers. Each layer was about as thick as a piece of ordinary blotting paper. The sole was cotton belt. There were three layers of sole and felt and the cotton felt was so treated as to waterproof it, not for the surface, but against moisture, dampness and mud, and after seven hundred miles the single layer was not worn through; it was only just beginning to wear through—and it was cotton.

"Why should we have a mining shoe, why should we buy brogans, why should we have plow shoes, why should we waste sole leather on footwear of that kind simply because you men demand it? I do not mean to say the cotton sole would cost so much less money than sole leather, but it is so superior in wear that we ought not to put sole leather into a working man's shoes."

Demand for Fabrics Helpful Factor

The care exercised by the leading manufacturers of shoe fabrics in turning out a satisfactory product has met with considerable success, and has created a strong demand on the part of the consumer, beneficial from the point of view of both the manufacturer and the consumer himself, as the former is thereby enabled to turn out a very much superior article for the price than would be possible in the manufacture of all-leather footwear. Cloth tops are now coming to be regarded as a staple rather than a novelty, and, while the use of inferior and unsuitable materials would undoubtedly result in speedily putting an end to this demand, it is felt that there is no reason why this popularity should not continue, as long as the high standard of fabrics employed is maintained.

How Many Times Do You Turn Your Stock?

One of the Most Important Problems of the Shoe Retailer—Turnover Governed by Many Varying Conditions—The Expressed Experience of a Number of the Best Men in the Trade

There may be some question in the minds of our readers as to exactly what we mean by "turn-over." In certain quarters there is a tendency to consider this as the ratio between the original investment and the gross income for any year, as, for example, if a man carries 10,000 dollars' worth of stock and his gross income is \$30,000, his turn-over would be three, quite irrespective of whether his profits have been 20, 33 1-3 or 50 per cent.

The interpretation generally put on the term, however, is that it is the ratio between original cost and the net income during the year. In the case cited above, supposing the profits were 30 per cent. of the selling price, the net income would be \$21,000 and the turn-over would be 2 1-10 times. In the discussion which follows, this meaning of the word "turn-over" is implied.

It is pretty generally conceded that even this interpretation does not give one a very accurate estimate of the condition of one's business. To say that you turn your stock twice may mean that you turn one part of it four or five times and some other part of it not at all. It is not possible to carry a stock, every part of which will turn the same number of times per year. For this reason it is evident that an accurate estimate of the condition of one's business during any year can only be obtained by classifying one's stock into sub-sections and working out the turn-over for each sub-section. This matter is brought out very nicely in an article by Mr. Slater, read before the recent Convention of the National Shoe Retailers' Association of the United States, which we print elsewhere in this issue.

The objection to the more complicated system of calculating your turn-over, as described in the last paragraph, is that many boot and shoe retailers might be lost in the maze of figures which this system would entail and, as a result, may give up the attempt to determine their turn-over at all. Indeed, from correspondence with many of our readers, we find that this is a common enough omission, as we have a number of frank admissions that they do not know what their turn-over has been in the past. With all due respect to the instincts of these retailers, we wish to place ourselves on record as opposed to any such loose system of doing business. One of the greatest incentives to do a better day's work to-morrow is to know exactly what we did yesterday and what we are doing to-day. The man who does not know and cannot even form an intelligent guess as to what his turn-over was last year or the year before, will be deprived of an instinctive incentive to do better in his work during 1915.

Difficult to Fix Figure

During the past month we have received many letters and held personal conversations with shoe merchants at various points in Canada regarding the question of turn-over, but we still are not in any position to say that we have arrived at a definite conclusion as to what number should be fixed as the standard. Indeed, it would seem that, even if all the experience of Canadian retailers were available, we could fix no distinct ratio, because conditions differ so widely in dif-

ferent localities. The number of turns must depend on the percentage of profit one decides that it is necessary to make, the facilities with which one can replenish stock, the range of sizes and styles one finds it necessary to carry, and so on. After all is said and done, the best we can hope to do for our readers is to emphasize the great interest that has been shown throughout in the subject, and to express the point of view of a number of prominent retailers in different sections, operating under different conditions.

Average About Three

If the attitude of the average retailer were analyzed pretty carefully, it is probable that his answer to the question, "How often do you turn your stock?" would be "about three times." He would add, however, that "conditions are different with so and so," one of his competitors up the street, or, "they are more favorable with so and so" in another town, "because transportation facilities are more complete and stock can be replaced at shorter notice," or "I cater to a less critical trade than so and so, and, consequently, I carry a narrower range and turn my stock oftener than he can do," and so on.

The percentage of profit the retailer must make over the cost of his shoes is a matter of greater diversity of opinion, even, than the turn-over. In certain of the more centrally located stores of our larger cities, 50 per cent. is habitually figured on, whereas when we approach the suburbs, 35 to 20 per cent. is more often encountered, or even less than this under present conditions. It follows very naturally, of course, that, other things being equal, the narrower your profit the greater the incentive to buy and the larger will be your turn-over. It is a very difficult problem in balancing, which each retailer must determine for himself, just where to fix his percentage and where to fix his turn-over, that the combination may yield him the most satisfactory profit. The wealthier sections of the larger cities will of course, pay a much higher percentage and, in consequence, the turn-over can be less and still the business be in a flourishing condition. In the outlying districts in cities and large towns and in smaller towns and villages, where the selling price represents a smaller advance over the cost (partly because overhead expenses are less, and partly because the class of customer found there will not pay the higher prices), the turn-over ought to be greater.

Every Retailer Should Know

We print below a resume of correspondence we have received from a number of our readers on this question of stock turnover. These letters are, in most cases, from men who are decidedly representative of the locality in which they operate and, as such, their opinions must carry very great weight. We trust our readers will study this correspondence with both pleasure and profit. We should like to emphasize as strongly as we possibly can, however, the necessity of every retailer knowing where he stands. If, in raising the subject of turn-over, we do nothing more than bring the delinquent or haphazard methods used by some of our retailers into more prominent contrast, so that they will decide

to place their business on a more systematic basis in the future, we shall consider ourselves well repaid.

Needs Sub-dividing

One of the most satisfactory and helpful letters received is from a prominent dealer in western Ontario, who has evidently made a very intelligent study of the question. He also mentions the division of his stock into sub-departments and plainly is in close touch with the work of each sub-department, independently of the others. This dealer says:

"The matter of stock turn overs is a very vital matter in the shoe business the same as in any other line of merchandising. The greater number of turn overs according to the stock carried means less obsolete styles, less capital, less expense in handling, less risk in styles, less insurance, less clearance sales, and last and not least, more profit. The two important factors in comparing different stores in this matter is first, the class of trade to which they cater and second, the distance from their factories or source of supply. A store catering in high grade footwear will make a considerably less turn over than a store catering to the medium class. A store at a distance from the jobbing centre would have to carry considerably more stock than would the same store situated adjacent to the shoe centres. For instance



A Kim-Felt Kumfy—Elmira Felt Co., Berlin.

in rubbers alone a store doing business in the same city where his jobber carries rubbers only needs to carry one day's supply whereas a man at a distance finds it necessary to carry from one to two weeks' supply depending on his distance from the centre.

"The most essential factor in keeping down a stock is in eliminating duplicates. A careful study of the prevailing styles, and then to stock the least number of lines that will meet these requirements will greatly reduce the stock in almost any shoe store in the country. To do away with duplicates it is almost essential that any store buy but one grade from one house. For instance a factory that makes men's shoes to cost the retailer from \$3.75 to \$4.50 should fill all the requirements made in shoes in this grade and by staying with one house in different grades according to the demands and the business done by the house will assist greatly in eliminating duplicates.

"In placing an order it is very useful information to have the number of sizes of all shoes there are on hand at that time in the grade which is being bought. This will show very easily whether there are too many of the out sizes, and the sizes which are not needed, to have the stock fill the demands made upon it in proportion to the sizes sold.

"A great many stocks become too heavy by heavy placing twice a year. A much safer plan is to make smaller advance and buy from houses carrying stock propositions and sort up through the season on the best selling lines. Let the factory carry the risk of the styles that will sell the best, and buy as required.

"This store makes nine separate departments and the following is the amount of turn overs made in each department and the total for the year 1914. These percentages are based on the amount of goods on hand on January 1st, 1914, not including several shipments of spring goods which had come to hand,—mens', 2-3; ladies', 3-5; boys' and youths', 6-0; misses and children, 7-6; rubbers, 3-3; hosiery; 2-2; travelling goods, 5-4; findings, 3-5; total sales, 3-3."

From an eastern Ontario town we have another interesting letter. In this case the proximity to Toronto is considered a drawback to the business, as people have been educated by occasional visits to the larger centres, to expect a wider range to choose from than is generally available in towns. Even with the wide range that this necessitates, it is considered necessary, however, to turn the stock at least twice a year.

Forced to Carry too Wide Range

"I will try and give you our experience as near as I can. It may not be worth much perhaps as we have been carrying too much stock and barely turning it twice a year. The reason we have had to carry so much stock is that being near Toronto a larger range of styles has to be carried. In case we have not got the right style for certain customers they will go to the city and get them there. That seems to be one of our drawbacks. We think that to make a substantial profit on the amount invested, a retailer should turn his stock at least twice a year. If it can be turned over more than twice, so much the better. If this cannot be done he has to make a larger percentage of profit or else he will soon find himself financially embarrassed."

A well-known firm operating on the main street of one of our largest cities, states that it altogether depends on the style of business done and adds:

"Now, this is a very wide question, and our only answer to same would be that it altogether depends on the style of business done. For instance, a business dealing in staple goods principally and one buying altogether in home market should turn their stock over three or four times a year, whereas a firm doing a finer class of business and dealing more in specialties, which have to be made specially for them or imported, would turn their stock over two or three times. As we stated before, it altogether depends on the nature of the business, and how near home they can replenish their stock."

Closing Out Odd Lines

A south-western Ontario dealer places his turn-over at about three times a year, in a store which caters to a working-class trade. This dealer throws in a useful little hint as to their method of closing out odd lines. This is often found as effective as the slaughter sale, though a little less spectacular. In the interests of the trade, however, it is a system that is well worth the careful consideration of all dealers. This letter contains the following paragraph:

"We find we turn our stock over about three times a year. Of course I have been in stores which exceeded this and others which turn over twice a year, but in a working-class trade like ours we count on a complete turn over three times a year. I may add that any odd lines which have been in stock over a year we clear out at our annual sale or by means of a "spiff," 10 cents a pair, to the assistant. We find this the most effective way of clearing odd lines and can recommend it to your readers."

Limits to Business

The manager of one of the largest and most centrally located stores in an eastern city expresses him-

self as follows:—Rather difficult to set an average as to turn-over. This varies in different localities on account of different classes of customers catered to and different kinds of goods handled. Thus, a dealer carrying a general line and catering to a variety of tastes and needs would naturally not be able to turn his stock as often as a dealer in specialties. Turns his stock twice a year at least and was able to turn his men's stock oftener than twice. This number necessary for good business. Would say that the average number of turns the boot and shoe retailers make would be from two to three, though he had no doubt many turned their stock only once, and some made only half a turn during the year. Shoe retailers in his district nowadays regard 50 per cent. profit as necessary to carry on a satisfactory business. If you cut down your selling price in order to increase your turn-over, you are increasing your expenses at the same time that you are decreasing the selling prices, and the resultant increase in volume of sales would not be sufficient in his case, to offset the increase in expenses and decrease in the margin of profit. Also there are limits to the business of any dealer beyond which it is not good policy to try to go. A too evident prosperity may mean increased rental, taxes, salaries, and so on, which will more than offset the prosperity.

Folly of Cutting Prices

This retailer also spoke strongly of the folly of retailers cutting their prices as they are doing at present. In his opinion they are simply doing themselves so much harm, in that they are educating the consumer in the habit of buying his footwear at prices which are less actually than they are worth. Of course the public is willing enough, and justly so, to take advantage of any price reductions, but it is doubtful if this practice increases the sum total of the sales in any particular locality. Such a policy, therefore, does not increase the profits of any particular retailer, and, on the other hand, cuts the profits very considerably of those retailers who are not engaged in the cut-throat business.

Depends on Nature of Stock

An upper Yonge Street, Toronto, retailer of many years' standing, while stating his opinion that the number of times a stock should be turned depends greatly on the nature of the stock, the variety, the overhead expenses, and a proper advance of the selling price on the cost to allow a sufficient margin of profit, felt that no man can be doing a good business in the shoe line unless he turned his stock three times a year. This dealer spoke of the large number of retailers who did not seem to be able to calculate the profits they are making, and consequently do not know how to stock or keep their accounts. Much depends on the method of buying. Large stores would not be able to turn over their stock as often as the man who purchases from the jobber. Incidentally this dealer remarked that no retailer whose yearly turn-over was less than \$50,000 should buy from a manufacturer. This would necessitate buying for fall in the spring and for spring in the fall, without knowing what one ought to buy or the proper quantity to purchase, with the result that one would find himself at the end of the season with goods that are out of style and must be sacrificed at cost or considerably less.

Size up Frequently

The question of "sizing up" frequently is evidently considered by experienced retailers as one of the most important in the footwear trade. It seems to be cor-

rect within fairly wide limits, that the higher grade stock one carries, the more necessary it is to size up frequently. This class of stock means a greater loss when it goes out of fashion, and it is also more likely to go out of fashion than the cheaper styles and grades. One of the shrewdest buyers, and consequently one of the most successful Queen Street, Toronto, dealers, spoke of sizing up "all the time," by which he meant that he orders every week or two—oftener if necessary. This dealer said that stock must be turned three times a year under normal conditions. Profits must be governed by variable factors, however. He is able to operate on a narrower margin of profit, because his goods are not the most expensive and his overhead charges less on account of the locality; also very few faddish styles carried, stock consisting mostly of staple goods. If \$6.00 boots are carried, for instance, a few pairs left on hand means a greater loss to the dealer than the same number would to a man carrying a cheaper line, and, moreover, the latter is less likely to happen, as the cheaper lines do not go out of style so



Another Kim-Felt Kumfy—Elmira Felt Co.

quickly and can thus be disposed of usually without much trouble. One of the best ways to keep the stock fresh and to turn it often is to use care and wisdom in stocking. Keep stocking up all the time, ordering every week or two. His salesmen make a report, every day, of the stocking they consider advisable. These reports are examined, added up every few days, and orders placed accordingly. This method of sizing up avoids an accumulation of an unsaleable stock. This dealer handles medium class goods and expects to make only about a 20 per cent. profit. The location and turn-over are the determining influences in governing the amount of profit one must make.

Similar reports are received from the west. A Portage la Prairie departmental store manager writes:

Western Stock Turns Twice

"Answering your enquiry re turn over of boot and shoe stock, we beg to advise that to make fair living profit, a shoe stock would have to be turned twice each year. However to have the shoe business on a good basis, the stock should be turned three times each year. That is what we strive for."

Under present conditions many retailers have greatly reduced the prices of their shoes. A west Toronto retailer said that while, under normal conditions, he figures a profit of about 33 1-3 per cent., he does not now make any more than 10. His stock on the average would turn about twice in the year, though staple lines would turn more frequently, three or possibly four times. Incidentally, this dealer spoke of the very narrow profit on rubbers during the present season, which he has found it necessary to dispose of practically at cost. This is largely the result of the attitude of the larger departmental stores in Toronto.

The manager of one of a large chain of Toronto stores, states that the number of turns in normal times

would be three. This number he considered as practically necessary with a profit of 33 1-3 per cent. on cost.

Overhead Increasing

A high-class retailer and repairer on Queen Street East, Toronto, spoke of the increase of overhead operating expenses. In former times these could be kept down to 20 per cent. Now they ran up to 27 per cent. The peculiar nature of his business made it difficult to speak on the subject of turn-over. All the footwear carried in his stock was high-class and manufactured to special orders placed twice a year. An extensive repairing business carried on by the same firm makes the business different from others in that, for example, a large number of employees are required. High-class footwear only carried and profits figured around 33 1-3 per cent. At this he could not turn his stock oftener than twice, which he does not consider often enough. He feels, indeed, that his stock is not in good shape, that it has become too heavy and that he must cut it

tematic, too much inclined to follow in the rut, and, though not satisfied with conditions, either unable or unwilling to grapple with them and improve them. There are exceptions, however. A "live wire" over the Don, east Toronto, is as closely in touch with modern merchandising conditions as is any dealer to be found in the trade. This retailer said that, in his opinion, a few shoe retailers in this city are making six turns a year. He had no doubt that this figure would have to be approached more nearly than it is at present, to offset the general increase in overhead expenses and the close margin of profit rendered necessary to-day by keen competition. Felt that the retailer making 33 1-3 per cent. profit on cost should make four turns a year. Himself made three turns last year, but is not satisfied. Now aiming at four, and hopes to pull past that and reach five in the near future. It is careful buying and stocking that is one of the big factors in this connection, and he pointed out that this is one of the most striking ways in which the retailer can demonstrate his



There is some talk of attempts being made to revive the side lace boot. Manufacturers of women's high-grade shoes are reported to be making a few for some stores which believe the style will take. We show an illustration of a new side lace pattern displayed by The Shoe Craft Shop, New York and reproduced in the Shoe Retailer. Gray cloth is used for the full quarter, with patent piping on the lace stays for contrast.

down. He has great difficulty in clearing his stock all the time, and at the present this is a problem he is wrestling with.

Too Wide a Range

Doubtless many other retailers will sympathize with the sentiment expressed in the last paragraph. It is reasonably certain that the average retailer has been carrying in the past too wide a range, and that the vulnerable point in the administration of most boot and shoe stores is in the buying end of it.

All too often one meets with the retailer who does not work with any system at all, who says he can tell us nothing about the number of turns he makes in the year; he never took any account of these matters. He guesses his gross profits would be about 30 per cent. We hope that this article will be found of assistance to such, and that the expressed views of the retailers reproduced herewith will be an incentive to "take account" of the matter of turn-over.

Making Three, Aiming at Five

As one approaches the suburbs of a great city, the tendency is to find the dealers more careless, less sys-

tematic and aptitude for the business he is engaged in. This dealer buys chiefly from the manufacturer direct, but intends to purchase more from jobbers in future, as under present conditions one can buy very satisfactorily this way. Considers turn-over one of the great questions in the shoe business and feels that its study is well worthy of any time spent on it. In future he is going to be particularly careful in avoiding accumulation in stock. He does not believe in keeping any "shelf-warmers." Every once in a while he will sell out his surplus stuff at a great reduction and will keep careful watch on his stock so that it may be kept within proper bounds.

Will Be Turning Five In a Year

An upper Yonge Street, Toronto, retailer, who caters to a middle and lower class trade, places the turn-over at two and a half times a year for the average dealer, and considered that he made that many himself. He predicted, however, that in a year from now he would be turning his stock five times a year. To accomplish this he is adopting a new policy, which he has been working on for some time past, which is chief-

ly to give far more attention to his stock and the purchasing of it. (This man's evidence alone is sufficient proof of the importance of the question of turn-over, when he states that, by giving more attention to buying and stocking, he is confident he can increase his turn-over from two and a half to five). This does not mean, of course, that the profits will be larger in proportion, but it will mean a considerable reduction in capital, which this retailer calculates he will cut from the present sum of around \$40,000 to \$30,000 or possibly \$20,000. Is now buying in smaller quantities; for example, for last spring his orders amounted to \$25,000; for next spring, only \$5,000, and said he would not spend any for fall advance orders. Will just buy from hand to mouth as he finds he needs goods, at the same time watching his stock shrewdly to prevent it from piling up on his hands, and to get rid of the left-overs at any price. This same dealer spoke of having the greatest difficulty with women's footwear, because styles change so often. May open a small store at one or more points in the city for the purpose of getting rid of his large surplus. Said that 33 1-3 per cent. was the profit he expected in normal times, but this was impossible now. May lose on the year's operations.

Wide Range, Turns Three

The manager of a well-known store in one of our largest cities, which neither cuts prices nor holds sacrifice sales, nevertheless agrees with the others that a dealer should turn his stock about three times. The average would range between two and three. In the better class trade selling price must be at an advance of 33 1-3 per cent. over cost, though dealers in cheaper lines would not have to make the same profit. This was accounted for by the larger number of widths and lasts carried in the higher grade stock, and the greater possibility of having some of this stock left on one's hands at the end of the season. Four times a year should be satisfactory for any dealer, and he considered this to be a very good turn-over indeed. Strongly opposed to increasing sales or turn-over by offering footwear at sacrifice prices. If a \$4.00 boot sold for \$3.50 or \$3.00 for a certain time, it is a very difficult matter to raise the price of the same boot later to a higher and more reasonable price. Considers it good policy rather to allow his salesmen a small premium on certain lines, which have been found less saleable. This does not demand such a sacrifice of price and, while a small percentage of the profit goes to the salesman, the greater part of it stays with the retailer. The only objection to this may be an over-enthusiasm on the part of the salesmen, who may be tempted to go the length of supplying the customer with unsatisfactory goods.

Profit 33 to 40 Per Cent.

Another Yonge Street, Toronto, dealer also agreed that a man must turn his stock three times a year. The profit, of course, would vary in different localities and according to different qualities of boots and shoes carried in stock. Lighting, interest on investment, cost of help, etc., should all be reckoned up as a percentage of the cost price and this, together with the percentage desirable for net profit should be added to the cost. Believes the gross profit should be fixed around 33 1-3 per cent. or from that to 40 per cent. In the shoe retail business to-day, it is necessary to sell on as close a margin as possible, and this is where the dealer shows his ability. If you buy from a jobber you have the advantage of getting shoes as you want them and in small lots, but you have to pay for this privilege, and, moreover, you cannot get what you want so easily as

you can from the manufacturer. The manufacturer appeals more to your tastes in that he endeavors to meet your own ideas; the jobber, on the other hand, rather tries to foist his ideas on you. Of course, when buying from the manufacturer you have to buy more, and are therefore running the risk of being over-loaded at the end of the year. But you buy at more reasonable prices. The retailer who buys from the jobber will no doubt be able to turn over his stock more quickly than the man handling fancy footwear and carrying an extensive range of widths, but the cost price of his stock would be higher than if he bought direct.

Twice Sufficient

An up-town, Toronto, dealer, who has had a wide experience at different points in Canada, stated that he thought the ordinary retailer would say twice for a turn-over. In his business experience, he had found that sufficient, though in larger centres with keener competition and consequently lower profits, a quicker turn-over may be necessary. A profit of 33 1-3 per cent. on selling price was, he considered, a fair margin of profit.

Two Turns Keeps Him Hustling

A more conservative estimate was given by a suburban dealer, who carries a high-class stock of about \$10,000. Considered it satisfactory to turn his stock twice a year and had to hustle to do that. Last year he had not done this much. Does not believe it possible to turn his stock four or even three times. In saying this, he is, of course, defining turn-over as the ratio of net income to cost. He spoke of the wide divergence of opinions of retailers on this question, which simply means that they are not in close touch with the actual conditions under which they are operating. Gross profits under normal conditions in his locality not more than 25 per cent. Children's lines leave a very small margin. In his opinion a small store should turn its stock more frequently than a large one, but this would be offset by lower profits.

Depends on Gross Income

In Toronto there are a number of groups of competing stores, which increase their net profit by centralizing the managements. It is interesting to note that the views of a number of the managers of these systems practically coincide. In different cases, the opinion was expressed that a turn-over of two and a half with gross profits of 33 1-3 per cent. of cost or 25 per cent. of selling price, would be doing a good business, where the annual receipts were \$35,000 or \$40,000, under conditions, of course, such as these stores are operating under in Toronto. One of the most difficult problems facing the shoe dealer to-day is that of properly controlling his stock. How to keep his stock down is the question which ought to be continually the subject of consideration by the successful retailer. This is becoming more difficult all the time, owing to the quick changes in styles.

Need for Co-operation

We may add in conclusion, that throughout many of these letters and conversations, there was a note of discontent and disappointment that there was not more co-operation among retailers. The spirit of antagonism which prevails is responsible for much of the price-cutting which must result adversely to the trade in general. With greater co-operation it might be possible to fix upon certain periods for selling particular lines and it might even be possible to resist or curtail, to some extent, the rapid changes in styles from which the retailer cannot fail to suffer.

The Cure of Fallen Arches or "Flat-Foot"

An Interesting Review of the General Causes of Foot Troubles With Suggestions for Their Cure and Prevention

By Dr. Robert Ashton

Half the adult population of this country is more or less flat-footed. There are more applicants for enlistment rejected by the army and police forces of different countries on account of flat-foot or foot-strain than for any other cause.

The most flat-footed people in the world are the Negroes, the deformity being so marked that the arch often makes a hole in the ground. These are followed by street car conductors, policemen, letter carriers, bookkeepers who stand at their desks, store assistants, nurses, barbers, and others who perform their daily duties on their feet without getting a chance to rest, and who consequently suffer greatly from this ailment which involves the breaking down of the arch of the foot.

The arch is, in reality, two arches, the Longitudinal Arch—the one extending from the heel to the toes, and the Transverse Arch extending from side to side across the foot—the latter being supported only on the outer side. The seven bones which enter into the formation of the arch are held in position by the muscles and ligaments of the foot. The plantar muscles on the bottom of the foot are most directly concerned. The principal muscle responsible for the preservation of the longitudinal arch is the flexor longus pollicis which is attached posteriorly to the leg bone in the



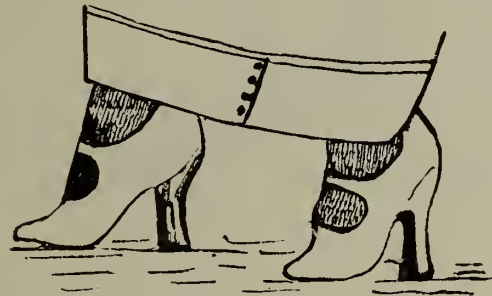
Impression made by the normal foot.

region of the calf and passing downwards is continued under a projection of the os calcis or heelbone and is inserted in a bone of the great toe. This muscle acts in the same way as a bowstring, stretching and contracting each time weight is put on or taken off the foot.

The typical case of flat-foot will be recognized by a turning out of the heel, a prominence on the inner line of the foot, a lowering of or total absence of the arches of the foot, the weight of the body being transmitted to the inner side of the foot. This forces the

foot more and more out of alignment until the heel-bone is practically out of commission.

By far the most important cause of flat-foot is a faulty position of the feet. Walking alone never caused flat-foot, but will rather tend to strengthen the feet—although walking with the feet in a bad position may produce it. This faulty position is that of turning the feet outward at an angle of from 20 deg. to 45 deg. whether walking or standing—toeing out, or being "slew foot-



Apparent shortening of foot with high heel.

ed." This position tends to throw the weight of the body on the inner side of the foot, and as you take a step the foot rolls under more and more—as the body passes over it—and pushes the heel outward.

Every person unconsciously finds his own method of walking. You can be certain that however foolish it may seem for any man to go down the street "slew-footed" it is really the best way for that particular man to walk—his bones are shaped and set—his tendons placed and his muscles developed, and for that man to try to walk with his toes turned in would mean a speedy tiring. You never find an athlete slewfooted; a slewfooted runner or jumper would be a seven days' wonder, for while walking slewfooted is the most efficient way for a slewfooted man to walk, slewfooted people never walk, run, or jump at high efficiency—their best is always below the other fellow's best, also, their average is always below the other fellow's average.

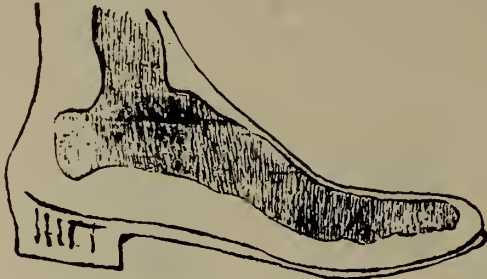
In military training, or in physical culture exercises, the instructor will order you to take position with the heels together and toes turned out at an angle of 45 deg. presumably to give greater stability to the body during exercises. A man's shoulders being broader this gives him a base much narrower than his shoulder zone.

Flat-foot has also been attributed to the hardness of city pavements, to poorly made shoes, and to high heels. The effect of high heels is to make the foot appear shorter. The accompanying sketch, Fig. 1, will illustrate how this is brought about. The bones of the foot are bent until the foot is actually shorter than when a low heel is worn. Again, very high heels throw the weight of the body upon the toes. This is not only painful if the wearer stands or walks any length of time, but it throws the shoulders forward and hollows the chest, producing an ungraceful carriage. Such a woman must take shorter breaths and her lungs become liable to attacks of consumption.

The evils to which high heeled shoes give rise are,

first, the heel of the foot cannot go down, which is the preliminary necessity in springing up again, in its function of heel and toe exercise in walking, thereby depriving the muscles and ligaments of their natural massage. Second, the foot rests on an inclined plane, with a constant tendency to slide forwards, the toes being driven like a wedge into the front part of the shoe. In this position they are deprived of motion with any comfort, and the tendency is to remain quiescent. The weight of the body is caused to fall plump on the joint at the root of the great toe, to its ultimate damage and many evils resulting therefrom other than flat-foot which we are now discussing.

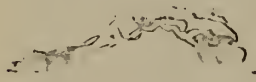
The time when the feet are most liable to break down is just at the age when spring heels and natural lasts give way to high heels, and freaks of fashion—6



X-ray of foot in low heeled shoe.

to 12 years of age. The child complains of tired feet, pain in the foot a little below and in front of the ankle, pain in the heel, pain in the calves, knees or hips. This is usually passed over as rheumatic soreness, or growing pains. But a careful observation of the position of the feet while the child is standing with face looking away from the observer will disclose a peculiar inward rolling of the ankles. This is the first stage of flat-foot, and is called weak ankles, or pronated feet. The tendency is for the toes to turn outward in the characteristic flat-foot position, and for the arch to sink down gradually until a visible flatness may be noted; meanwhile the pains and aches continue. The child may have swollen knees at times, and there may be backache, and spinal curvature as a result of compensatory and muscular effort.

If prompt attention is given when this condition is first noticed a speedy cure may be expected of this abnormality. But if uncorrected in this first stage of weakness or pronation, the arch will break down completely, and a long and tedious treatment will result.



A perfect arch.



A broken arch.

Operation on the bones and ligaments may have to be resorted to, or the feet placed in plaster casts. These measures may even not be efficacious in restoring perfect use of the unsupported arch.

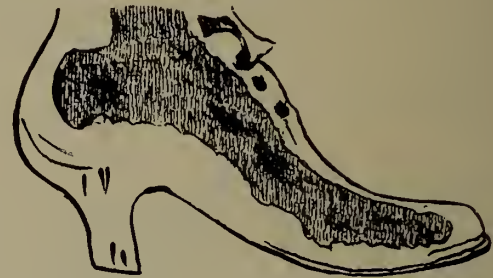
Recent medical research claims that flat-foot is in a measure also due to faulty diet. Most of the food found on our present-day tables is devoid of lime which the bony framework requires. (Lime is one of the principal constituents of bone). Bread is made from branless flour; cereals prepared in such a way that much of their lime contents are lost; also other articles of food are deprived of their bone strengthening value. To build up the bones forming the arch of the foot a certain amount of lime-containing food is necessary, and more so as one grows older, because of the increased weight of the body generally with age,

consequently imposing a heavier strain on the arch of the foot.

The natural position of the feet in walking is with the toes straight to the front, or better still, a trifle pigeon-toed—the way the Indian walks. Pigeon-toes and bow-legs go hand in hand, but they have this advantage—freedom from foot trouble. If more mothers would allow their children to go barefooted, there would be less trouble from broken arches. Next best to the barefoot idea, would be wearing flexible moccasins. These measures give free and unimpared exercise to all the muscles of the feet; and consequently strengthen them. The heel and toe exercise especially develops a strong set of muscles.

Rising on the toes, with the toes turned slightly inwards, slowly and rhythmically for at least 20 times morning and evening, or at odd times during the day, will relieve much of the "rheumatism" of the legs and feet commonly complained of, but it must be persisted in regularly for many weeks, and often months, according to the degree of the disease. When a person's occupation keeps him constantly standing in one position, the above exercises will be found to relieve the feet very considerably.

Many persons are found suffering from annoying callouses under the ball of the foot—this is a tag by which you will identify flat-foot, and is especially indication of a falling of the Transverse Arch of the foot. In such cases I have invariably found that an anterior



X-ray of foot in high heeled shoe.

metatarsal arch support inserted in the shoe and properly adjusted will give great benefit and frequently the callouses disappear altogether. But a case of this kind needs plenty of heel and toe exercise, and not a regular treatment of a razor and an antiseptic.

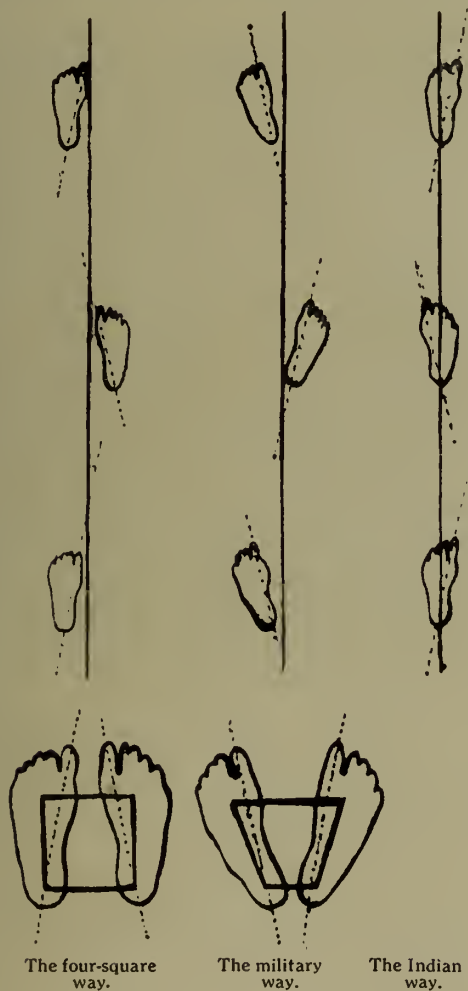
In some cases of flat-foot a good flexible support is adhesive plaster strapping, an inch wide or so applied tightly round the foot and under the instep, each piece slightly overlapping the preceding one. This will often relieve pain and at the same time is not bulky, and does not necessitate the wearing of a large sized shoe. At the same time it permits of the regular and natural heel and toe exercise, of walking, also the massaging of the muscles and ligaments automatically at every step in walking. The best foot tonic is plenty of common sense in shoe leather and "toe in."

This matter of flat-foot is receiving attention in the public schools of New York City and special exercises, gymnastics, athletics, walking clubs, folk dancing, etc., have been devised in the hope of strengthening the feet. It has been estimated that one-third of the children in Brooklyn and New York schools are flat-footed, and it is believed that the wearing of low shoes and sneakers are in a great measure responsible as they do not give support to the arch of the foot. The natural arch of bones is likely to give way when not supported by something stronger than rubber soles.

It will be noticed in the accompanying sketch, Fig.

1, of the impressions taken of two normal feet placed side by side that the combined arches of the two feet form one domeshaped arch when the ankles are placed together, which is in itself indicative of great strength. As the function of the arch is to give lightness, spring and elasticity in walking, running, and jumping, and also to reduce the jar occasioned by these exercises being communicated to the spinal column and so to the brain, it is essential that we preserve these arches as nearly as possible perfect and free of any deviation from the four square method of standing and walking. Whenever a departure from this method occurs, and the military, or toeing out, slewfooted way of walking and standing is followed, then an opportunity is presented for the "key-bone" of the arch to be displaced. The most highly formed arch is that of the Arabs under which a small stream of water will flow when the feet are standing on an even surface.

To obtain an impression of the soles of the feet, slightly smear the surface with a little vaseline and



been gradually giving way and falling from their normal position there has been a constant stretching and tearing away of the bones, muscles and ligaments, with a resultant accompanying pain. In like manner when a support is placed under the arch, those same bones, muscles and ligaments are being stretched and forced back to their normal position with a like resultant accompanying pain, and until the muscles and ligaments have had time to regain their tone and strength enabling them to retain the bones in their normal



Showing the bowstring action of the flexor pollicis musele.

position a certain amount of, but gradually decreasing, pain will be experienced.

The most aggravated case of flat-foot can be relieved in time by persistent effort on the part of the patient who will follow the advice given by a good specialist to whom he may go for treatment and advice. In fact it rests more with the patient than with the specialist. A correctly fitted support,—a corrected method of walking, placing the feet toes straight to the front, a little inclined to be pigeon-toed—a system of exercises to be performed with the bare feet morning and evening without fail, and preferably at other convenient times, with careful attention to health and diet.

Order from French Government

After an exchange of cables between the Canadian Shoe Manufacturers' Export Association, Montreal, and their European representatives, Mr. A. R. Angus and Mr. Oscar Dufresne, an order for 25,000 pairs of shoes for the French Army has been accepted. This is what may be regarded as a sample order, it being understood that there is a possibility of a total order of one million pairs coming to Canada. The order had to be executed without delay, as the goods are to be in France by the 15th of the present month. The order was divided between Ames-Holden-McCready Limited, Dufresne & Locke, the Tetrault Shoe Manufacturing Company, and the J. Muir Company. The shoe is a heavy tan, with a very stiff counter, and solid leather heel. The forepart has hob nails, and generally is calculated to stand very rough wear.

Messrs. Angus and Dufresne have been in negotiation with the British War Office with a view to securing British Army orders, but it is understood that British factories are capable of handling all shoes required, and that there is little present chance of any business being placed in Canada. Mr. John Perkins, of Duchaine and Perkins, who went to Europe as the representative of the Shoe Manufacturers' Association of Quebec, in an endeavor to secure orders, has returned.

have the patient place the feet on a clean white sheet of paper. Having done this trace the outline of the foot with a pencil on the paper. From this impression and outline an excellent idea is obtained of the degree of arch trouble, also the necessary alteration in the support (if any) to meet the case. When relief cannot be obtained in this way take an impression of the soles of the feet in plaster Paris in a similar manner, and have the supports made specially by some orthopedic specialist.

When a patient first commences to wear an arch support there is frequently considerable pain occasioned. During the time the bones of the arch have

Retailer Must Know His "Turn-over"

The Term "Turn-over" Defined—Stock Should be Divided Into Sub-departments—
A Paper Read Before National Shoe Retailers' Association

By Mr. John Slater

There are many opinions regarding the value of "turn-overs;" there are numerous ideas on the best methods of figuring them, and there are just as many views concerning what should be included in the figures; but no matter what your views, or how you figure, the fundamental thing to know is how much have you realized on your money, and any method that tells you this accurately and correctly answers your purpose. Because it must be remembered that no matter what method you use, it is after all, only a means to an end, and not an end in itself.

I would suggest if the method you are using does not show a "turn-over" of at least three times a year, that you either change your method, or get busy on your books. If you are not turning your stock this number of times, I won't say you are losing money, but you certainly are not making as much as you should.

There is, however, no need to call in an efficiency expert to find the leakage. He would probably tangle you up in a maze of elaborate systems, with the result that your pseudo progressiveness would lead into a hotbed of confusion. This, eventually, would cost you a good deal of money and considerable loss of temper. He would no doubt tell you that your cost of doing business is too high. It most likely is, but he could not reduce it. It is all very well to talk of doing business 10 or 12 years ago on 15 or 16 per cent., but one would be phenomenally clever if he could keep the cost down to 23 or 24 per cent.

Now one of the methods for determining "turn-over" used quite extensively places a profit on the cost and divides this into the gross business. For example, suppose we find upon looking on our books that the money we had invested was \$20,000 on previous January 1st. We take this amount, and to it add a profit of \$10,000, which is 50 per cent. of the cost, or 33 1-3 per cent. of the selling price. Together it equals \$30,000. Next we look for our gross business. This we will say amounted to \$60,000. Our next step is to divide our cost, plus our profit, into the business done for the current year. The result of this division equals the number of times we have turned our stock, which is, in this case, twice.

But this method is obviously wrong, because you are combining real money and visionary money, dividing it into gross business, and gross business is real money. The \$10,000 you added to \$20,000 had no existence except in your mind, and you cannot very well invest money you haven't got, nor can you very well start turning money January 1st, when you do not expect to receive it for three or four months to come, and this is just what you do when you start figuring in gross profit.

Now, as you well know, the real value in "turn-over" is in the fact that it tells you just what has taken place, and not what ought to have taken place. What we wish to know is the actual number of times our money has turned over. For this reason alone, if for no other, we ought to exclude any method that does not give us these figures accurately and positively.

A method used to advantage for a great many years,

and one that is practical and simple, considers the gross profit as a negligible factor, and concerns itself solely with net cost and gross business. Supposing we find at the end of a current year our gross business totals up to \$60,000, and that the original net investment is \$20,000. We divide the net cost into our gross business. We find subsequently that we have turned our stock three times.

This method, I believe, is generally employed throughout these United States. Although accurate enough in a crude way, it does not answer the purpose of the man who wishes to know the whys and wherefores of his business.

To men, business to-day is no longer a task; it is a pleasure, a hobby and a study. A merchant is no longer satisfied with the mere knowledge of his "turn-over," or that his business has increased the customary 5 per cent., or that his bank deposits are so much greater than the previous year. To the modern business man such knowledge means nothing. What he wants to know, and what he insists upon knowing, is why his "turn-over" is three times, why his interest is 5 per cent., and why his bank deposits are so much greater. He desires to know more of the causes and effects of his business; consequently, he invents methods and conceives systems that give him this necessary detail knowledge in a concise and practical way.

Now you all know that in your stock there are lines that move with greater rapidity than others. These are the lines that you are making money on; these are the lines that bring your "turn-over" up; but did you ever stop to consider what the slow moving lines are doing—just what their effect is on your business? If you consider long enough, you will come to the inevitable conclusion that these latent lines are costing you money, and this deficit not only does not appear on your inventory, but you are only vaguely aware that it exists.

When one figures in gross numbers, one invariably falls into gross blunders, and to my mind, when we remember that net profit of shoe business is perhaps the smallest of any line, it is unscientific to figure out "turn-over" in this crude fashion.

As a means, then, to mitigate this uncertainty of our figures, let us first departmentize the stock into units, then let each unit correspond to a line, and instead of figuring over "turn-over" in bulk, let us figure the number of times each unit turns.

The advantage of this lies in the fact that each year, at inventory, we can place accurate valuation on all various lines of shoes we carry. For example, we find that one unit has turned four times; while counteracting this there is a unit that has only turned three times, another unit that has only turned twice. We will take it for granted that each of these respective lines is complete. Evidently with these figures before us, we are not going to place the same valuation on the unit that has turned two and three times as we will on the one that turned four times. If we consider the valuation of the unit that turned four times at 100 per cent., then the unit that turned three times can

only be valued at 66 per cent. and the one that turned twice at 50 per cent.

The result is, we no longer have to guess at the relative values. Our "turn-over" by units tells positively and correctly just what certain lines ought to be valued at; we know just what the value is.

Naturally, amongst these lines that show a loss there are some we cannot dispose of, we have to carry them for expediency. They are lines that move not even once a year, yet they are the lines that we have built our business on, and we must keep them in our general stock for this reason. Even here, nothing could deter us from putting down in black and white just what these lines are setting us back, and the loss should be charged against some expense item, such as rent, advertising, etc.

In conjunction with the above system, I would suggest that in order to keep your insurance value a reserve inventory account should be opened, and the

But this I think I can say without fear of successful contradiction, that the man who has "turn-over" clearly and coherently in his mind has his finger on the pulse of his business, and will note any change or deviation more readily and effectively than the man who gives his "turn-over" only casual concern.

Must Keep Up To Standard

While agreeing in the main with the Made in Canada campaign, a Montreal shoe jobber recently expressed the opinion to a representative of Footwear in Canada that some of its advocates were going too far. It seemed, he said, to be argued that it was the duty of Canadians to buy Canadian goods, even though they were dearer and not up to the standard of imported goods. It was a fallacy to suppose that the public would be prepared to buy goods under such conditions. There were certain instances where shoe jobbers were

When business is upset and our Empire is at war is no time to sit down and wait. It is a time that calls for courage, confidence, cheerfulness and hard work. The war is ours—yours and mine—just as much as if we were in the European battle line. We can make our work almost as effective here as there. Let us see to it that we conduct ourselves like good soldiers.



Courtesy The Dominion

per cent. deducted on those dead lines that must be carried placed on a "reserve for inventory" account.

Never for a minute entertain the idea that some one else knows your business better than you do. You know your business best, all opinions to the contrary notwithstanding. You, yourself, are part of your business; you have watched, studied, experimented with it for many years; and it would be ridiculous for me, because a certain method has proved satisfactory to me in the past, to recommend it for your business. True! it might prove of benefit, but as a rule, one business is so different from another, is operated under such entirely dissimilar conditions, that it is always well to employ methods and systems that spring spontaneously from one's own business.

Therefore, in this matter of "turn-over" I do not advise nor urge you to employ any of the suggestions I have offered, unless you feel that they are directly applicable, can be employed advantageously, and will be of benefit to your business.

practically compelled to import American productions, as it would not pay Canadians to manufacture them owing to the limited market. In others, his experience was that the Americans were able to successfully compete with our own makers, despite a tariff protection of 30 per cent. Either the manufacturers would not, or could not, make these lines at the prices offered by American firms, and it was absurd to suppose that jobbers would purchase the home-made article when they could obtain it at a better price from competitors over the border. He believed that the Made in Canada was a good thing, in the way of educating our people to inquire for articles produced in this country, but it was essential that our firms should make goods which were at least equal in value, to those which it was sought to displace.

It's all right to take things as they come, but it's surer to go after them.

Good Service in Shoe Repairing

Whether Your Business is Big or Small Good Service Should
Be the First Consideration—It Pays

By Mr. Geo. G. Girling

On the front page of a well-known magazine appears the following:—"Only articles calculated to increase the ability, reliability, endurance and action of business men appears in this Magazine." Here are some fundamental truths that could be applied to shoe repairers who aim to make "Good Service" the foundation of their business.

Generally the first thought of the repairer is:—"How can I make the most out of it." How much one gets out of any business depends largely upon how much one is prepared to put into it. One of the first thoughts should be—How can I best serve the public? Solve this question and it will not take long to find out how much is to be got out of it. Modern equipment means "Good Service." The modern shop should be equipped with a stitcher, finisher, patcher and telephone; these are essential to strike the keynote of good service.

In case any readers of this article should only have sufficient work for one man, I would say,—You need modern equipment just as much as the shop employing help. Probably you entertain the idea that it would be too costly for the volume of business you are doing. This idea would be wrong. Where the large shop would need a thousand dollar, more or less, equipment, the one-man shop could manage nicely with an outfit costing approximately two hundred dollars, and it could be obtained on the easy payment plan. This would place you on equal terms with any competitor, however well or expensively equipped he might be, and give you the same opportunity for extension. The saving of time and service to your patrons would surprise you.

Two hundred will do it

Many readers of this article will doubtless consider two hundred dollars insufficient to equip a modern shop, but it can be done. This sum is within the grasp of every shoe repairer who may have only a very limited capital. It is easy for the man with capital to start in with an elaborate equipment, whose location would warrant it, but what of the man in the suburban district, who has only himself to do the work. He needs the equipment just as much as the other fellow, but in many instances does not know he can modernize his shop for such a small outlay.

Supposing now, you have a modern outfit, your "ability" to handle the work determines your measure of success. "Good workmanship" and "good material" must predominate. "Reliability" plays an important part. Put a ticket on each repair job taken in and eliminate having to search for the right pair of shoes when they are called for. Avoid wasting your own and your customers' time. Time is money. You would not throw away a dollar bill. Tell each customer plainly when the job will be done and have them done **as promised**. Nothing is more detrimental to any business than to get the name of being unreliable. A customer should not be allowed to call twice for a pair of shoes. Send them home—it will be appreciated.

"Endurance" is a word not often heard in a repair shop, but nevertheless the repairer sometimes has to endure the indifferent treatment meted out to him, the

same as in other businesses. It may be a job to do after closing time, or accepting the responsibility for a sole cracking which has been left too near the fire, or a pair of heels to alter because they are too high or too low. These are opportunities that try out your personality. Manners do not make the man, but manners reveal the man.

Action—**Always busy**, is a good slogan. My father used to say—"Off with your coat, roll up your sleeves and look like work, even if you don't intend to do any." The public would rather patronize a man who is always busy. Avoid inactivity. Greet your customers pleasantly under all conditions and if trade is bad don't tell your customers so, but be a live wire all the time.

Must become known

Do you advertise? Brown, the shoe repairer, came in the other day to find out, if possible, the cause of trade depression. Was it general or was it competitors, asks Brown. I've had my shop three years and this is the quietest time I've ever known. In reply to the query "Do you advertise," he replied, "No, I never have," and his manner implied that he did not intend to.

Now, Mr. Repairer, advertising is the forerunner of success. It is just as important for you to advertise as any other business. One of the best and least expensive methods is to **make your patrons do your advertising for you**. Your satisfied customers would just as readily talk to their next-door neighbor about the good service at "Brown's Shoe Shop," as otherwise.

A Chance to please

Are you getting the full value out of your finishing machine? Right here is your free advertising. Here is your opportunity to make your patrons talk about you, by sending your repairs out cleaned, ready to put on. The time is well spent, considering the number of pleased customers created. When you take in a pair of shoes to be heeled, how long would it take you to finish the foreparts also? Not a minute. Or when you half sole a pair, to finish the heels. It is worth the time for one's own satisfaction. See that the shoes that come in with broken laces leave your shop with new ones. Don't forget that little bit of stitching, that missing button to replace, or the eyelet hole repair. These are but a few of the minor things easily overlooked, but are great factors in building up a successful shoe repair business. It creates confidence. Give attention to the little things and you will not have to spend much money on advertising. Your customers will do it "free."

There are many differences of opinion as to the use of brass rivets, more especially in this part of the world, where the writer is located (Edmonton, Alta.), where "get rich quick" ideas sometimes predominate over good judgment. The use of brass rivets contribute largely in the giving of good service and is beneficial to the repairer as well as to the customers. Shoes repaired with brass rivets will bear more half soles than those repaired with iron rivets, thus increasing

trade. They add materially to the appearance of the job when finished and help to preserve the insoles as they do not rust as do iron rivets.

The sale of findings presents another opportunity to give service, with a little profit thrown in. Many repairers say it does not pay to stop work to sell a pair of laces or a tin of polish. This is quite true. It does not pay to stop work and disentangle a bunch of laces which may be hidden away in a drawer or lying in the window smothered in dirt. A board six inches wide and four and a half feet long will hold twelve "Perfection Lace Holders." Place this on the wall near the door where your customers can see it on entering. They can select their requirements and hand you your nickel or dime over the counter. A good idea is to have a small price ticket over each lace holder. The assortment should be in order. First your 4/4 black and tan, then your 5/4, 6/4 and so on. This is a splendid time-saver, yet one could walk into stores where thousands of dollars have been spent on fixtures and find laces, polishes, etc., quite out of sight.

Again, how many repairers could tell in an instant (or in a day) how many jobs they have taken in since the first of the year? How much cash they have taken and how much net profit made to date? Some may consider this has no bearing on the volume of business they are doing. Directly, it has not; indirectly, it has. To know day by day, week by week, month by month, what progress is being made or otherwise; to know your exact position should act as an incentive to accomplish greater things and helps to promote will power and aggressiveness with the keynote of "good service" as a foundation.

Right Man in Right Place

Mr. Frank Stewart Scott, of the shoe manufacturing firm of Getty & Scott, Galt, Ont., the conservative party's candidate for the by-election nomination in South Waterloo, has been elected by acclamation as



Mr. F. S. Scott, M.P.

member of the Dominion Parliament. By Mr. Scott's election the city of Galt again becomes directly represented in Parliament for the first time in more than twenty years, the late Honorable James Young being the last citizen of Galt to hold that honor.

Many Happy Returns

Mr. Joseph H. Baker, a well-known and esteemed shoe dealer of Beverly, Mass., celebrated his eightieth birthday on Thursday, January 21st. Mr. Baker was born in Yarmouth, N.S., in 1835, and in early life was

engaged in the wheelwright's trade for a short time, and later spent two years on the sea. Subsequently he was employed by many shoe manufacturing establishments. During the Civil War he served in the 23rd Regiment of Company G, and attained the rank of second lieutenant. He went into business for himself in 1867, and has been engaged in the boot and shoe business for nearly fifty years. His firm, known as J. H. Baker & Company, has a factory in Beverly and offices in Boston and New York. Mr. Baker's son, Louis P. Baker is also a member of the firm. Mr. Baker has been a trustee of the Beverly Savings Bank for several years, is a member of the Bass River Lodge of Odd Fellows, and also of the Rantoul Association and the 23rd Regiment Association, having been president of both organizations. He is now enjoying excellent health and is actively engaged in his business every day.

Kaufman Rubber Exhibit

The Kaufman Rubber Company, Limited, through their London branch manager, Mr. S. G. Amero, have recently shown an entire rubber exhibit in the show window of Messrs. Barraclough & Company, Ingersoll, which attracted wide interest. The exhibit included crude rubber, rubber shoes in process of manufacture, sample sections of soling, as well as a display of finished rubbers, and carefully illustrated the high-class workmanship and material used in the construction of "Life-Buoy" rubber footwear. We understand that the "Life-Buoy" people have several such exhibits under the charge of Mr. Amero, who has arranged for their display in numerous towns, and which have been highly appreciated by their customers, and the public, in general, who have had an opportunity of seeing them in the window.

Women's Footwear with Glazed Kid Tops

One of the most recent innovations in women's footwear fashions is the use of glazed kid of various colors in boot tops. These new styles appeared a short time ago in New York City, and we understand that they have already met with considerable favor and will be in demand in the spring and are also likely to be popular next summer in women's shoes, in combination with other leathers. No doubt the vogue of shorter skirts, which is predicted for the coming spring and summer, is one of the chief reasons for the popular favor of these new topplings, for they are very dainty and stylish in appearance, and, owing to the well-known supple quality possessed by kid, conform very gracefully to the shape of the ankle. Moreover, the demand in women's lines is now for contrasting colors,—something striking in appearance. So, instead of dull and sombre shades in boot tops, more conspicuous color effects have been introduced, such as putty, fawn, light gray, sand, champagne and beige. Indeed, it is stated that manufacturers of glazed kid speak of a possible dearth of these colors in consequence of the strong demand, although it is probable that this situation will be relieved.

Mr. Jas. Jupp, Sr., has retired from the firm of J. Jupp & Son, 810 Queen Street West, Toronto, Mr. Jas. Warden Jupp having bought out his father's interest in the business. From 1886 till 1898 the business was carried on by Mr. Jupp, Sr., and in 1898 Mr. Jupp, Jr., was taken into partnership. The latter is now sole proprietor, though the firm will still be known by its former name of J. Jupp & Son.

The Situation Regarding Patent Leathers

By Mr. Cecil Q. Adams, Before the National Shoe Retailers' Association Convention—
General Use of Kid—The Cheapest Shoe for the Consumer

"Let me say at the outset that whatever opinions I may express, they are not my own alone. They also comprise the views of hide dealers, tanners, shoe manufacturers and retailers in whose opinion I place confidence; and further, that all predictions for the future are based on the supposition that war conditions, embargoes, etc., continue as at present.

"Owing to the war in Europe the shoe and leather trade is confronted by very unusual conditions. Almost every European country has placed an embargo on the shipment of hides and skins.

Why Side Leather is Higher

"Cowhides, from which patent side leather is made, are in short supply. Russian colt skins, from which patent colt is made almost entirely, are practically unobtainable, and tanners have only small stocks in hand. Patna goat skins, from which the best patent kid is made, are, however, readily obtainable and tanners have good stocks on hand.

"Ohio extreme cow hides, the standard for shiny leather, are quoted to-day (January 12) at 20½c. to 21c. per pound, an advance of 4c. over a year ago. If we assume that the price of splits remains the same this means about 4¾c. per foot increase on patent side leather. Splits, however, are bringing higher prices, so that the advance cost on patent sides is not quite this figure at present.

"Previous to the war Russian colt skins had advanced the equivalent of about 6c. per foot on patent colt, and tanners are selling now at about 4c. to 6c. per foot advance over a year ago.

Patent Kid Available for All Grades

"Patna goat skins have not advanced and patent kid is not only being offered without advance in price, but some standard makes are being offered in a wider range of prices, so that this material, heretofore used mostly in high grade shoes, is now available for shoes to retail as low as \$4.00 and perhaps even at \$3.50.

"Hide dealers tell us that if we are to have a normal demand cowhides will surely sell at much higher prices than to-day's quotations, necessitating a corresponding further increase in the price of patent side leather.

"Advices from Germany are to the effect that since the beginning of the war cowhides have advanced to almost unbelievable prices—some weights nearly 100 per cent., and calfskins are bringing good advances, so it is fair to assume that when German tanners exhaust their supply of raw stock at before-the-war prices, their prices on patent leathers will be advanced even more than those of our home tanners.

No Russian Colts

"There are no quotations on Russian coltskins, but this is of no consequence as there seems no prospect at present of obtaining any. It is thought goat skins will advance in price.

"I have noticed recently in the trade papers suggestions from shoe merchants that an effort be made to curtail the sale of patents as much as possible, and I have a few thoughts on this point for your consideration.

"I do not believe it is good business for retailer, manufacturer or tanner to try to educate the great American public, but instead let us ascertain their wants and try to supply them as best we can.

"The periods of your best business have generally been seasons when patents were in vogue; if you will go back over the last 12 or 15 years I believe you will agree with this statement.

"There is a very good reason for this, because we must admit that a shiny shoe does not wear as long as a dull calf, for instance, and the larger the sales of patents or other less substantial shoes, the larger the total sales, and the larger the profits; and even should you be obliged to make occasional allowances, for policy sake, you still have a more profitable business, providing you buy reasonably good leather and use ordinary diplomacy in making allowances.

Customer Gets Good Service from Shiny Shoes

"Now it may appear that the customer is getting the short end of this proposition, but if you will figure the average life of a patent shoe, a \$5.00 grade for instance, and get the cost per month to the wearer, and then figure the average life of the same grade of a dull shoe, plus the cost of shines, and get the cost, per month, to the wearer, you will find that the cost of the shiny shoe is at least as low as the other and probably lower. So that the retailer and the consumer are the gainers, and the boot black stands the gaff.

"I have been told to-day that you are having more trouble than usual just now with patents and if this be true there are good reasons for it. It is my opinion that standard makes of shiny leather are as good as they ever have been, but present conditions are quite unusual.

The Reason for So Many Complaints

"In the first place patent colt, which has generally been given first place for all round work, has been in short supply and high in price, and manufacturers have been compelled, in some cases by lack of material and in other cases by the price, to put side leather in shoes for which it is not best adapted.

"Considerable foreign leather has been used, not all of which, perhaps, has been up to the standard.

"But the main trouble is in the style of shoes now in vogue, especially in women's wear. In cutting patent kid practically 100 per cent. is suitable for vamps; in patent colt about 80 per cent., while in side leather not over 50 per cent. is suitable for vamps.

"Under normal style conditions a manufacturer cutting side leather, for instance, has been able to work the poorer parts of his side into quarters and foxings, and get his vamps from the better part of his side. But what are the conditions to-day?

Women's Styles Mostly Vamps

"As you know women's shoes are mostly vamps, plain toes and gaiter effects, and the manufacturer is obliged to cut nearly the whole side into vamps because he has little other use for the poorer parts of the side that under ordinary conditions would be used in quarters.

"Suppose we are tanning sole leather; we use the full natural weight of the hide, but even then we only

get good wearing soles from the best parts. The balance goes into counters, heels, top-lifts, welting and innersoles.

"In making patent side leather we split the hide to start with, taking away a goodly part of its natural strength, and then under present style conditions the manufacturer is obliged to cut his vamps not only from the parts of the hide suitable for vamps, but also quite largely from the parts suitable only for quarter stock.

"If patent colt, or patent kid, could have been used more freely, conditions would have been better, because these leathers are not split, have the full natural strength of the skin, and are better adapted, as before explained, for cutting the present styles.

What is Needed to Lessen Complaints

"If results are less satisfactory than usual, I believe these are the principal reasons, so if you have any desire to educate the public may I suggest that you do not try to curtail the sale of patents, but rather educate your trade to more conservative styles, give the manufacturer a chance to cut a fair percentage of quarter stock, or else use a shiny leather that will cut more nearly 100 per cent. vamp stock.

"Now what shall we do for next season—your fall and winter business, and how can we better conditions? There will be some colt, more in men's weights than in women's I think, but not nearly enough to go around, and in certain shoes you may perhaps need it. If you buy a few patent colts be sure you are really getting colt and not side leather, and buy standard makes that are known to be reliable.

"If you want side leather shoes I suggest that you pay a price that will enable your manufacturer to cut the leather as it should be cut—vamps from vamp stock only

Why Patent Kid is Favored

"But I want to suggest for your careful consideration, patent kid which I notice has already been brought to your attention, through your official bulletin.

"Patent kid should be available in quantities, it is well suited to present style tendencies, being practically 100 per cent. vamp stock; it will wear well; it is pliable and comfortable, and the price is reasonable. Most manufacturers are making larger lines of patent kid samples than ever before and you can see them soon.

"If you decide to try patent kid may I further suggest that you do not try to use it too plump? Heavy weight is not necessary for wearing results, but have a good vamp lining behind it, the same as you would have behind any light leather. And with patent kid, as with other patents, you ought to get recognized brands from tanners who have been making it steadily for years.

In the discussion which followed the reading of Mr. Adams' paper, Mr. Berberich, of Washington, D.C., spoke of the uncertainty of the leather market. One of Mr. Berberich's remarks was as follows: "From the information gathered from all sources, I must confess I do not know whether I am coming or going; whether leather is going to be higher or lower."

In answer to Mr. Ruff, Philadelphia, Mr. Adams gave a very decided negative to the question as to whether he guaranteed his patent leather to the manufacturers of shoes. They make the best patent leather they can, but that is the only guarantee they give the manufacturer.

Developing New Kim-Felt Line

Mr. C. A. Maddox, whose photograph we reproduce herewith, is general superintendent of the Canadian Consolidated Felt Company, Limited. Mr. Maddox has been associated with the shoe manufacturing business since 1875. The first two and a half years of his footwear experience were spent in the manufacture of lasts, because, as Mr. Maddox himself puts it, "A successful shoe manufacturer should have a thorough knowledge of last making, because, in shoes as



Mr. C. A. Maddox.

in heaven 'the last shall be first.' " In 1899 he entered the service of the Daniel Green Felt Shoe Company, and in 1901 took charge of this company's factory No. 2, and undertook the development of a kid and fabric, house and carriage line, developing the output from 60,000 pairs annually to about 400,000 pairs per year. In May of last year he assumed his present position and is now engaged in introducing and developing the new Kim-Felt "Kumfy" line, which bids fair to further enhance Mr. Maddox's reputation as a man who knows what the public wants and knows how to supply it.

Trade Inquiry

199. Boots.—Samples and quotations are asked for on military boots in lots of one to ten thousand pairs, two kinds. Further particulars are on file at the Department of Trade and Commerce, Ottawa.

If "Footwear" helps you, tell your friends.
If it doesn't, tell us.

A Few Things the Retailer Likes to Know

Regarding Curing, Tanning, Cutting and Manufacturing—Shoe Making One of the Seven Greatest Industries of the World

By Carlisle Clark in Shoe Manufacturers Monthly

Shoe manufacturing ranks among the seven greatest industries of the world; of these it is the most difficult to conduct and the least remunerative. This is undoubtedly due to the fact that in its very best condition it is at present poorly developed as regards its technical aspect and organization. That is to say, there are numerous small wastes constantly taking place, of materials, time, and energy, which, in the aggregate, amount to vast sums of money. In this respect the shoe business is far behind the other great industries, for long before the modern shoe factory was dreamed of, the woolen, steel, cotton, glass, iron, and shipping industries were highly developed.

The future development of the shoe industry will undoubtedly be along the line of scientific management, better organization and special training, which will demand skilled workmen and modern methods; the result we may believe will be larger dividends for the manufacturer and better wages for the workmen.

If we enter a cutting room and ask the most experienced cutter for a definition of "leather," it is doubtful if he could give it, although he has handled leather for years and may boast of long experience. It is anything concerning the construction of the "hide fibre," upon which the strength and quality of the leather depends. Few could give a reason for the trade terms which are applied to leather by which different skins are known. Some could not tell the grain side from the flesh side of the skin. Surely, when a workman handles such valuable material as leather, he should have some knowledge of it. We shall here briefly consider a few of the most important points of the subject.

Leather

The skin or hide of animals is called "leather" after it has been preserved from decomposition by processes called curing, tanning, and currying. For the purpose of shoe manufacturing, leather may be divided into two classes: First, upper leather classified according to its finish; second, sole leather classified according to its tannage. For the present we shall only deal with the former, and leave the latter for future consideration. Upper leather is supple and soft—suitable for uppers. Sole leather is thick and solid, only suitable for those parts of the boot that come in contact with the ground. Formerly, little difference existed in the tanning process of upper and sole leather. The fibre is of prime importance in leather. It is a thread-like network interlaced and interwoven in all directions in the true skin, and upon it the strength of the leather depends. If the fibre is destroyed, the leather is destroyed.

The hide fibre is composed of small cells which contain nitrogen. The fibre, whether animal or vegetable, provides strength, but the hide fibre has a supple elasticity which is peculiar only to leather.

The hide consists of two parts—the "cutis" or true skin, and the "cuticle" or outer skin. The true skin is that with which the tanner is concerned, because it contains the fibre which tanning preserves.

Curing

Curing—is a process which temporarily suspends the decomposition of the fibre. There is a variety of

methods of curing hides and skins, which differ according to the locality in which the animal is slaughtered. The simplest method of curing skins and hides in tropical climates is by exposing them to the sun and air. The effect of curing is to contract the fibre. The fibre is drawn lightly together and the substance around it is dried with them, resembling glue. In curing, if the skin is dried too quickly, both surfaces harden, leaving the middle moist; decomposition sets in, the fibre is completely destroyed, and the result is that when the leather is finished the "cuticle" is separated from the "cutis," and when the leather is cut it is easily separated into two pieces.

Tanning

Tanning—is a process which changes the substance of the skin by forming a chemical combination of the true skin of animals with a vegetable astringent, principally by the use of tannic acid. There are various methods of tanning, such as the chrome system, bark system, and minerals.

Tawing—is a process by which skins are converted into a substance resembling leather by the use of alum and salts. Fur skins, such as are used for fur coats and fur rugs, are tawed, not tanned. Leather for gloves, and such as is used on the tops of bottles by chemists, is tawed.

The processes of tanning and tawing are distinct, and have no relation to each other. The substance of a skin that has been tanned, having undergone a chemical change, cannot again be returned to its original condition, while the substance of a skin that has been tawed may be returned to its former condition. By its original condition is meant the natural state of the skin, which is gelatine.

Currying

Currying—is a process of dressing skins after they have been tanned for the purpose of shoe manufacturing, etc. It has to do with the finish, smoothness, grain, and color of the leather, and not with the fibre.

The grain side of leather is the hair side. The opposite side is called the flesh side. Glove leather is leather that is finished on the grain side, from which the grain has been removed.

Satin leather is finished on the grain side, from which the grain has not been removed, and has a smooth finish.

Calf skins were formerly finished only on the flesh side, but are now finished on the grain side also.

Ooze leather is a chrome tanned calf-skin finished on the flesh side. The fibres are loosened at the ends and form a nap. It is made in many colors, and is a popular leather.

Suede leather is kid skin finished on the flesh side. This leather resembles ooze, and has a soft velvet finish.

Velours leather is a chrome tanned calf-skin, which has a smooth finish resembling velvet.

Vici kid is a trade name given to a superior brand of chrome tanned glace kid leather.

Mat leather has a dull finish. The term "mat" is used to distinguish its finish as mat-kind, to distinguish

a dull finish from a glaze finish. This leather is made of calf and kid, and makes a splendid contrast with bright, shining patent leather.

Dongola leather is a skin of an animal which is a cross between a sheep and a goat (called the dongola goat). The leather is tanned with a combination of vegetable and mineral acids, which gives it a half bright finish.

Willow calf is a chrome tanned calf-skin, and derives its name from the fact that originally it was tanned with willow bark. It is a soft, pliable, and durable leather, finished on the grain side.

Box-calf is a chrome tanned calf-skin, finished on the grain side. It is finished with cube-like cross lines, which gives it the name of box-calf. This leather is imitated in side leather.

Real Russian calf is a celebrated bark tanned leather, dressed with birch oil, which gives it a pleasant odor. It is used for bookbinding. This term is now frequently applied to a less expensive chrome tanned shoe leather, and is made in a variety of colors, as tan, brown, and black.

Real Morocco is a fine quality of kid leather made in Morocco, and also used for bookbinding. This term is also now applied in the shoe trade to heavy goat skins, whether chrome or vegetable tanned.

Side leather is the hide of large animals, cut down the back which makes two sides. There is a great variety of side leather, both in finish and quality.

Upper Leather Under Six Heads

Upper leather may be grouped under six heads and sub-divided, and given numerous special trade names to distinguish their finish. The six divisions are: kid skins, calf-skins, side leather, sheep skins, horse or colt skins, and fancy leathers.

These six groups present various different surfaces, stretch, quality, defects, sizes, and conditions, with which the practical cutter is constantly confronted, and with which he should be familiar if he is to do his work intelligently.

These six groups, moreover, demand that the leather shall be specially sorted for economy in cutting and to assure uniformity in quality, and good results in closing and lasting. The cutter is then faced with a variety of complex propositions, with which he must cope if he is to do a day's work, maintain the quality, produce uniform uppers, and cut to the allowance which, under certain circumstances, is quite impossible for him to do.

Cutting to Advantage

Every one should know that large-sized skins cut to better advantage than small skins, and that small sizes in patterns cut to better advantage than large-sized patterns. It follows "as the night the day" that in cutting skins of various sizes and shapes, by patterns of various sizes and shapes, various results must be produced. It is also evident in face of these facts that there is a certain combination of skins and patterns that will produce better results than other combinations, and that the best results in cutting can only be obtained when the best combination is known and used.

Cutters usually manage to keep within the allowance, but often the quality of their work suffers in consequence. It is quite possible for two cutters of equal skill and experience using leather from the same package, cutting the same sizes and using the same patterns, to vary one foot or more in the amount of leather they require to cut a dozen pairs of uppers, and

often the quality of work of one will be better than the other.

Sometimes cutters are supposed to be working under exactly the same conditions, when in reality they are not the same; therefore the results are not the same. If cutters are experienced, the allowance sufficient, and the conditions the same, all cutters should be able to maintain the highest standard of quality the leather is capable of producing, and still cut to the allowance—provided, of course, that the allowance is reasonable. But such is not the result of experience, for the quality varies greatly, and there is more or less fluctuation in the amount of leather required. This fact is noticeable even in the work of the same cutter from day to day, and is sometimes attributed to indifference, carelessness, or what is called "his good or bad day," but I believe we shall soon see that the cause arises from quite another source. This discrepancy is often due to the disregard of the subtle relations that exist between certain sized skins and patterns, and combinations of both skins and patterns, than to the ability or inability of the cutter.

The Squarer the Better

These conditions are responsible for the profits and losses in the cutting department; and we shall do well to consider the solution of some of these differences at this time. I do not think that any competent foreman will dispute that these facts have been his daily experience. Why, then, is it that there is such a vast difference in the quality of the work of experienced cutters? Why is it that manufacturers obtain no better quality, and also experience the same difficulties, who allow more stock per pair than other manufacturers? The greatest difficulty is found naturally in cutting small skins. Generally speaking, the squarer the skin and the patterns, the closer the leather can be cut. It is not altogether the actual surface the pattern covers, but the shape, which determines the result, and the same is true of the skin. A good square shaped skin is more profitable to buy because it will cut to better advantage than a long irregular shaped skin, and the same argument applies to upper patterns. The squarer and more regular the line of a pattern, the closer that pattern will cut. It is for that reason that a woman's lace boot pattern requires more leather than a man's "bal," even if the actual surface of the two patterns measures the same.

Relation Between Skins and Patterns

To understand the problem with which we are here confronted, we must understand the relation between the sizes and shapes of the skins to be cut, and the size and shape of the upper patterns, by which these skins are to be cut, for, before the best results in cutting are obtained from any given number of feet of leather, these relations must be known. This comes when one acknowledges a relation and applies his knowledge and experience accordingly. For example: If a cutter were given skins which approximately were all the same size, to cut boots and shoes of various sizes, although he had the actual number of feet of leather allowed, it would be practically impossible to cut the uppers as they should be cut for quality, and then cut them to the allowance. If, by sacrificing the quality, the cutter succeeded in cutting to the allowance, he would be fortunate. If the skins and patterns were both confined to one size, the result would be worse.

To cut leather to advantage the conditions must be favorable, and there seems to be no justifiable reason for a cutter (working under favorable conditions) who

has sufficient leather to cut one or two dozen pairs of uppers of superior quality, to cut an inferior quality and take more leather or require more time. I have heard it said many times: "It is all very well to talk of uniformity of quality in cutting, but it is impossible under the conditions that exist in my factory." This sounds as if it was the conclusion of the whole matter. It sounds plausible, and to some extent is true, but if conditions which prevent the best results are known and acknowledged to exist, those conditions should be speedily taken in hand. Delays are dangerous in this case, and it is only a matter of time when they will be fatal.

Corrugated Shipping Containers

In a previous issue comment was made relative to the introduction of solid fibre board boxes now being manufactured by the Hinde & Dauch Paper Company, of Canada. For five years the corrugated boxes have been used, making great saving, both in cost, and reduction of freight bills. In many cases the saving in weight and the resultant reduced freight charges have paid for the cost of the container before it reaches the customer. One firm in Western Ontario has received an order from one of the largest retail firms in Canada, distinctly specifying these shipping containers. This is merely one phase of the saving in using paper containers. The corrugated box has proven an excellent carrying container to meet the need of stronger cases, and the rough usage which Canadian shipments often get.

C. N. W. Shoe Company's New Manager

Mr. Edward S. Hunt has been appointed manager of the C. N. W. Shoe Company, London, Ont. Mr. Hunt is a son of Francis Hunt, county police magistrate, St. Thomas, Ont. He attended the public school and collegiate institute of St. Thomas, and was later chief train despatcher on the Sudbury Division of the

C. P. R. and C. N. R. between Port Arthur and the coast. Later Mr. Hunt was a real estate and financial broker at Port Arthur, where he was also a member of the Joint Street Railway Commission, and president of the Young Liberals' Association. At the present time he is a member of the executive committee of the London Reform Association.

The C. N. W. Shoe Company are now located in



Mr. Edward S. Hunt.

their new and commodious factory on Rectory Street, where the capacity is 500 pairs a day. The company have enlarged the scope of their manufacture and now include ladies' high-class turn shoes, for which they have just installed a quantity of machinery of latest design. Mr. Hunt is president as well as general manager of the C. N. W. Shoe Company. Mr. Wm. E. Wilson is vice-president and secretary-treasurer.

General News and Personals

Happenings in the Shoe and Leather Trade

Mr. Fred. R. Foley, proprietor of the Parlor Boot Shop, Bowmanville, Ont., was elected member of the Town Council by acclamation in the recent elections.

The stock of the Klassic Boot Shop, Montreal, was recently sold.

It is stated that the Russian Government has ordered some 20,000 saddles and accessories from Canadian manufacturers.

Mr. R. W. Bloor, shoe dealer, Ingersoll, Ont., was elected alderman in that town at their recent elections.

Mr. G. Detweiler recently purchased the clothing and shoe store of Mr. R. A. Holland, Wallaceburg, Ont.

Mr. W. J. Armstrong, a prominent dry goods and shoe dealer, was elected mayor of Campbellford, Ont., by acclamation.

Mr. W. Argue, 235 Broadview Avenue, Toronto, has purchased the boot and shoe stock of Mr. James Dorman, 225 Broadview Avenue, who assigned recently.

Mr. F. L. Wagner, secretary-treasurer of the Aylmer Shoe Company, Aylmer, Ont., was re-elected mayor of that town by acclamation.

Messrs. Lamont Crowell and Stanley Morrel are con-

sidering the erection of a shoe factory in Hebron, N.S., and will be in the market shortly for complete machinery equipment.

Mr. O. Lewis has started a tannery in Megantic, Que.

Mr. C. E. Clements, a prominent shoe dealer in Chatham, Ont., was elected alderman of that city on January 4th. We congratulate Mr. Clements on heading the polls.

Mr. H. Ashplant, shoe retailer, London, Ont., was elected alderman in the recent elections in that city.

Mr. E. Hawley, Montreal, has been awarded the contract for a large shoe factory which is to be erected at Acton Vale, Que.

Mr. M. Lee Sturgis, formerly western representative of the Sturgis-Jones Last Company, Brockton, Mass., has accepted the position of sales manager of the United Last Company, Montreal, Que.

A fire occurred recently in Edmonton, Alta., in which the Sample Shoe Store was destroyed and other buildings in the vicinity were damaged.

The Winnipeg Shoe Company have purchased the stock of Messrs. Tom Stedman, Limited, Winnipeg, boot and

shoe dealers, who assigned some time ago. The business will be continued by the Winnipeg Shoe Company.

A fire broke out in the Glasgow Shoe Parlors, Niagara Falls, Ont., and considerable damage was caused by fire, smoke and water.

Messrs. King Bros. Company, manufacturers of chrome, combination and bark tanned leather, Whitby, have recently had additions made to their plant.

A by-law was passed by the ratepayers of Milton, Ont., authorizing a loan of \$15,000 to the Milton Shoe Company, Limited, to be paid with interest in twenty annual installments.

Mr. J. Hessenauer, boot and shoe dealer, Berlin, was elected alderman in the recent elections.

Mr. J. C. Breithaupt, of the Breithaupt Leather Company, Limited, Berlin, was re-elected water commissioner by acclamation.

Mr. A. R. Lang, of the Lang Tanning Company, Limited, Berlin, was returned as one of the electric light commissioners for two years.

The Hartt Boot and Shoe Company, Fredericton, N.B., installed an automatic fire sprinkler system in their factory during the past year, and have erected a 50,000-gallon tank.

Mr. John Le Marquand, for many years manager of the W. S. Loggie Company, Shippegan, N.B., has opened an attractive boot and shoe store in Bathurst, N.B.

Under the failure of Percival and Graveline, Montreal, a sale of the effects, valued at \$10,482 was advertised for January 19. The stock consisted of leather, shoe buttons, buckles, etc. Before the sale, however, the inspectors met and decided to withdraw the stock indefinitely.

Tenders were recently received for the purchase of the land, buildings and equipment of the A. A. Durkee Shoe Company, Limited, Truro, N.S. It is stated that the buildings and equipment are in a fine state of repair and ready to continue work at once.

The shareholders of the Amherst Boot and Shoe Company, Limited, recently received their 48th consecutive dividend.

Tenders were recently received for the stock in trade of the Moses O. Thomas Estate, Milton, Queen's County, N.S. This was a general stock, but included footwear of all descriptions.

Alderman Hall, of Sherbrooke, Que., has recently sold his store and shop on Child Street to Auger & Company, who will commence the manufacture of boots and shoes.

Mr. C. A. O'Connor has purchased the shoe department of the firm of A. A. Willis, Campbellford, Ont.

Mr. M. Dowling has accepted the position of foreman with Ames-Holden-McCready, Limited, No. 2 factory, Montreal.

We are pleased to report that Mr. H. B. Ohrt, shoe dealer, Queen Street West, Toronto, who has been ill for some time, has recovered and is able to attend to business again.

The Crown Shoe Store has been removed from its former location on Yonge Street, Toronto, to new premises on the corner of Avenue and Davenport Roads.

The United Shoe Machinery Company have installed a Goodyear shoe repair outfit in the establishment of Mr. Ernest Fontaine, Ontario Street East, Montreal.

Mr. Geo. Wymer has resigned his position as foreman of No. 2 factory of Ames-Holden-McCready Limited, Montreal.

Mr. W. F. Marquardt, secretary-treasurer of the Relindo Shoe Company, Toronto, who has been ill for some time, is now around again.

Mr. J. J. Kilgour has bought out the interest of his brother, Mr. J. B. Kilgour, in the firm of Kilgour, Rimer & Company, wholesale boot and shoe dealers, Winnipeg, Man.

Mr. Richards, formerly employed on the staff of the Craddock-Terry Shoe Company, Lynchburg, Va., has accepted a position with Clark Bros., Limited, St. Stephen, N.B.

A fire broke out in Saba's Shoe Store, 472 Queen Street West, Toronto, recently, and considerable damage was done to the stock by fire and water.

Mr. P. Malboeuf has been appointed city representative of the Star Shoe Company, of Montreal.

Mr. Victor Graveline, formerly of Messrs. Percival &

Graveline, Montreal, Que., has been appointed foreman of the St. Hyacinthe factory of Ames-Holden-McCready, Ltd.

Mr. W. S. Parke, formerly of the Canadian Consolidated Rubber Company, Quebec, has accepted a position with the Dunlop Rubber Company, Montreal.

Mr. S. G. Best, Toronto, has been appointed selling representative for eastern and western Ontario of the Drummond Shoe, Limited, Drummondville, Que.

The Chambly Manufacturers, Limited, have established a new factory for the manufacture of leather goods at Chambly Canton, Que.; capital \$100,000.

Mr. Max Singer, boot and shoe dealer, 744 St. Catherine Street East, Montreal, has taken over the establishment at 485 Notre Dame Street West, formerly operated by one of the United Co-operative Stores.

Mr. Norman Gibson has succeeded Mr. A. E. Hogarth as sample room salesman of Blachford, Davies & Company, Toronto. The former has accepted a position on the road, covering the territory between Belleville and Toronto.

Mr. W. G. Schneiber, formerly of the Alberta Shoe Manufacturing Company, is now in charge of the fitting department of the Gotzian Shoe Company, St. Paul, Minn.

Mr. E. Cote, a well-known tanner, Quebec, has been nominated for the position of chief hide inspector.

The United Shoe Machinery Company have installed several buttonhole machines of the latest type in the plant of Messrs. Tourigny & Marois, Quebec, P.Q.

Mr. Edmund Gaumond, foreman of the lasting and finishing rooms in the factory of J. B. Blouin, Limited, Quebec, has resigned and accepted a similar position with Duchaine & Perkins, Quebec.

Mr. A. E. Cudmore, who some time ago bought out the Broadway Avenue branch store of J. Brotherton, Toronto, has opened a store in Barric, Ont., and removed his stock to that town. He will also carry clothing in stock, as well as boots and shoes.

Ye Booterye, 310 Yonge Street, Toronto, has been taken over by the Sample Shoe Shop, Mr. D. Rowan, manager. An extensive line of medium and high-class footwear is handled.

Mr. J. A. McLaren, of McLaren & Dallas, Toronto, has been ill for some time, but we are pleased to report that he is now on the road to recovery.

Mr. J. G. Murdock, president of the Suedicor & Hathaway Company, shoe manufacturers, Tillsonburg, Ont., has resigned his position and returned to the United States. Mr. Wm. C. Collof, formerly superintendent, is succeeding Mr. Murdock.

Mr. W. J. Clarke, 216 Wellington Street, Kingston, Ont., has been appointed battery shoemaker to the 22nd Battery.

By a recent decision of the Canadian Government, shoe hooks imported into this country from the United States come under the dumping clause, and are therefore subject to a duty of 15 per cent. The decision will no doubt lead our manufacturers to seek domestic supplies of shoe hooks, and thus help along the Made-in-Canada movement.

Mr. Barlow, boot and shoe retailer, 256½ Queen Street West, Toronto, celebrated his wooden wedding in his store on Monday evening, January 18th. A dance and supper were given and the evening passed very pleasantly. Forty guests were present.

Mr. C. F. Brigham, formerly of Massachusetts and more recently with Getty & Scott, Galt, Ont., has accepted a position with the Cook-Fitzgerald Company, London, where he will have charge of the costs department.

Mr. R. W. Matheson, formerly manager of the shoe department of the Hudson Bay Company's Store, Edmonton, has accepted a position on the selling staff of the Edmonton Branch of the Canadian Consolidated Rubber Company.

The American British-Canadian Distributors, Toronto, will handle men's welts manufactured by the Aylmer Shoe Company, Aylmer, Ont.; Mr. H. A. Beatty will act as selling representative in western Ontario, Mr. A. Winn in northern and eastern Ontario, Mr. A. S. Many in Quebec and the east, and Mr. R. B. Chaluc in the Western Provinces.

Mr. Fred Jackson, shoe retailer, Clinton, Ont., was returned as mayor of that town by acclamation.

The premises of the Barrie Tanning Company recently suffered damage by fire to the extent of some \$1,300. The work of the tannery, however, was not in any way interfered

with, which is exceptionally fortunate in view of the fact that this company are working at fullest capacity, turning out war supplies.

Mr. Oscar Bonin, son of Mr. A. Bonin, shoe manufacturer, Cartier Street, Montreal, has opened a retail store at 877 St. Catherine Street East, Montreal.

The Ames-Holden-McCready building, which is under construction at the corner of McDermot Avenue and Adelaide Street, Winnipeg, will cost when completed \$110,000. The building will comprise six floors and basement, and has a ground area of 97 by 135 feet. It will be of mill construction throughout and enclosed with red brick and cut stone.

The Kaufman Rubber Company, Limited, Berlin, Ont., have obtained a charter.

Messrs. Fayreau and Blais have commenced business as jobbers at Desjardins Avenue, Maisonneuve.

Business among Montreal and Maisonneuve shoe manufacturers is on the quiet side, although some firms report that the orders in hand are very satisfactory. As a rule makers of the highest grade goods are feeling the effects of the commercial set-back more than those who market medium and cheaper lines. The public, with reduced spending power, is naturally purchasing more freely shoes of a cheaper character. The country trade is relatively in better shape than that of the large towns and cities. The manufacturers are looking forward to obtaining a share of the orders for the new Canadian army boot.

The branch managers of Ames-Holden-McCready, Limited, recently held a convention at the head office, Montreal.

Mr. Cecil A. Culbert, dealer in boots and shoes and gents' furnishings, South Porcupine, Ont., was returned as councillor for the township of Tisdale in the recent elections.

The store of Mr. Wilfred Bourgeon, dealer in boots and shoes and gents' furnishings, Montreal, suffered loss by fire recently.

The factory of the Maple Leaf Shoe Manufacturing Company, Hogan Street, Montreal, was very severely damaged by fire on February 3.

The Kaufman Rubber Company, Berlin, Ont., have increased their capital stock to \$2,000,000.

The Boston Last Company are meeting with very satisfactory success in working out their new idea of designing lasts under the eye of the individual manufacturer. This company has a fine corps of model makers and trained help, and a capacity of 700 pairs a day. Manufacturers are finding it to their interests to go right to the factory and see their own ideas developed under the skill and experience of this company's employees. We understand that, following out this idea, Mr. George A. Slater spent considerable time in the Richmond factory and perfected the model which has now been adopted by the Canadian Government for the army lasts.

GENERAL STORE NEWS

Ontario

Mr. Chas. Specht has purchased the general store business of Mr. Robert Norman, Williamsford.

Mr. R. P. Mills has succeeded to the general store business of Mr. Alex. Mills, Eganville.

Mr. Zelda Gurevitch has purchased the stock of the North West Products and Supply Company, general store, Fort William, Ont.

Mr. Moses C. Fry, general storekeeper, Kirtzville, Ont., has admitted his son to partnership.

Quebec

The general store of Mr. Lionel Brunet, Montreal, has been closed.

The general store of Mr. J. F. Ouellet, Thetford Mines, suffered loss by fire recently.

Messrs. Roy & Fils have registered as general storekeepers in Bromptonville.

Mr. Joseph Glaude and Mrs. Arthur Hamel have registered as general storekeepers, St. Claude. The business will be carried on under the name of Hamel & Glaude.

The general store of Mr. Napoleon Rousseau, St. Clothilde, was burnt out recently.

Mr. Joseph A. Boisvert has registered as general store-

keeper in Sutton. The business will be known as the Sutton Liquidation Company.

Nova Scotia

The general store of Mrs. Chas. L. Green, Sydney, suffered loss by fire recently.

Mr. A. J. Gahagan, boot and shoe dealer, Woodstock, Ont., was returned as alderman in the recent elections.

Mr. R. D. Scott, who for the past eighteen years has been in the employ of Stewarts Limited, Renfrew, Ont., has purchased the boot and shoe business of Mr. R. W. Eady.

J. A. Desautels & Cie., boot and shoe manufacturers, Montreal, have dissolved.

Saskatchewan

The assets of the general store of Messrs. Kay and Sant, Yorkton, have been transferred to Mr. C. H. Newton.

Alberta

Messrs. Geo. H. Rogers Company, Limited, Calgary, have sold out their clothing and shoe stock to the Big 22 Clothing Company.

Manitoba

Udow's clothing and shoe store, Brown Block, Winnipeg, recently suffered loss by fire.

Obituary

Mr. William Booth, for many years secretary-treasurer of the J. & T. Bell Shoe Company, Limited, Montreal, passed away at his home in Montreal recently. Mr. Booth retired from business five years ago, but remained on the board of directors of the firm.

Mr. Robt. J. Baker, foreman of the firm of Gales Bros., shoe manufacturers, Quebec, died recently at the age of fifty years. Previous to his employment with Gales Bros., Mr. Baker occupied a similar position with J. B. Blouin, Limited, Levis.

Mr. Nelson McRac, general storekeeper, Wyebridge, Ont., passed away recently.

Mr. E. B. McCrudden, of the Canadian Consolidated Rubber Company, Montreal, died recently in that city.

Mr. E. J. Robertson, employed for some years on the staff of the United Shoe Machinery Company, Montreal, died recently.

Hon. Geo. A. Clare, president of the Solid Leather Shoe Company, Preston, passed away recently at his home in that town. Mr. Clare was M.P. for South Waterloo.

Mr. C. Q. Morrow, formerly a shoe merchant of St. Marys, Ont., died recently in Toronto.

Mr. Peter Alfred Paterson, of the shoe findings firm of Fogarty-Paterson, Limited, Birks Building, Montreal, died suddenly on January 8, following an operation. He was only 34 years of age.

Canadian Patent For Sale

Relating to Heel Saver. Commands a very large sale in Europe. Price from Ynot Manufacturing Company, Edinburgh, Scotland. 2

Wanted

Experienced Shoe Salesman with A1 connection for Western Canada, by Ontario firm making an exclusive line of Women's Welts. A particularly good line that can be handled in conjunction with another non-conflicting line. Applications will be strictly confidential. Apply Box 132, Footwear in Canada, Toronto. 2

For Sale

200 running feet of quarter cut oak faced shelving with counters. Built in sections of about 12 feet in length, easily removed and put up. Shelving 12 feet to 14 feet in height. In first class condition. Can be seen at

H. & C. Blachford, Limited,
114 Yonge St., Toronto

Solid Fibre Board Boxes

**Note the Solid
Construction
and Rivetted
Corners**



**Collapsible,
Light
and
Weatherproof**

H. & D. Solid Fibre Board Boxes

As a cost reducing factor in your shipping expenses H. & D. Solid Fibre Board Boxes merit your careful consideration. These boxes are lighter and more solid in construction than wooden cases and have been proved the ideal method of shipping shoes, slippers, rubbers or any other products connected with the footwear industry. The flexibility of the material keeps the boxes intact under the roughest handling and affords the goods effectual protection during transportation. H. & D. Boxes are absolutely waterproof and will not admit of any tampering with the contents since they cannot be opened without breaking the seal, thus fixing the blame on the responsible party. They are neat and attractive in appearance and afford an excellent opportunity for advertising your name and products. The economy and efficiency of H. & D. Solid Fibre Board Boxes are becoming patent to progressive manufacturers throughout Canada. Let us send you a sample box specially designed to meet your needs.

The Hinde & Dauch Paper Co.

of Canada, Limited, Toronto

Corrugated Boxes — Fibre Board Boxes — Wall Board — Paper Specialties

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**Finest
Quality**

Whittemore's Shoe Polishes

**Largest
Variety**

The Oldest and Largest Manufacturers of Shoe Dressings in the World.

"GILT EDGE"



The only black dressing for ladies' and children's shoes that positively contains OIL. Softens and preserves. Imparts a beautiful black lustre. **LARGEST QUANTITY. FINEST QUALITY.** Its use saves time, labor and brushes, as it Shines without brushing. **Sponge in every bottle so Always Ready for Use.**

Also for gents' kid, kangaroo, etc.
25c size.

"ROYAL GLOSS"

For Ladies' and Children's Black Shoes.

Restores the color and lustre to all faded or worn black shoes, softens and preserves the leather. Apply with sponge attached to cork. **Always ready for use. Shines without brushing.**

10c size.



If You Have Never Sold

shoe polishes you should at least give them a trial. You will make no mistake in doing this because it is the almost universal experience of grocers and general merchants that they sell readily and quickly. A counter display alone will sell large quantities.

*Ask Your Jobber's
Salesman About This*

"ELITE BLACK COMBINATION"

The only polish endorsed by the manufacturers of Box Calf leathers.

Contains oil and positively nourishes and preserves leather and makes it wear longer. Blacks and polishes. Cover remover attached to each box.

10 & 25c. sizes.



"OIL PASTE"

**For ALL kinds of
Black Shoes**

Blacks, Polishes and Preserves. Contains no acid to injure the leather. Will polish Wet or Oily shoes. Boxes open with a key (see cut).

Also tan oil paste.





RICHMOND, QUE.

Mr. Shoe Manufacturer and Style Manager:

Why don't you do as they do in the States and as some of the most progressive Manufacturers are doing in Canada—come to our factory and get up your styles in lasts? We will put at your service tried and experienced Model Makers who will put your ideas immediately into shape, keeping at all times the proper measurements to insure perfect fit. They will also present for your consideration the tried and proved methods of your successful competitors. The little touch here and there of an experienced Model Maker under your direction enables you to present to your trade individuality no other way obtainable.

You know the great necessity in a factory and the vital advantage in making good shoes of having similar heel curves, heel seats and back parts on your lasts. You can get this only by personal attention. We have had representatives of the acknowledged highest class shoe manufacturers in Canada stay with us for a week to ten days perfecting their season's line of lasts.

Try it once, and if we do not prove to you the worth of our service we will cheerfully pay all your expenses.



Boston Last Company

Manufacturers of

Fine Lasts, Followers, Filers, Trees, etc., also Maple Last Locks

Makers of Electric Heating and Ironing Outfits for Shoe Factories
(Simplex System)

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Charles Campbell, Manager

Boston, Mass., 44 Binford St.
Factories: Phone Main 107
Richmond, Que., Phone 32

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The successful marketing of Grosch Felts for over eight years stands as a guarantee for their fit and quality.

They are "Made in Canada" under the intelligent supervision of experienced men. We make our own felt and operate our factory under a minimum overhead expense, hence the better quality of Grosch Felts at competitive prices.

Sell this well known line—Samples may be had from the best jobbers.

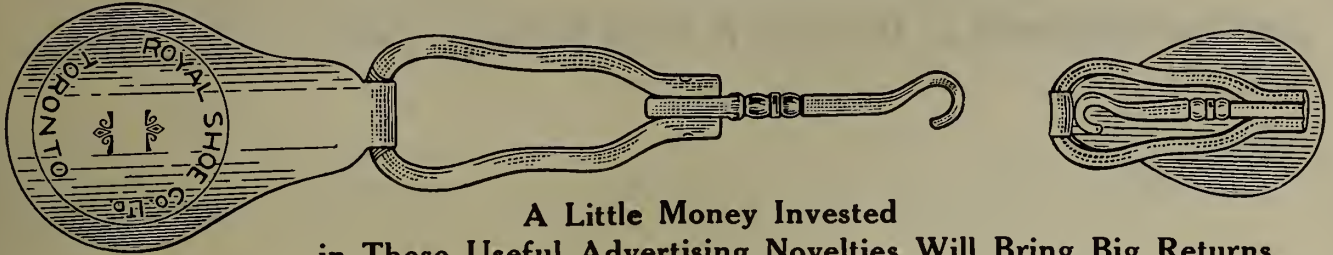
Better send in your order now, before the war affects our supply of raw material.



The Grosch Felt Shoe Co., Ltd.

Milverton, Ont.

The J. L. Sommer M'f'g Co., Newark, N. J.



**A Little Money Invested
in These Useful Advertising Novelties Will Bring Big Returns**

Persistency in advertising pays, every successful advertiser admits that, and such persistency as brings success need not cost a fortune. Hand to your customers these useful advertising shoe specialties and let them work for you. Every time they are used they bring to mind the superior goods and courteous treatment obtained at your store.



Sommer's Arch Prop
Catalogue page 78



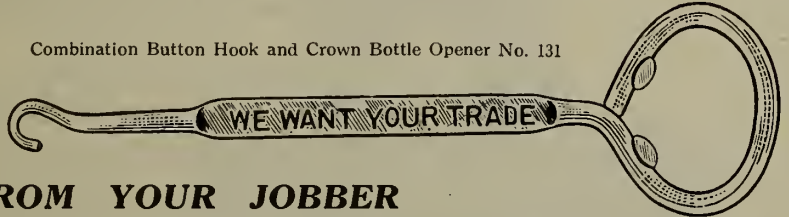
"Elite" Slipper Tree

Write your jobber for prices on the new Jack Knife Closing Button Hook No. 68, and the Thumb and Finger Grip Shoe Horn and Combination Button Hook and Crown Cork Bottle Opener.

When giving your order for Shoe Horns be sure and ask for the Thumb and Finger Grip Style. You will like it. Costs no more.

The
J. L. Sommer M'f'g Co.
Newark, N.J.

Combination Button Hook and Crown Bottle Opener No. 131



CAN BE HAD FROM YOUR JOBBER

AIRD & SON, Montreal

New Lasts New Heels
New Styles

☐ Jobbers are invited to call and see our new samples when in Montreal.

☐ They include new styles, new heels and new lasts in McKays and Turns for men, boys, youths and women.

☐ They provide a good margin of profit and are A1 footwear.

WRITE OR CALL.

Look for this Stamp of the Boot & Shoe Workers' Union



Union Shoes for Steady, Better, Bigger Business

You are not selling shoes to every possible customer, Mr. Retailer, unless you handle shoes bearing the stamp of the Boot and Shoe Workers' Union.

The Union man and his family in every branch of trade have been educated to the true meaning and real value of the Union Stamp on his footwear.

He understands that the only guarantee of a union made shoe, made in a union shop, under a fair rule of arbitration with no strikes or lock-outs is the shoe bearing the Union Stamp.

If you for this year 1915 wish to reach out for this most desirable trade you must have shoes bearing this stamp.

Write us to-day for a full list of manufacturers making Union Stamp shoes.

Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

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JOHN F. TOBIN, General President

CHARLES L. BAINE, Gen. Sec. Treas.



Insist on this Union Stamp on Your Footwear

AUTH. CAPITAL \$250,000.00

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TANNERS AND MANUFACTURERS OF
ROUGH AND FINISHED SPLITS, SLABS, SKIFFINGS AND SPLIT OFFAL

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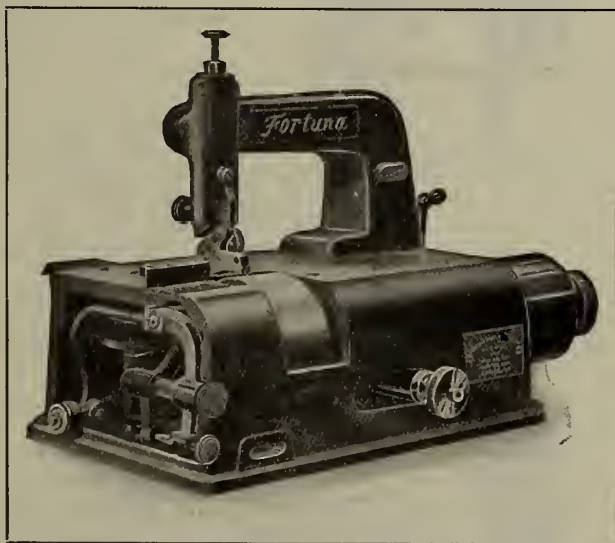
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A System of the Milbradt Rolling Step Ladders will pay for themselves in a short time by enabling you to wait on more trade, save the wear and tear on your fixtures and goods, as well as bring the appearance of your store up-to-date. Write for catalogue which shows various styles of ladders we manufacture.

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MY STAMPS ARE "UP TO DATE" IN DESIGN
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ORIGINAL DESIGNS SUBMITTED



Children's Shoes

good turn sewed shoes.



JOBBERS,
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trade solicited, samples made to order, write the manufacturer.

A. B. Rolland : Montreal

CHAMPION SHOE AND REPAIR MACHINERY

The Largest and Most Complete Line in the Market



Champion Standard Straight Needle Shoe Stitcher.

When you get ready to equip yourself with shoe repair machinery, bear two important features in mind—Working Efficiency and Selling Conditions under which you can equip yourself with the machinery you want.

Champion Standard Straight Needle and Awl Shoe Stitcher

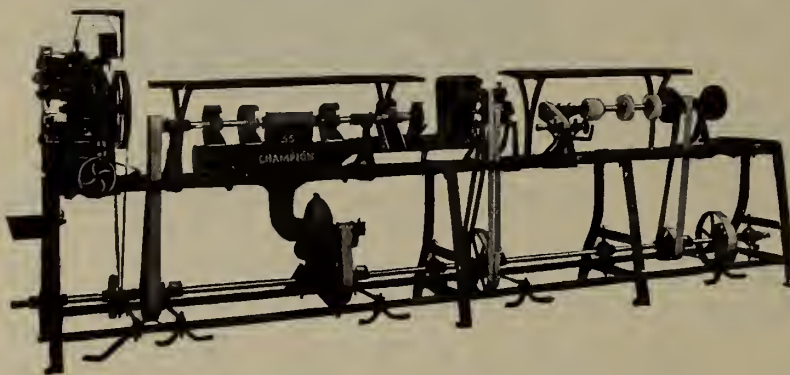
is expressly designed for the repair shop—It has working features such as no other machine in the market. You don't have to trim down a sole in advance and then stitch it. That's one big feature on this stitcher. It saves time and that's what counts.

Champion Ideal Stitchers

Especially designed for new custom work and for repairing. This machine has the proper radius on needle and awl, and a large stitching range, consequently every class of work can be properly taken care of—from the heaviest to the finest.



Champion Ideal Model Curved Needle and Awl Shoe Stitcher.



Champion No. 35 Shoe Repair Outfit.

Champion Shoe Repair Outfits

are equipped with the best and most complete equipment on both scouring and burnishing shafts.

Champion Power Loose Nailers and Power Metallic Fastener or String Nailing Machines

Profitable and indispensable in the repair shop. Soles are waterproof when nailed on properly—Both these machines will take care of a great deal of trade, that maybe you now let go by.

Champion Combination Harness and Shoe Stitchers

are just the machines for that shop where harness is stitched and shoe repairing work is done.

CHAMPION Machines are not sold on royalty—They are sold outright, for cash, or on time payments.

Write us for catalogue, prices and terms.



Champion Metallic Fastener Machine or String Nailer.

Cut this out and send in.

Champion Shoe Machinery Co.

Please send me particulars on.....

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Name.....

Address.....

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3727-3741 Forest Park Blvd., St. Louis, Mo., U. S. A.

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Order Now

- ¶ There will be no decrease this year in the demand for Rubbers, and you cannot therefore afford to carry a deficient stock.
- ¶ The public will ask for rubbers, and they will want Canadian-made rubbers; rubbers that will give long service and that do not wear out prematurely.
- ¶ You want rubbers with this reputation, rubbers that will stand handling, bring new customers, and make old ones come again—in short, you want the four Independent brands.

The Independent Rubber Co. Limited Merritton, Ont.



INDEPENDENT RUBBER CO. BRANDS
ARE SOLD BY

The Amherst Boot & Shoe Co., Limited.	Amherst, N. S.
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White Shoe Co. - - -	Toronto, Ont.
Kilgour, Rimer & Co., Limited,	Winnipeg, Man.
The J. Leckie Co., Limited,	Vancouver, B. C.
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McLaren & Dallas, - - -	Toronto, Ont.
James Robinson, - - -	Montreal, Que.





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AHRENS Limited
BERLIN, ONT.
Manufacturers of
Solid Leather Shoes

The Shoeman



This Trade Mark represents the cleanest, handsomest, most-useful-to-the-dealer-and-clerk shoe journal in the United States.

Any Canadian shoe dealer, department buyer or retail shoe salesman who asks us for a specimen copy will find at least two big useful features they won't find elsewhere—send in for a copy and find out what these two things are.

A copy sent free on your postal request

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Footwear Warehouse

5 Floors To Let
Adelaide St. W.
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This warehouse building is the most attractive in the city.

It is well situated for footwear or finding stocks.

Centrally situated

Light on four sides

Passenger and freight elevator
Vaults

One block from four car lines

Floor area, 6,300 sq. feet, each floor.

For further particulars ask

Hugh C. MacLean, Limited
347 Adelaide St. West, Toronto
Phone Adelaide 2700

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Strength***

We all admire strength, but we don't want to see it in too great evidence.

304-310 E. 22nd St.
New York City

Peters' Invisible Acme Backing Cloth

gives shoe or leather the necessary strength without proclaiming itself to the world.

It is made of the purest ingredients; it is easily applied, and **once stuck** with a gentle heat it **stays stuck**. All qualities, at all prices, for all kinds of work. Samples free.

Peters Manufacturing Co.

43-53 Lincoln St.
Boston, Mass.

Backing Specialists—3 Generation

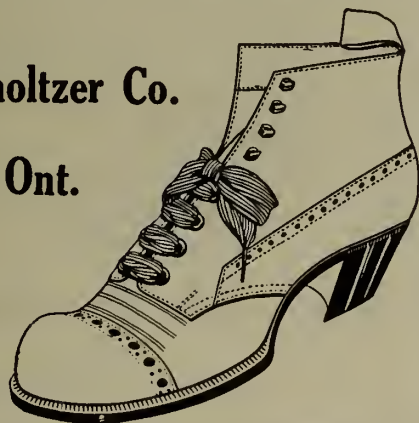
**THE
"HAPPY MEDIUM"
SHOE**

There are shoes and shoes. In the construction of one class of shoe, the comfort idea predominates to the exclusion of style and smart appearance. Other shoes are manufactured on narrow, tight-fitting lasts—in this case the foot has to mould itself to the shoe, and not the shoe to the foot.

Oberholtzer Shoes embody the comfort of the one and neat appearance of the other. The result is an ideal shoe that pleases the eye as well as the foot.

G.V. Oberholtzer Co.

Berlin - Ont.



For \$1.50 per year we will mail you free the journal:—

THE SHOE MANUFACTURERS' MONTHLY (2/-),

and the directory:—

THE SHOEMAN'S GUIDE (3/6).

Both are concerned with the British Wholesale trade. (Exports of footwear 1913 over twenty million dollars.)

The "Monthly" does not advertise boots and shoes, but machinery and materials only. Will keep you posted on what is going on in Great Britain, the World's open market.

The Guide tells you what the thousand British manufacturers produce. Also gives facts as to makers of leather, machinery, inks, stains, mercery, findings, etc.

The Halford Publishing Co., Ltd.

26 Corridor Chambers

LEICESTER, ENGLAND

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

COUNTERS and BOX TOES

We manufacture all kinds of Union and Leather Counters, Leather Box-Toes.



Let us submit samples of these. A test will convince you of the value of our counters for your shoes.

Lamontagne, Racine & Co.

115 Arago St., Quebec

TORONTO Rep.
R. Lewis, 21 Scott St.

MONTREAL Rep.
V. Champigny, 1276 Ontario St.

BOX TOES THAT COME ALIKE

Made in leather, split, combination leather, canvas and felt.

HEELS that will not check, all grades, denominations and heights—a full line.



INDEPENDENT BOX TOE CO., 102 Christophe Colomb, MONTREAL

Your Staple Lines

Are they shoes of real merit that will stand up to rough and heavy service?

Can you show a customer a variety of styles and quote him a price below that of your competitor?

If you stock

“YAMASKA”

your answer is “yes.”

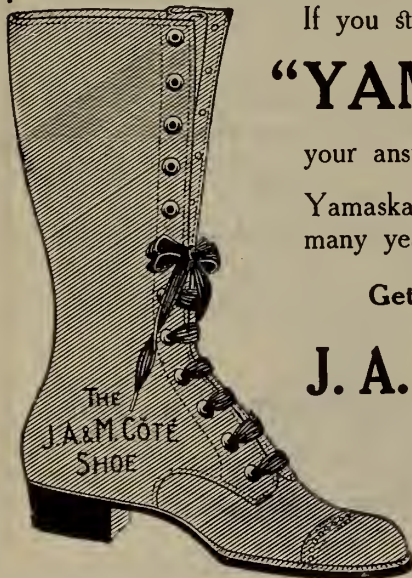
Yamaska is a brand of many years' standing.

Get our prices

J. A. & M. Cote

St. Hyacinthe

Quebec



For Children

embodies more selling points than any other line of juvenile footwear.

The Ideal Shoe is bench-made in Patent, Gun Metal, Box Calf and Dongola. No cut off tips used.

Discriminating retailers will select Ideal Shoes for 1915.

The Ideal Shoe Co.

Limited

ELMIRA, ONTARIO

We want to BUY for CASH all the PIECED HEEL STOCK you make

BROCKTON HEEL COMPANY

BROCKTON, MASS.

Cheaper Satisfaction



All Leather

Prices and Samples on Application.

EUGENE GUAY, 230 St. Marguerite Street MONTREAL

We also make Union, Standard and Leather Board Counters. TORONTO REPRESENTATIVE—638 Shaw St.

Your customer's customer will pay less for more satisfaction if you put Guay All-Leather Counters in your shoes. It pays.

IF IT BEARS
THIS MARK

USMC

YOU CAN RELY
UPON THE QUALITY

United Shoe Machinery Company of Canada

Montreal, Que.

122 Adelaide Street West, Toronto

492 St. Valier Street, Que.

CAT'S PAW

CUSHION
RUBBER HEELS



Cat's Paw Rubber Heels are known everywhere for their excellent wearing qualities. Our patent canvas friction plug positively prevents slipping without affecting the buoyancy of the rubber.

For sale by all leading jobbers throughout Canada



Walpole Rubber Co., Limited
8 McGill College Avenue, MONTREAL

TOES

High grade box toes for Goodyear work

Also combination toes of all kinds

Men's, Boys' and Women's Heels
All Grades



Write for Prices

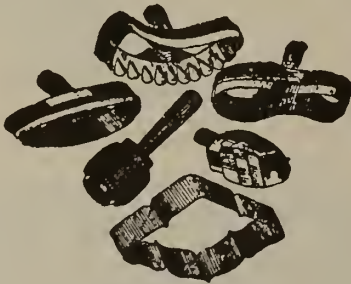
The Montreal Box Toe Co.
321 Aird Ave., Montreal

Dominion Die Co.

MANUFACTURERS OF

Cutting Dies

of Every Description



For Cutting
**Leather, Rubber, Paper
Cloth, Etc.**

ALL WORK WARRANTED

321 Aird Ave., Montreal

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 1882
THE COMMERCIAL
A WEEKLY FINANCIAL COMMERCIAL & GENERAL TRADE NEWSPAPER OF THE GREAT WEST.

Over 29 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued every Saturday Morning 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.

Shoe Machinery

For Every Department from Lasting to Finishing

TRADE



MARK

**Goodyear
Welt and Turn
Systems**

**Consolidated
Hand Method
Lasting Machines**

**Model-C
Ideal Clicking
Machines**

**Rapid Standard
Screw
Machines**

**Davey
Horn Pegging
Machines**

Heel Protector, Driving, Heel Compressing, Loading and Attaching Machines, Heel Trimming, Breasting, Scouring and Finishing Machines; Loose Nailing and Slugging Machines; Cementing, Buffing and Skiving Machines; Gem Insole Machines; Eyeletting Machines; Eyelets, Shanks, Brushes, Etc.

United Shoe Machinery Company of Canada

122 Adelaide Street West, TORONTO

MONTREAL, QUE.

492 St. Valier St., QUEBEC.

**NO DIAMOND
TRADE MARK
NO FAST COLOR**



**NO DIAMOND  TRADE MARK
No Fast Color**

Get this fact firmly fixed in your mind. It may be the means of saving you considerable annoyance and inconvenience; for, if you will insist that the diamond trade mark shall appear on the surface of the eyelets in the shoes you order, you will be entirely free from any complaints regarding "Brassy" eyelets. Fast Color Eyelets are the only kind that cannot wear "Brassy." They enhance the good appearance of shoes more than any other accessory used in their manufacture; and, made as they are, with celluloid tops of solid color, they do not grow old but retain their bright, new appearance long after the shoes are worn out.

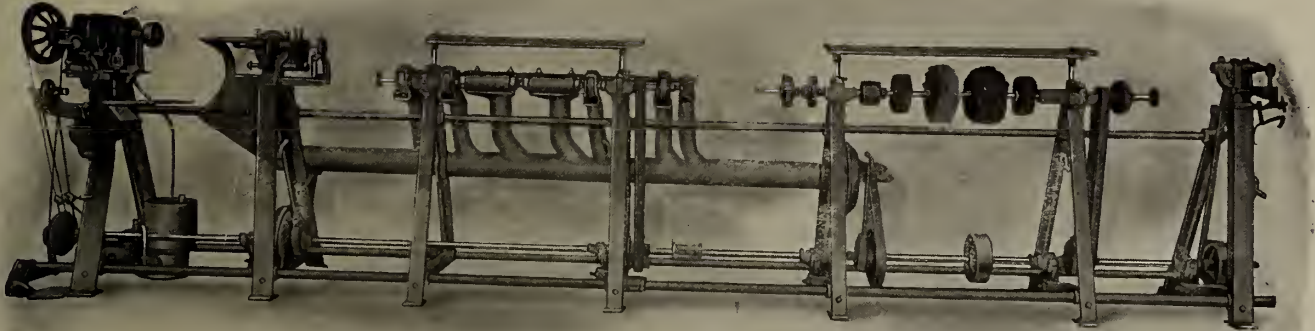
The diamond trademark is a sure cure for all eyelet troubles. Only the genuine Fast Color Eyelets have it.

**United Shoe Machinery Company
Of Canada
Montreal, Que.**

122 Adelaide St. West, Toronto

492 St. Valier St., Quebec

22-Foot Goodyear Shoe Repairing Outfit



MODEL N.

THIS Outfit represents the highest development in shoe repairing machinery, and meets every demand of modern shoe repairing. It embraces all the essential processes for making new shoes from old ones, giving the maximum of equipment and efficiency in the minimum space. The Outfit has the Goodyear Stitching Machine with all its improvements, including a new style steam generator which uses gas or gasoline for generating the steam, and operates automatically, thereby insuring a uniform heat for keeping the wax in proper condition and requiring little attention from the operator. The Edge Trimming Machine has the new feature of the two shafts being operated by a single belt, and the cutter grinder is attached directly to the main shaft. This arrangement gives better results with less power.

The Buffing and Scouring Machine has a shaft 57 inches long and carries the following equipment:—

- | | |
|--|------------------------------|
| 2 Split Bottom Buffing Rolls | 1 Heel Breast Scouring Wheel |
| 2 Flat X-Ray Heel Scouring Wheels | 1 Pin Wheel Pad complete |
| 2 "C" Shape X-Ray Heel Scouring Wheels | |

A powerful Blower System removes the dust resulting from the trimming, buffing and scouring operations, and is designed to overcome certain objectionable features of other blowers.

The Finishing Machine has a 78 inch shaft which has all the necessary equipment for black or russet work:—

- | | |
|--|-------------------------|
| 2 Corrugated Rubber Shank Finishing Wheels | 2 Heel Brushes |
| 1 Corrugated Rubber Heel Finishing Wheel | 1 Stitch Cleaning Brush |
| 1 Corrugated Rubber Bottom Finishing Roll | 1 Levelling Roll |
| 2 Shank and Bottom Brushes | 1 Bead and Wheel |

At the end of the Outfit is the Oscillating Edge Setting Machine which is fitted with union irons and in its motions duplicates hand workmen with quicker and better results.

Each of the machines is operated independently by a friction drive pulley, so that it is necessary to use only those machines which the operator may require. This feature means a saving of power.

All the machines are firmly mounted on legs and driven by a countershaft with carefully adjusted bearings, so that the Outfit runs with very little vibration, and is in every way most efficient.

Full information furnished promptly on request.

United Shoe Machinery Company of Canada

MONTREAL, QUE.

122 Adelaide Street West, TORONTO

492 St. Valier Street, QUEBEC

**NORTH
NUGGET
POLISH**

**Will
not
Freeze**

**THE NUGGET
BLACK POLISH**
MADE BY THE NUGGET POLISH CO.
FOR THE BEST GLAZE KID, BOYS
OR ALL KINDS OF LEATHER

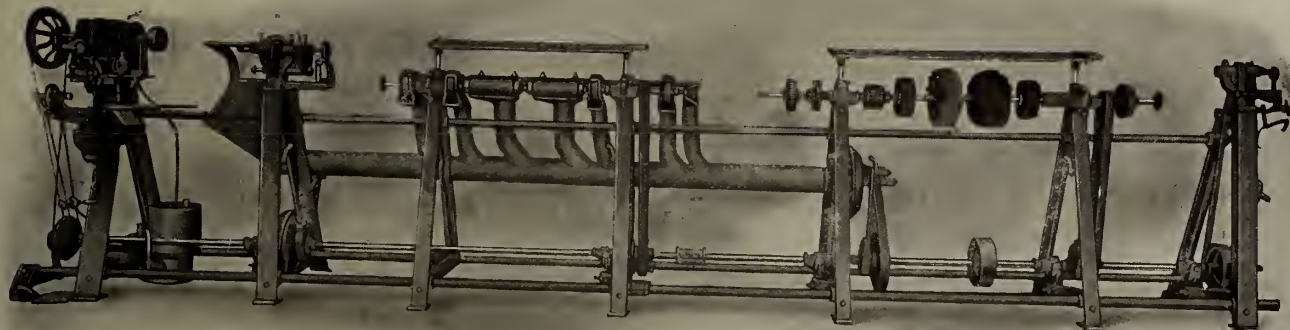
Polish made by The NUGGET POLISH CO.

PRACTICAL JOKING AT THE POLE.

The Nugget Polish Co. Limited

9, 11 and 13 Davenport Road, Toronto, Ont.

22-Foot Goodyear Shoe Repairing Outfit



MODEL N.

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Full information furnished promptly on request.

United Shoe Machinery Company of Canada

MONTREAL, QUE.

122 Adelaide Street West, TORONTO

492 St. Valier Street, QUEBEC

**NORTH
NUGGET
POLISH**

**Will
not
Freeze**

THE NUGGET
BLACK POLISH
The Polish is made by The Nugget
NUGGET POLISH CO.

PRACTICAL JOKING AT THE POLE.

The Nugget Polish Co. Limited

9, 11 and 13 Davenport Road, Toronto, Ont.

Footwear

In Canada



DEPENDABLE



SOMETHING NEW!

Our new catalog shows all the leading shoe lasts. Shows you the proper rubber to fit each shoe. You never saw this before in a catalog. It is full of information and should be in your store.

Merely clip this out and pin to your letterhead and one will be mailed you.

MINER RUBBER CO.,
72 St. Peter St. Montreal



“PANTHER”

FIBRE

SOLES and HEELS

Give Satisfaction

Quality Goods at Reasonable Prices

**LIGHTEST, STRONGEST
and MOST DURABLE
SOLE MADE**

*Stitches, Trims and Finishes
Like Leather*

These Strong Claims Backed By

OUR GUARANTEE

We will Refund the Cost Price of Shoes to which “PANTHER FIBRE GUARANTEED SOLES” are properly attached, provided such Soles Crack, Break, or Tear, Through Any Manufacturing Imperfections.

Samples and Prices upon request

**PANTHER RUBBER
MFG. CO.**

Sherbrooke, P. Q.

*Made
in
Canada*





28 "Service" Branches Throughout Canada

Canadian Consolidated Rubber Co., Limited
Montreal, P. Q.



More Popular Than Ever

are our lines of

"RED-MAN"

Plain Edge, Solid Heel

Boots and

Lumbermen's

It has been amply demonstrated that the solid-heel, plain-edge construction that we use on certain classes of heavy rubber footwear enhances their durability as well as ensuring added comfort to the wearer. As the originators of this style of heel-and-sole construction, which has been imitated but not equalled by other manufacturers, we unhesitatingly recommend it to the trade.

Our travellers are now showing our 1915 range.



Canadian Consolidated Rubber Co., Limited
Montreal, P. Q.

28 "Service" Branches Throughout Canada



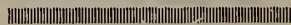
The Eclipse Shoe

GALT SHOE MFG. CO., LIMITED
GALT, - ONT.

We Lead Again

TWO NEW FEATURES ADDED

Growing girls line, sizes 2½ to 6, on an up-to-date last embodying **Style, Character and Full Fitting Qualities**



Prices on **Welts** in the past have been prohibitive and a welt at a reasonable price has had the attention of experts for years.

We Now Have It

Prices 10c per pair extra over McKay prices in the larger sizes, and 5c per pair extra in the smaller sizes.

Higher priced Welts made by the old system cannot compete with these prices and must become obsolete.

Our travellers will be on their respective territories soon and will appreciate your inspection of our line.



A popular Colonial style.



Ostend Colonial—a strong seller.

"MADE IN CANADA"



"MADE IN CANADA"



Patent Butt., Heart Vamp,
Circ. Fox., Lorraine Model.
Sizes 2½ to 7
5012—Grey Top \$3.25
5014—Fawn Top 3.25

BLACHFORD'S
Millinery for Women's Feet
by "The House of Service"

**Immediate
Ordering
Means
Money
For You.**



Patent Colonial, Spool Heel,
Ritz Model. Sizes 2½ to 7.
110—Brocade Qtr. . . . \$2.75
121—Grey Qtr. . . . 2.80
122—Sand Qtr. . . . 2.80

**Prompt
Service
Means
Extra
Sales.**



Patent Military Lace Bal.,
Pat. Facing, Circ. Fox., Eu-
nice Model. Sizes 2½ to 7.
5015—Gray Top \$3.25
5016—Sand Top 3.25
5021—Black Top 3.25

Order Now

Your feminine trade require attractive, ultra smart foot-
wear absolutely up to the minute. This can be found at

BLACHFORD
Shoe Manufacturing Co., Limited
92-94 Sherbourne Street
TORONTO

Order Now



Patent Castle Pump, Ritz
Model, Brocade Quarter.
Sizes 2½ to 6.
103 \$2.85

**Order
Now**



All Patent Pump, Eunice
Model, Flat Ribbon Bow.
Sizes 2½ to 7
102 \$2.65
Patent Colonial, Dull Qtr.,
Eunice Model. Sizes 2½
to 7.
109 \$2.75

**Order
Now**



Patent Pump, Ritz Model,
Brocade Qtr. Sizes 2½ to 6.
106 \$2.85

**Do Not Miss Our
Fall Samples.**

"MADE IN CANADA"

**Our Travellers will
see you shortly
for Fall.**

The National Jobber

At Your Service



JAMES ROBINSON



The House To Deal With

James Robinson

Montreal

184 McGill Street

Quebec

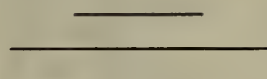
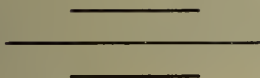
Write, Phone, Wire or Call



BOSTONIAN SHOES

are bringing increased trade to retailers throughout Canada by reason of their exceptional value and moderate price.

Bostonian shoes possess just that extra touch of quality necessary to clinch a sale when other makes have failed to impress your customers.



BOSTONIAN SHOES

are Canadian-Made for Canadian trade.

We solicit enquiries from retailers not handling this line. Samples will be shipped to any address in Canada.



The "Famous Four" Independent Rubbers

The four brands of Independent Rubbers are well and favorably known to all classes of the Canadian public throughout the Dominion.

We keep a complete stock on hand, for men, women and children, for every conceivable purpose. Send along your rush orders to James Robinson, and avoid delay and disappointment.



James Robinson

Montreal

184 McGill Street

Quebec

Write, Phone, Wire or Call

THE OTTAWA FREE PRESS, SATURDAY, FEBRUARY 13, 1915.

The A. E. REA CO., Ltd.

The A. E. REA CO., Ltd.

The A. E. REA CO., Ltd.

The A. E. REA CO., Ltd.

The A. E. REA CO., Ltd.

The A. E. REA CO., Ltd.

The A. E. REA CO., Ltd.

REAS "MADE-IN-CANADA" WEEK.

The Canadian-Made CLASSIC SHOE For Women & Children

COMBINES CORRECT FORM WITH COMFORT AND STRIKING STYLE WITH LASTING WEAR

OUR ARRAY OF NEW MODELS FOR 1915

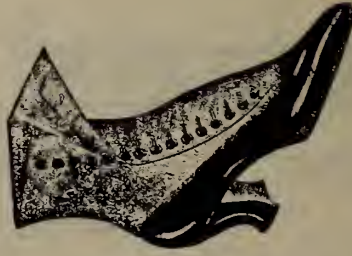
Surpasses all that we have as yet put forth, both in variety, in grace and in reducing to popular prices the most admired and exclusive of the models created in the world's fashion centres. It must be remembered that besides the style features, the CLASSIC SHOES offer the outside of value for your money in point of hard wear---that they are adapted to Canadian climate and Canadian needs.

→ CLASSIC SHOES PAY NO DUTY — CLASSIC SHOES STAND WEAR ←
CLASSIC SHOES ARE ECONOMICAL

Made by GETTY & SCOTT LTD., GALT. Sold by THE A. E. REA CO. LTD.



\$6.50



\$4.00

Two types of the latest styles in women's boots appear above, while at the right are the new pumps for 1915. Remember, the Classic always means economy as well as clever, modish designs.



\$2.50

We specialise in the fitting of the growing foot. Our styles for young girls are essentially good taste and good form.



\$2.50

From the tiniest shoe for the little toddler just learning to walk to the smart "baby doll" pump which the schoolgirl will be proud to show to her friends, our junior styles combine economy with smartness and length of service.



\$1.50



\$1.50



\$1.00



\$1.25



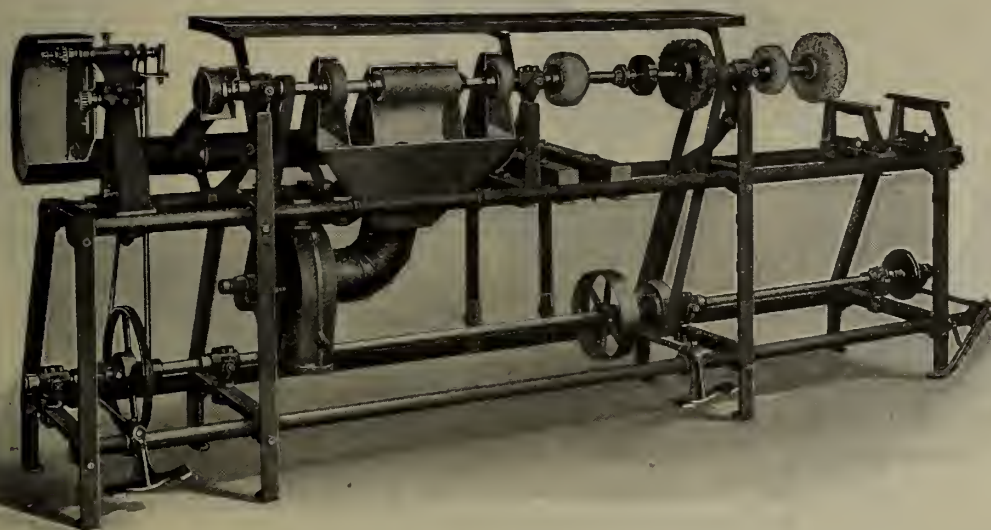
\$3.50



\$4.00

Smooth Working Progressive Finishing Machines

SEND FOR CATALOG H



Progressive Shoe Machines are built of the best materials by thorough and practical men who know the needs of the shoe repair shop from actual experience. We make sure that every part works smoothly and efficiently.

There are thirty-four different models of Progressive Finishers. Both motor driven and foot power. Built to last and built for satisfactory service.

Progressive Machines are reasonable in price and are sold on the payment plan or for cash. With a Progressive Finisher your shop will make more money.

SEND FOR CATALOG H

Would Not Be Without It

"We have given the Finishing Machine a good fair trial and must say it is all right in every way. I would not be without it and can recommend it to anyone." H. Taylor, Walkerville, Ont.

PROGRESSIVE SHOE MACHINERY CO., MINNEAPOLIS, MINN. U. S. A.

The Best Shoe Finishing Machinery Manufactured.



Is He Coming In?

He is—if you are making a window display of

“Everyday” Shoes

The business man, who uses a shrewd and sane judgment when selecting shoes, invariably patronizes the store that sells this famous line of solid leather shoes.

Write for samples.

T. Sisman Shoe Co., Ltd.
Aurora, Ont.



Trade
Mark



Doctors
ANTI-SEPTIC
SHOE
PAT 1908 1909
NON
PERSPIRO

*THE
Professor*
PAT. N^o. 119409
GOLD CROSS
SHOE

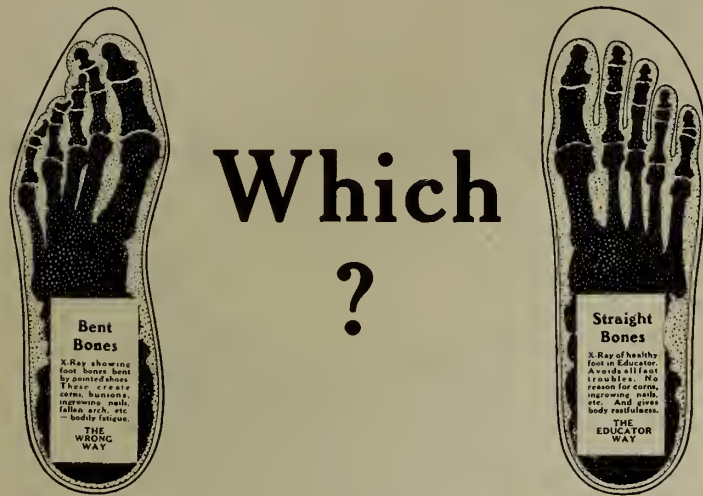
These Two Brands Are Self-Sellers

The special antiseptic health features peculiar to our Doctors and Professor Shoes will appeal to the particular shoe buyer who seeks real comfort.

These two popular brands possess style and quality. They will help your clerks to make quick and profitable sales.

If you do not stock Tebbutt Shoes write us for samples, or they can be secured from your jobber.

**Tebbutt Shoe and Leather
Company, Limited
Three Rivers, Que.**



People are coming to realize more and more each day how important to the bodily health and temperament the shoes are. "Room for five toes" is coming to be a slogan that stands for greater efficiency. *Are you getting in tune with this demand?* The way to do it is to carry the **Rice & Hutchins Educator Shoe** with its "room for five toes." Made "for every member of the family." We shall be very glad to tell you all about the **Educator** proposition. It has proved mighty attractive.

**EDUCATOR
SHOE**

RICE & HUTCHINS

Incorporated

24 High Street : : : Boston, U. S. A.

Canadian Distributors

Western Shoe Distributing Company

719 Main Street : : : : Winnipeg



“Vassar”

**Minister Myles Shoe
Company, Limited
Toronto**



“Beresford”

**Minister Myles Shoe
Company, Limited
Toronto**

We are the Sole
Selling Agents
for

Granby Rubbers



Granby Rubbers, one of the most reliable and satisfactory brands in Canada. It has no superior and is fully up to its old motto, "Wears Like Iron."

Dominion Rubbers

A Line That Includes
Misses' and Childrens' Rubbers
Gum Boots
Lumbermen's Arctics and Gaiters
and a number of
Specialties

We are the Sole
Selling Agents
for

Maple Leaf Rubbers



Maple Leaf Rubbers have been on the market for many years and are firmly established in public favor. Rubbers of unusual merit that have won out by reason of recognized value.

We Also Sell
Anchor and Fleet Foot
Rubbers

We are Exclusive Agents for
Kimmel
Felt Footwear

Ames-Holden-McCready, Limited

Montreal St. John Toronto Winnipeg Calgary Edmonton Vancouver

Louis Beaubien, Quebec, Special Agent



The Modern Store Front Era

If You Need a Store Front---You Need the Best

—not necessarily the most elaborate or most expensive but the one Store Front that *will do* the work intended—the one that will *boost* your business.

For years and years retailers have used show windows—some earnestly, others by custom. Good Store Fronts—good show windows—have always been a necessity to successful Stores, but today, even more so than yesterday, you need the very best Store Front you can have. Not because of its “stylishness” as much as its efficiency as a business builder.

Just think what you could do if you could back up your advertising—your sales force—your stock and yourself with a modern KAWNEER STORE FRONT. Think what those inviting displays would mean to you in dollars and cents. The A. Grube Company of Logansport, Indiana, paid for their new KAWNEER STORE FRONT in five months. Appeldoorn’s Shoe Store, Kalamazoo, Michigan, paid for their new KAWNEER FRONT in eight months—and within two doors of that Store, Max Livingston put in a KAWNEER STORE FRONT and in a letter said, “We are very much pleased with our new Front just installed for us and are only sorry that we did not have it done years ago.”

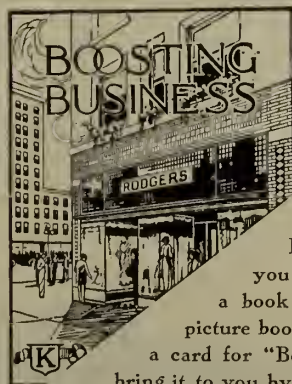
Kawneer
 Manufacturing Company
 Limited
Francis J. Plym, President
 Dept. R
 GUELPH, ONT.

40,000 KAWNEER FRONTS are daily increasing the sales of retailers—why not let their experience guide you when you put in your new Front?

Ever inspect a KAWNEER FRONT? Just stop and look one over. See the clean-cut, the *business* appearance—the all-glass effect—the permanent look that only solid copper, brass, bronze or aluminum can possess—the ven-

tilation and drainage system and the completeness. Don’t mistake an old-fashioned Front with metal corner bars for a KAWNEER FRONT. KAWNEER is made complete from sidewalk to I-Beam

to give you *complete* success. Then when you’re all through looking at the Front from the mechanical standpoint, step inside and say to the proprietor, “Does it pay—have your sales increased?” He will be glad to tell you—he is proud of his KAWNEER FRONT. Recommendations from KAWNEER users have helped us to wonderfully increase the sale of KAWNEER STORE FRONTS from year to year.



Complete information together with actual photographs and drawings of many of the most successful big and little Store Fronts in the country are contained in “Boosting Business No. 25”—it’s a Merchants’ book printed for you to read and profit by. It’s not a book on window trimming or a picture book for your errand boy. Just a card for “Boosting Business No. 25” will bring it to you by return mail without obligation.



**The Following Two Letters
Explain The Popularity
of "Life-Buoys"**

**Be One of the Satisfied
Ones and Handle "Life-
Buoys" Another Season**

Q U A L I T Y

Office of
J. D. CLIMIE
Dealer in
Boots, Shoes and Rubbers

30 and 32 King St. West,
Hamilton, February 15, 1915
Canada

Dear Sirs:

I feel that I should congratulate you on your record in supplying such good wearing and good fitting rubbers during the past season.

I am pleased to state that I have not been asked to replace a pair, nor even to make an allowance on a pair. Taking into consideration that we have sold more pairs of rubbers than in former seasons, you certainly should feel proud of the "Life-Buoy" Brand.

Sincerely yours,
J. D. Climie.

S T Y L E O F L A S T S

Peterborough, January 9th, 1915

Gentlemen:

We are in receipt of the sample pair of rubbers, and think that in this shape you have exactly what is wanted. We have tried this over different shoes and it fits splendidly and it is a style that we will adopt for the coming season.

It may be of some satisfaction to you to know that the shapes of your Rubbers throughout are satisfactory. We have little trouble in fitting and are glad to see that you keep strictly up-to-date in your lasts.

Yours truly,
R. NEILL
Per K.



"Life-Buoys" are made by
THE KAUFMAN RUBBER CO., Limited, BERLIN, ONT.
Branch Warehouses throughout the Dominion





We Want Your Placing Order For "Life-Buoy" Brand Rubber Footwear

For 1915 Fall Delivery

The
Patented
Leather
Innerheel



In all Women's
High-Heeled
First Quality
Lines

A Special Feature that will add fifty per cent. to
the wearing quality of the Rubber.

They cost no more than the ordinary kind.

You cannot afford to be without them.

Our Salesmen will call on you during March or April with a brand new range of "Life-Buoy" samples. A number of interesting changes have been made that will appeal to you.

WAIT FOR THEM

The Kaufman Rubber Co., Limited

Vancouver, Edmonton,
Saskatoon, Winnipeg,
London, Toronto,
Ottawa, Montreal,
Truro,
Fredericton,
Charlottetown

Head Office and Factory
BERLIN
Canada



1915-1916

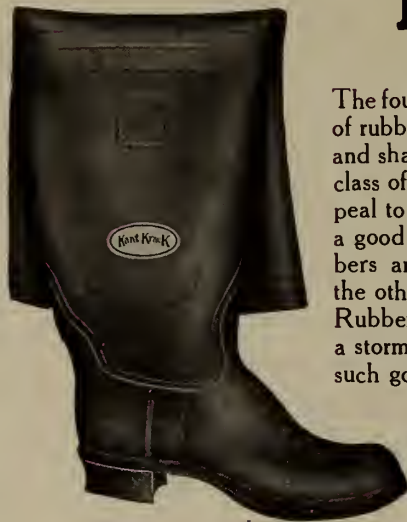


"Royal Brand"

Of Course you will stock up with Independent Rubbers



"Bull Dog Brand"



The four Independent Brands comprise a range of rubbers that includes every conceivable style and shape for every kind of shoe and for every class of wearer. They sell at prices that appeal to buyers and at the same time leave you a good margin of profit. "Independent" Rubbers are known from one end of Canada to the other as the goods that have most "Real Rubber" in them and that is what counts on a stormy day. Isn't it worth your while to give such goods your best consideration?—We believe you will think so.—Our salesmen are now on the road with samples for next season.



Kant Krack

Dainty Mode



McLAREN & DALLAS

BOOTS - SHOES - RUBBERS

30 Front St. W., Toronto

Keep Up The Value

The Unchanging "John Ebberts" Policy



We never have and never will cut our quality to meet changing trade conditions.



When you buy **John Ebberts** Shoes you can depend upon it that they are of the same high standard that you have been accustomed to. Material and workmanship never vary.



It is good business policy to have only one "best." You will find that our shoes hit the mark every time where particular trade is concerned. Hence you are entitled to an **extra profit** and our prices will enable you to get it.



John Ebberts Shoe Company

Buffalo, N.Y., U. S. A.



The "STERLING" Mark Of Felt Footwear

When you find "Sterling" stamped on a piece of silverware all question of its worth and quality is emphatically settled. You know it is the best and that no one will dispute the fact.

"ELMIRA" on felt footwear has a similar significance in the realm of felts. It stands for genuine high class quality, for new styles and is a promise that the footwear bearing it will give long and satisfactory wear.

Not only do we claim this standard but thousands of people in Western Canada are daily proving it to be true.

KIM-FELT
'KUMFYS'

The finest, cleanest, neatest line of **Soft Sole Slippers** ever shown in Canada are included in 1915 "ELMIRA" samples.

Mr. Retailer, make it a point to see KIM-FELT 'KUMFYS,' you will want them.

"ELMIRAS" AND KIM-FELT 'KUMFYS' WILL
BE SHOWN BY ALL THE BEST JOBBERS.

The Elmira Felt Co., Limited
Berlin, Ontario

Kant Krack

Dainty Mode



See the Independent Line

before placing your **order**.

Our **new process** guarantees **satisfaction**.

We are the pioneers in Canada of **pressure vulcanization** and **results** for the past year are more gratifying. A complete line of Samples are now in the Jobbers' hands. It will pay **you** to wait for the man with the **big four** brands - "Kantkrack", "Dainty Mode", "Royal" and "Bull Dog".



Distributing Agents

The Amherst Boot & Shoe Co., Limited.	Amherst, N. S.
The Amherst Central Shoe Co.,	Regina, Sask.
The A. W. Ault Co., Limited	Ottawa, Ont.
White Shoe Co. - - -	Toronto, Ont.
Kilgour, Rimer & Co., Limited,	Winnipeg, Man.
The J. Leckie Co., Limited,	Vancouver, B. C.
The London Shoe Co., - - -	London, Ont.
McLaren & Dallas, - - -	Toronto, Ont.
James Robinson, - - -	Montreal, Que.

The Independent Rubber Co.

Limited

Merritton, Ont.



Shoe Cloths

in all the

NEWEST

and

LATEST PATTERNS

SHADES and COLORS

We have on the way direct
from the countries of manufacture
a full range of cloths which we
will carry in stock.

Wait and see our samples.

**FISK
LIMITED
MONTREAL**

Fisk Cement Factory

Manufacturers of

Channel Cement, Stitching
Room Cement, Cork Filler.

Send your cloths to
our Cementing Depart-
ment to be cemented
or pasted.

**FISK
LIMITED
MONTREAL**

*New
Season*



*New
Method*

Pressure Vulcanization

For Maltese Cross Rubbers

A new era in Rubber Shoe making

The greatest improvement in the method of manufacturing Rubber Footwear since the process of vulcanizing Rubber was discovered, is what is called the "Pressure Cure," that is, vulcanizing Rubber Boots and Shoes under pressure instead of by the ordinary open heat method still almost universally employed.

After exhaustive research work and tests to prove its value, we have installed this new system, involving a large expenditure for the necessary equipment.

The marked superiority of goods made by this new process is obvious.

The various parts of the Boots and Shoes are bonded more firmly together, and the porosity or sponginess of the soles and heels, so common heretofore, is entirely eliminated. By this new process they are made as solid as the tough treads of Automobile Tires.

This insures a maximum of durability and wear-resisting quality.

"Maltese Cross" representatives have samples for your inspection.

Gutta Percha & Rubber, Limited

Factories: TORONTO, CANADA

Three Shoe-Signs and their Significance—



The Little Shoemaker



AM-BRI-CAN SHOES

Sole Stamp



Your 'Sole' Protection



Slogan

The Little Shoemaker tells a graphic story regarding the "reason" for Am-Bri-Can Shoes in an interesting and illustrated Booklet now on the press.

The Sole Stamp "Am-Bri-Can" is to be found on the sole of every genuine Am-Bri-Can Shoe.

The Slogan "Your Sole Protection" is intended to draw the attention of the public to the necessity for demanding Am-Bri-Can Shoes.

The Booklet contains some fine shoe illustrations and advertising helps—you should have it!

Write for YOUR copy to-day. Encourage Canadian Industry.

Address enquiries to :

American-British-Canadian Distributers

Head Office :

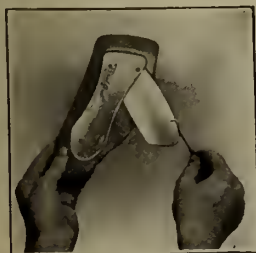
310 Yonge St., Toronto, Can.

(Also at Montreal and Boston)



"FIRST AID" FOOT RESTUR Rests the Feet

To adjust:—Insert button hook in the hole in heel of upper plate, swing out plate as shown in Fig. 2, bend it over the edge of a table or chair until it has the proper elevation, then swing it back into proper position.



TRADE
ARROWSMITH
MARK

can relieve every known foot ailment.

Arrange a display on your findings counter of our Arch Props and Supports, "First Aid" Bunion Shield, Toe Strate, Heel Cushion, Foot Powder, Curopad (for corns and callouses), Insyde Heel Grip, etc. Then watch your findings' sales increase.

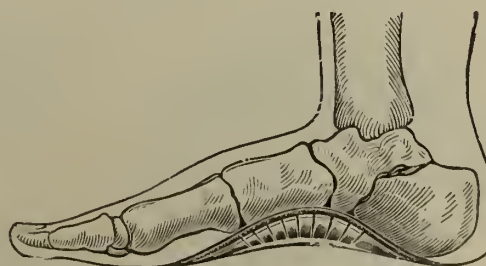
We are the only manufacturers of foot specialties who do not solicit the drug trade and other price cutters. We sell to the Shoe Dealers Only.

Write for catalog and price-list.

Canadian-Arrowsmith Mfg. Company, Limited Niagara Falls, Ontario



Our Leaders : ARCH PROP "FIRST AID" FOOT RESTUR SURGEON'S FOOT BRACE ANTERIOR- METATARSAL





28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, Que.



Foot-Prints

"The Canadian Encyclopedia of Rubber Footwear"

FOR MARCH

Contains the Complete 1915 Catalogue of
"Jacques Cartier" "Merchants"
"Dominion" and "Anchor"
Brands of Rubber Footwear

During the past twelve months, greater strides have been made in the way of improved methods of manufacturing rubber footwear than at any time since the inception of the industry. The most important of these—which we control exclusively for Canada—covers vulcanization by a patented vacuum process whereby uniformity in "curing" is assured, thus producing footwear that is as perfect as it is possible for human skill and science to make it.

As usual, we lead in Styles, Quality, Lasts and Service.



Canadian Consolidated
Rubber Co., Limited
Montreal, Que.

28 "Service" Branches Throughout Canada



"Competition is the life of trade," is not accepted as readily to-day as it was twenty-five years ago, and that, though we still recognize that competition is a business stimulant, an overdose may easily prove disastrous and result in weakness, disease, and final destruction of our business. Competition means warfare, and warfare of every kind is unattractive and certainly unprofitable. Carried to extremes it is a selfish warfare and encourages individualism at the expense of mankind in general.

Mr. Kent goes on to argue that business men do not to-day consider themselves enemies because they are engaged in the same line of trade. His experience has been that the strength of an individual is not equal to the strength of a number of individuals, and that in the shoe retail business as in most other lines, the man who helps his neighbor helps himself. The greatest progress that business men have made in the last decade is in breadth of vision; recognition of interdependence; development of standards of business morality; co-operation of the business man with his fellows in the same field. There should not only not be antagonism between the retailers themselves, but there should be none between those who manufacture, those who distribute, and those who consume the product. Neither one can prosper appreciably without the others sharing in his success. It follows that all should pull together instead of pulling apart.

* * *

Valuing Shoes at Odd Prices

There is a growing belief that it would be in the interests of the shoe retail business generally if we could get away from the old habit of pricing shoes at \$3.00, \$4.00, \$5.00, and so on, or at most by gradations of the half-dollar. It is, for the most part, admitted that the prices are often regulated less by the quality of the boot than by the fact that these are popular prices. Why not a \$3.25, a \$3.75 or, for the matter of that, a \$3.80 or a \$3.85 boot? Why not regulate the price by the value rather than by the public fancy? Would it not be giving the public a squarer deal, too?

Two main reasons are advanced in favor of the odd-pricing of boots in this way. One is that the general public appreciate the impossibility of there being exactly a difference of one dollar, say, between two pairs of boots marked respectively \$3.00 and \$4.00. Though they may not express themselves so, they undoubtedly suspect that there is perhaps a difference of 50, 60 or maybe 70 cents, for which, rather than ask an odd price, the dealer adds the extra dollar. There may even be a suspicion in the mind of the customer that the difference in value might be represented by only 30 or 40 cents. This doubtless explains in great measure the eagerness with which the public buys a \$2.95 shoe or a \$1.89 or any other odd priced article. If it is only a matter of the odd cent, they feel that the retailer is, by just that much, pricing his wares according to their worth.

The other reason is that the odd pricing would make possible a smaller addition (or, under certain contingencies, a reduction) when the retailer finds himself confronted with conditions like the present of increased leather prices, etc. The manufacturer to-day finds it necessary to charge the retailer a few cents more than formerly, which would probably be covered by a ten or fifteen cent increase in retail prices in most cases. This increase is not sufficient to justify the retailer in adding another 50 cents or another dollar and, not having sufficient courage to mark his goods at the odd price, he continues to sell at the old price and so reduces his legitimate profits by just that amount.

Is the time not coming when footwear will be marked and sold more strictly according to the actual value of the goods than is at present the case? It is an argument that works both ways, as presumably many, if not as many, shoes are now sold at less than their actual value.

* * *

Your Easter Window

Easter is scarcely less important to the dealer in wearing apparel of all kinds than is the Christmas season. It is true it lacks the gift-giving spirit of the latter to a considerable extent, but there is present in its stead that inexplicable, instinctive desire on the part of the human being to copy Mother Nature and become clothed in new and shining apparel. We all want to get away from the heavy boots, the rubbers and the overshoes, just as much as we delight in the cleaning up of the dirty streets, the removal of the ice and snow, and the passing of the bleak March winds. We welcome spring with her soft raiment of green and color, and we instinctively clothe ourselves in new raiment and go out to meet her.

So, just because at Easter time we are constrained by nature to outfit ourselves afresh, the retailer should find it easier to induce his customers to buy a new pair or two of spring shoes. But do not leave it all to nature, because nature (perhaps assisted by the more aggressive tactics of your competitor) may not prove an impartial distributor. If you want to make the most of the Easter trade, get after it actively. Remember that it took you perhaps a month or five weeks to work your customers and yourself and staff up to the Christmas trade. That should tell you there is no time to be lost now before you begin preparing for Easter. April 1st is almost on us.

We think it would be advisable to inaugurate a systematic scheme of letting your customers—actual and prospective—know that Easter is coming and that you are ready for it. A simple but attractive window display with a judicious use of flowers as emblematic of the season; a few well-chosen newspaper advertisements, dodgers, blotters, etc., depending on your locality and conditions of trade, will do wonders. Illustrate your advertisements accurately. For example, do not use an old-fashioned high boot to illustrate an

advertisement in which you are describing the merits of low shoes. Use the latest style Oxford or pump you can lay your hands to, and as nearly like the stock you will carry as it is possible to get. In addition, make your ad. tell the people what you want them to know: (1) Easter is coming; (2) they will be buying a new pair of Oxfords or pumps; (3) the season's styles are attractive, comfortable and fairly priced; (4) you have them in stock. Back up your advertisements by good service when your customers come to your store (as they will), and we are confident this season's Easter business will be as satisfactory as, or more so than, any former year's.

The Footwear Investigation

Undue Haste—No Specifications—Scarcity of Proper Leather—No Fault Yet Shown to Lie With Manufacturer

It is now more than ever abundantly evident that much that has been written regarding the supply of boots to our first contingent, to put it very mildly, was without knowledge of the facts of the case. This being proven, we trust that those who have been most outspoken in condemning Canadian shoe manufacturers right and left will be honorable enough to come forward and, in as far as it is possible, make amends for their grossly misleading statements and the all too evident damaging impressions that have been scattered abroad as the apparent result, not of manufacturers' errors and dishonesty, but of the equipment ordered for our first contingent not being suitable for the demands made upon them.

In our last issue, we pointed out emphatically that the fault had not been traced to the manufacturer. We advocated making the report of the committee of three, which had been appointed by the Honorable the Minister of Militia and Defence, public. Since that date, matters have progressed. The report has been made more or less public but, at the same time, it is abundantly evident that the scope of this report never was sufficiently clearly defined to give the members the authority necessary to get at the facts. The result is that the report was indefinite, contradictory, and generally unsatisfactory. The sequence of events amply bears this out.

The first admission of the actual state of affairs which reached the public in concrete form, was made by Major-General Hughes in reply to a question in the Dominion House of Commons by Mr. Marcile as to the number of boots purchased for the first contingent, from whom they were purchased, and whether they were satisfactory. The questions and answers, as they appeared in the Hansard of the House of Commons, we reproduce below. Note particularly the answer of General Hughes that, **taking into consideration the short time allowed for manufacture, the boots were satisfactory:**

Mr. Marcile: 1. How many pairs of boots were purchased for the first expeditionary force of volunteers? 2. From whom were such boots purchased, and what was the price paid per pair? 3. Were the boots supplied satisfactory?

Major-General Hughes: 1. 65,000. 2. From Ames-Holden-McCready, Limited, Montreal, \$3.85 per pair; Tetrault Manufacturing Company, Montreal, \$3.85 per pair; The Slater Shoe Company, Montreal, \$3.85

per pair; Louis Gauthier Company, Quebec, \$3.85 per pair; John Macpherson Company, Hamilton, \$3.85 per pair; Hartt Boot and Shoe Company, Fredericton, \$3.66 2-3 per pair; Amherst Boot and Shoe Company, Nova Scotia, \$3.80 per pair. 3. Yes, taking into consideration the short time allowed for manufacture.

Following the report of this Board of Enquiry, which consisted of Lieut.-Col. W. H. Halleck, E. A. Stevens and Theo. Galipeau, and which apparently was not considered as satisfactorily covering the matter, Sir Robert Borden introduced the following motion, which was carried:

Appointment of Special Committee

That the report of the Board of Inquiry consisting of Lieutenant-Colonel W. H. Halleck, E. A. Stevens, Esq., and Theo. Galipeau, Esq., respecting boots supplied to the Department of Militia and Defence, a copy of which report was laid upon the table of the House on the 15th instant, and all matters pertaining to the boots so supplied to the said department, be referred to a special committee of seven members with instructions to investigate the matters aforesaid and to report thereon to this House.

That the committee have power to send for persons, papers and records, to examine witnesses on oath or affirmation and to report from time to time.

That the following shall constitute the said committee, namely, Sir James Aikins, Mr. McCurdy, Mr. Middlebro, Mr. Rainville, Mr. Macdonald, Mr. Lemieux, and Mr. Nesbitt.

This committee, as we go to press, is in session and apparently is determined to get at the facts of the case, regardless of the feelings of manufacturers or politicians.

However, we are pleased to note that the Canadian manufacturer has not yet been shown to be at fault. There is no reason why he should be. Canadian manufactured products are as reliable, at least, as that of any other country. Neither is there any reason, so far as we have the evidence, to charge our manufacturers with dishonesty. Here is a sample of the evidence being brought out in the investigation in hand. It was reported in the "Toronto Daily Star" of Tuesday, March 2nd, covering the proceedings of that date.

Ottawa, March 2.—When the Boot Investigation Committee resumed this morning H. W. Brown, director of contracts, was called as a witness. Mr. Brown has been 19 years in the department and 11 in his present position.

Examined by R. A. Pringle, he stated that he and the Quartermaster-General had control of the business of securing clothing and equipment for the Canadian force. The initial orders were for equipment for 22,000 men to be delivered in six weeks after the date the order was given, August 8th. In this order was a requisition to secure 65,000 pairs of boots and wires were at once sent at noon on Saturday to the most prominent firms in Canada.

Sample the Only Specification

On Monday he had received replies from all the firms. **The Government was buying by sample and to each manufacturer a sample boot was handed.**

"I understand that no specifications were handed to these firms at all," said Mr. Macdonald.

"The sample boot constitutes all the specifications they received," said Mr. Pringle.

"Unless we get that sealed sample we cannot tell

what kind of a boot the Government wanted the firms to make," said Mr. Macdonald.

"We have sent for them."

"The sample was the same as you have had in the department for some time?"

"Yes, just the same."

"Then why did the Government not see to it that a boot fit for active service was provided as a sample?" asked Mr. Macdonald.

No Time for Better Plans

"There was absolutely no time," said the witness.

"Oh, yes, surely there was."

"In the judgment of the department there was not."

"But there was no use sending men to war with dancing pumps on," said Mr. Macdonald.

"It is simply my business to buy what I am told by the Quartermaster-General to buy."

Mr. Pringle informed the committee that the United States army shoe board, after making extensive investigations as to the best kind of shoe for the U. S. soldiers, had finally fixed upon a boot much lighter than that supplied to the Canadian troops on this occasion.

"The United States soldiers were fighting in the tropics," said Mr. Macdonald. "They were not fighting in the mud and slush of Flanders or splashing about at Salisbury."

Scarcity of Winter Calf

On August 27th the Ames-Holden-McCready Company had represented to the department that there was a scarcity of winter calf, and asked permission to use side leather. Permission was given by the department on September 1st.

"Did you as a department investigate as to whether the statement made by the manufacturers that winter calf was very scarce was true?" asked Mr. Pringle.

"Well, we were told so by several contractors," said the witness.

"It is important to know whether the statement was true. The difference of 30 cents between storm calf and side leather is not great, but the difference in the boot may have been great. Did you ascertain whether storm calf could or could not be obtained?"

"No, but we had the statement of Ames-Holden-McCready Company to that effect confirmed by several tanners."

"One company undertook to supply the storm calf at \$4.10 per pair?" asked Mr. Pringle.

"Yes."

Allowed By Department

"The responsibility for the change from storm calf as required by the sample to side leather as later supplied by many firms was allowed by the department?" asked Sir James Aikens.

"Yes."

"You ascertained that it was almost impossible to get storm calf in Canada?"

"Well, we had that confirmed."

"And it was the policy of the department to get the material in Canada if possible?"

"Yes."

"Is it cheaper to manufacture a boot from side leather than from storm calf?"

"I don't know about that. It may be."

Witness stated that the Ames-Holden-McCready, Tetrault, and Gauthier companies were the chief firms which had departed from the original sample by using side leather instead of storm calf.

"I understand you to say that the boots were pur-

chased by the manufacturers upon the sample and not on specifications?"

"Yes. So far as the boots made prior to September 4th. After that specifications were given."

Importance of Specifications

"Then, as a matter of fact, it is futile to talk of the manufacturers having deviated from this or that phase of the specifications when there were no specifications?"

"It would seem so."

Mr. Pringle stated that in the interests of Canada it was important that the merits of the departmental report should be carefully enquired into. The Canadian trade had been seriously injured not only here, but in England, by that report. The manufacturers were accused of having omitted certain features of the specifications which apparently they had never received.

"For instance," said Mr. Pringle, "it is stated that certain of the boots had not been treated with dressing or dubbing. Was the sample dressed or dubbed?"

"No. That was really never insisted upon," said Mr. Brown.

Report Was Useless

Some discussion arose as to the value of the departmental report, and it was generally considered that in so far as it was based on the assumption that specifications had been provided it was useless.

Asked as to workmanship, Mr. Brown stated that there had been no complaints.

Mr. Pringle instanced certain findings of the board concerning the absence from the boots of steel slugs "Were there any steel slugs in the sample boots?"

"I am not sure," said the witness.

"But the companies were charged with having put in zinc instead of steel slugs," said Mr. Pringle. "It is also stated that there should have been nails in the soles of the shoes. Were there nails in the sample?"

"I am not sure. I do not think so."

Mr. Pringle called attention to the statement that out of 3,365 shoes provided by the Relindo Shoe Company, of Toronto, 1,754 had been rejected. Did the witness know the reason for such rejection?

"The uppers were light," said the witness.

"Did the Relindo Shoe Company get another order?" asked Mr. Murphy. This was not ascertained.

Plenty of Time

"Didn't you have lots of time to make new samples before the second order was made on August 24th?" asked Mr. Macdonald.

"No," said the witness.

"Oh yes, you had. There was no necessity to get into hysterics about the second order. You had 63,000 shoes provided at Valcartier and only 33,000 were used. You had therefore 30,000 to the good. Why didn't you get to work on new samples when you knew the weakness of the shoes?"

"The Quartermaster-General represented that every soldier needed two pairs of boots. Quick delivery was insisted upon."

Appointment of Inspectors

"Who appointed the inspectors?" asked Mr. Macdonald. "Did you appoint them or did Col. Brown appoint them?"

"I didn't appoint them nor did Col. Brown," said the witness. "They were usually recommended by the Minister or the Deputy Minister."

Mr. Pringle asked the witness whether there had

been any reduction in the price as a result of the change from storm calf to side leather instituted by certain of the firms. The witness said there had been no reduction.

Mr. Pringle received a letter from the Ames-Holden Company of Montreal, in which the company stated that complaints had been circulated to the effect that boots supplied by the company at Valcartier were unsatisfactory. The company urged a reply as their reputation was at stake, and declared that they had not willingly sent a single unsatisfactory boot to Valcartier.

Had No Complaints

A reply was sent to the company by Mr. Brown assuring it that no such complaints had been made to the department.

Mr. Pringle asked whether it was possible for an inspector to ascertain whether boots were being manufactured according to specifications unless he watched the various processes in the factory. Witness stated that the inspector could cut open an occasional boot to ascertain the material used.

[We refrain from further comment at the present time. Apparently the committee in charge are fully capable of dealing justly by our manufacturers, a spirit which has not, up to the present time, been in evidence among those who had expressed opinions on this much discussed issue.—Editor.]

Shoe Men's Valuable Opinions

Resolutions Which Would go Far Towards Placing the Retail Business on a Better Basis

On Monday and Tuesday, February 15th and 16th, the first annual gathering of the Pennsylvania Shoe Retailers' Association was held in the New Hotel Brunswick, Lancaster, Pa. A. A. Lazarus, of Pittsburgh, president of the Association, conducted the sessions, in which numerous interesting and helpful discussions were carried on with the greatest freedom and without the slightest constraint or formality. The convention was a splendid success and was attended by delegates from all parts of the Keystone State. The Tuesday afternoon session was terminated by the first annual banquet in the banquet hall of the hotel.

The following resolutions were submitted by the Committee on Resolutions and adopted by the members of the Association:

Resolved, That the members of this Association exert their influence to eliminate from our merchandising everything that may give the public the idea that shoes and leather are guaranteed, and work together to the end that the word guarantee may soon be absolutely cancelled from the shoe man's vocabulary.

Resolved, That this Association make every effort to establish a standard for the adjustment of complaints regarding unsatisfactory wear, insisting that in all cases the customers be charged for the service rendered by the footwear.

Resolved, That this Association officially request shoe manufacturers to develop an efficient method for keeping the public informed regarding advances in the price of leather and shoes.

Resolved, That this Association, through its representatives in the various counties of Pennsylvania, act as a vigilance association for calling the attention of the prosecuting authorities to the violation of the Fraudulent Advertising Law of this State, and make

demands upon the authorities for the enforcement of said law.

Resolved, That this Association express itself as favoring the establishment of a uniform schedule of rubber prices issuing from the various wholesale and distributing houses doing business in Pennsylvania.

Resolved, That this Association emphatically endorse the principle of **departmentizing shoe store stocks and maintaining stock records and sales records by departments and lines**, so that shoe merchants may discover fast moving lines and "sticker" lines and thereby determine which departments are conducted at a profit and which at a loss, thus preventing any one department from suffering through a loss connected with the operation of some other department.

Resolved, That **April 1st be established as "Low Shoe" day** throughout the entire State and that **October 1st be established as "Skidoo" day** for low shoes in Pennsylvania.

Resolved, That this Association endorse the resolutions adopted by the National Shoe Retailers' Association at the New York Convention, held January 11th and 12th, of this year.

Resolved, That we support the mutual fire insurance proposition of the National Association.

Resolved, That all rubber companies issue their price lists March 1st.

Resolved, That where practical, the date of clearance sales be regulated.

Resolved, That we favor discontinuing allowances on patent leather goods.

Resolved, That department store heads be requested to assume the same attitude in adjusting shoe claims as they already do in the case of other wearing apparel.

We recommend the discontinuance of giving discounts to professional purchasing agents.

We request "chain-store" owners to instruct their local managers to co-operate with their respective local associations.

We recommend unceasing activity against the misleading so-called "Pure Shoe" legislation, harmful to both public and dealer, and instead to foster and support laws to prevent dishonest advertising and merchandising.

Heavy Exports to France

The exports of boots and shoes from the United Kingdom to France in June and July, 1914, amount to £24,014 and £30,053 respectively, but following the sudden outbreak of hostilities, the normal trade was interrupted, as will be seen from the table given below. It will be observed that, though there was but little falling off in August, the following three months showed a decided decline. In December, however, an enormous increase in shipments is shown, when the requirements of the French Government became manifest. The export shipments in January, though still considerable, show a diminution; it is reported that the French manufacturers are now in a better position to meet the demands of their Government. The exports of boots and shoes from the United Kingdom to France since the war began are as follows:

	1914	Dozens	Value, £
August	2,923		20,010
September	827		5,463
October	1,049		6,179
November	1,307		9,094
December	86,427		647,752
1915			
January	18,570		136,705

Clearing Out the Slow Moving Lines

One of the most important of the shoeman's problems—Its solution all the difference between financial success and failure—"Shelf-warmers" quite obsolete in a few cases

Can You Manage to Keep Clear of Dead Stocks

Recently we addressed this question to a number of representative shoe retailers at various points in Canada. We felt that it was a matter that all shoe men are anxious to learn more about. A few years ago the dealer who could keep his shelves clear of undesirables was considered a myth. Even now he is looked upon as something of a wizard, and rightly so, though we have reason to believe he does actually exist. The species is so desirable, however, from every point of view, that we are anxious to make his methods as widely known as possible for the benefit of the rest of the profession. The numerous replies we have received prove both the deep interest our readers have taken in this subject, and also that in their struggle for greater efficiency in their business methods, our retailers have in many cases waged a very successful warfare against this arch enemy of the shoe retailer—"stickers." We have received a number of splendid letters and congratulate the writers not only on their successful methods of merchandising, but on their lucid and well-worded explanations of their experiences and opinions. That the opinions expressed vary widely is only a greater proof of the amount of individuality the successful shoe retailer is bringing to bear in his business. Especially in the matter of allowing premiums and under what conditions it is wisest to allow them, is there divergence of opinion. For the most part, where used at all, they are merely supplementary to periodic sales, though in a few cases we have been told by retailers that a judicious use of premiums is sufficient to keep them entirely free the year round of slow-moving stock. In the exceptional case it is claimed that careful and experienced buying is the only necessity, but with this the average retailer will not agree.

For the most part premiums are used as soon as it is noticed that a certain style is not proving as popular as was expected. It is generally not considered the part of wisdom to allow a premium on very old-fashioned stock or stock that has been proven not to give good value. The natural tendency of the salesman is to concentrate his energies on the lines from which he will receive the premium, and if such purchases are not likely to satisfy the customer permanently, it is evident that the net result to the dealer is a loss in custom. Again, much must depend on the type of man one employs as salesman. If he is unscrupulous he can do his employer an almost untold amount of harm. If he is scrupulously honest and at the same time a good salesman, it may be argued that a premium is not necessary to get the desired results.

There are, it may be, a few retailers who feel that the giving of premiums as an extra inducement to a salesman to palm something off on the customer that he might not otherwise purchase, savours of sharp practice. There is the other side to this question, however. While the majority of shoe purchasers, maybe, have an eye to the latest fashions, there are still very many people who consider comfort rather than style, and it is easily possible that a slow-moving last, in that it does not represent the height of stylishness, may be just that much more comfortable. In using a

little extra energy, therefore, in selling this type of shoe to a customer, the retailer may often feel that he has actually placed that customer under an obligation, in that he has sold him not only a boot from which he will get good value, but also something from which he will get comfort.

Below we reproduce the opinions of a number of the best men in the trade in Canada to-day. Their opinions will be found invaluable to our readers. These letters have been written, no doubt, after considerable thought, and at considerable inconvenience to the writers, and we think the whole profession should be grateful for the information given, which could have no other object than improving the conditions of boot and shoe merchandising throughout Canada.

* * *

Clean Stock Nice Thing to Read About

One of the best letters came from Mr. W. McKnight, of New Liskeard, Ont. Mr. McKnight has had a wide experience, not only in shoe business, but in general merchandising, and his experience is of unusual value. Mr. McKnight writes as follows:

"To run a successful shoe business for a number of years, to meet the difficulties of changing styles, poor fitting lasts, defective material and workmanship, keen competition, etc., and have a clean, up-to-date stock, is a nice thing to read about, but seldom to be found.

"Of course, there is a difference. Merchants who are devoting their attention to shoes alone ought to have a cleaner stock than those who cater to other lines of trade, and again, there may be quite a difference in the class of trade a merchant in one town has to cater to from a merchant in another town or city. One may have to carry a stock to suit a mining trade, a farming trade, a prospecting trade, and his town trade besides—four distinct lines, which necessitates carrying a larger stock, hence the greater danger of accumulating dead stock, as against the merchant in another town who may have a regular line of trade in which there is very little change. I make this comparison for the encouragement of the man who is laboring under difficulties. He will gain a wider experience if he doesn't make as much money as the other fellow.

"But the subject of most importance is the best method of clearing out old stock, and here again it is impossible to lay down a rule that will work equally well with everybody, for we are so differently constituted in our business ideas, that, for instance, one man can run a clearing sale and make a great success of it, while another man would make a failure of the same sale for the reason, perhaps, that he doesn't like the sale idea, and cannot put the enthusiasm into it. This man should adopt some other method. There is a sense in which a clearing sale has a "cheapening" effect on a shoe store and its management. For instance, as is often done, close the store for two or three days to re-arrange the prices, which are first marked away above the regular price and then marked down for the sale. This is a dishonest practice and does not deserve the patronage of the buying public, and it is well known that some of the largest retail stores in the

Dominion follow this rule, but, while they may get away with it for a time, a day of reckoning is sure to come.

"Another thing that destroys the confidence of the public in special sales, is the bogus advertising of lines in which the quality is not produced.

"However, all shoe merchants are not rogues, and a clearing sale when honestly carried out ought to work to the advantage of both the merchant and the customer, and need in no way reflect on his business. Of course, the merchant must be prepared to sell old, or out of date stock at a loss. In this way a sale twice a year should prove most effective in clearing out old stock.

"The method of giving a commission or premium, or "spiff," as it is sometimes called, to clerks, on sales of slow-moving stock, I must say frankly I do not agree with. If a clerk does not take enough interest in the business to use his, or her, own best judgment in the disposing of lines that are depreciating in value and at the same time have a satisfied customer, then I



The "Beresford"—Minister, Myles Shoe Co.

would not hire them to do it. Nothing would drive me from dealing at a store quicker than to have a clerk try to force something on me that I did not want.

"I think every merchant should have a standard price for a standard article, and a clearing price for old stock according to the value of the article. Clerks should have the privilege of disposing of such stock at its estimated value at any time during the year; this, I believe, will go a long way in getting rid of old lines; and in cases where the management does not allow the clerks this privilege, the management should go through the stock and mark down the price on lines to be cleared out. If this is done, clerks will not be so apt to pass over the old lines and pick out the newer styles to show certain customers that he might know would be better pleased with a shoe that might not be so up-to-date, but was a bargain in price.

"My advice to shoe merchants would be to put special emphasis on clearing up their stock during the present crisis, while prices of shoe leathers are advancing, so that when the prices of shoes start to go down again, they will have a stock that the styles will help them to hold their value."

Not So Strong On "Placing Orders"

Another letter full of helpful suggestions comes from Mr. Rowland Hill the well-known London, Ont., retailer. Mr. Hill writes:

"In reply to your enquiry re "Moving dead stock." Why have shoemen so much dead stock? Principally because we buy too many lines, and then sort up on most of them, even when buying new ones, with the result that most of our profit is shown at the end of the year in an increase of stock.

"As to the remedy—let more of the lines run out each season. Most of us have found out that we could get along without certain lines, when we found that we could get no more, and we didn't lose the sales we thought we would.

"Don't go so strong on "Placing Orders." Buying so many lines six months ahead of requirements is a great mistake. Secure a few leaders early, and leave stock in such a shape that there is room for the "New Ones" which continually crop up between seasons.

"With all the care we may exert, we will at times buy goods which do not sell as we expected. As soon as this is noticed give the clerks P.M.'s on them, at the same time urging and seeing that customers are not imposed upon in order to effect sale of same.

"Even that doesn't always move them off, so we wait until about January 20th and July 20th each season, then pick out the remnant lots and close them out at an even price—a real cut which makes them move off quickly. This lasts only three or four weeks at the most. Then we are ready to show the new season's goods early.

"I am in favor of the "P.M." system if you can trust your clerks. If you can't trust them, get others that you can trust. Let them feel that in making money for the firm by selling better shoes or by selling shoes which will not have to be replaced in stock that they are making money for themselves. At the same time insist that the customer's interest is our best interest."

* * *

Watch Stock and Consult Salesman

P. J. Dodds, of P. Dodds & Son, Watford, Ont., hits the nail on the head when he says, "A great many employers do not treat their salesmen as they should." Co-operation with your salesmen is doubtless the best way, not only to get rid of undesirable merchandise, but also to prevent unpopular stock from ever reaching your shelves. It is well to remember that the clerk is always right on the firing line and, as a result, his knowledge of the customers' wishes and whims is first-hand and, therefore, more likely accurate. Mr. Dodds sends the following interesting letter:—

"As regards my views in reference to "dead" stock, as it is frequently called, I think if a person watches this stock, when buying consults the salesman and can keep his stock in mind and does not buy too many different lines of nearly the same grade, and when new stock arrives, have his stock on hand of the same grade or class in shape to sell it first, I do not see why there should be any dead stock. Too many salesmen quote new stock first rather than the older stock, just because it is new and appears easier to sell. Too many salesmen are anxious to get the customer fitted and away, regardless of their employer's interests, which, I regret to say, are seldom considered. If clerks were to put themselves in their employers' places and consider that stock left on the shelf is eating up the profit on sales made on new shoes, and if they could be made to see that it is more important to sell the goods al-

ready in stock rather than the new stock arriving, there would be less dead stock.

"A great many employers do not treat their salesmen as they ought. Every clerk should be made to feel that the success of his department depends entirely on him or her. A little re-arranging or a display of stock not moving, with a price ticket of the original selling price will often move the entire lot."

* * *

Premiums on "Accumulators"

Another valuable suggestion comes from Mr. C. E. Brown, of Dillon & Moore, St. Catharines, Ont. Mr. Brown believes in "spiffs," not only on slow-moving stock, but as a means of getting rid of the worst type of shelf warmers—"accumulators," as he nicknames them. Here is Mr. Brown's opinion:—

"Our opinion, or rather our experience has been, in connection with slow-moving lines, that the very best way to rid shoe shelves of "accumulators" is to put a premium on them. We have, for a number of years, adopted this policy, starting the movement when the line, or the balance of it, has been in for a year. Naturally the twice-a-year (February and August) sales have the first offering, then they are immediately "spiffed." If they are not at once weeded out, the spiff is increased one-half each season until the article is finally sold. There are, perhaps, cases where this generosity of the employer is abused by the salesman, i.e., staying with the premium customer and giving him or her the undivided attention when, on busy days, he might be handling three or four. Careless fitting is possibly overcome by means of the salesman striving to fit shoes that have to depend on their fit, inasmuch as the style may have deteriorated somewhat. The average salesman will not hesitate to push spiffs in preference to new stock if a "two-bit" or "four-bit" piece goes with them, but love of shoes will prompt them to show the latest styles (leaving the older ones on the shelves) if the latter are not spiffed."

* * *

Clerks Appreciate Use of "Spiffs"

Mr. D. W. Downey, of Brockville, is one of the many who deplore the rapid change in styles and the consequent difficulty of keeping the old lines cleared out. He believes his clerks appreciate the premiums and do not take advantage of it to neglect the regular lines. He writes as follows:—

"I give 'spiffs' at certain periods on lines I desire to clear; this interests the salesman. Since there is an extra in it for him, and it gets these lines impressed upon their minds and they will be shown more frequently than otherwise, hence many sales are effected. I don't think it does any harm to the regular trade, nor does it make the clerk more careless or inattentive to customers or business generally.

"Aside from above from time to time I select certain lines, put them on our bargain tables, advertise in papers and windows for say a week or ten days, and thus I clear out a good many pairs. Notwithstanding our best efforts, we seem to have at all times lines to clear, owing to the rapid changes of styles."

* * *

Thank You, We'll Try

We frequently enough meet the dealer who does not believe in premiums and does not need to resort to them. One of our most prominent and successful Toronto dealers, after a life experience in these matters, expressed himself most emphatically as opposed to

them in any form. Here is his letter; we are grateful to him, too, for the last paragraph:—

"Yours of 15th inst. received. To your first question, "Can you manage to keep free of 'dead' stock?" my reply is "Yes." The common cure you state to be bargain sales. We have never had to resort to them, and I am of the opinion that they are for the most part dishonestly advertised and do more to demoralize trade than any other means. I am possibly situated differently to many. I am what you might term a working manager and proprietor. I am constantly upon the floor selling and supervising all sizing up of stock, etc., and think if proprietors of shoe stores would give their entire attention to the stock there would be less complaints than at present. However careful we are and try to be, we find there may be a run upon certain sizes and at times we are necessarily compelled to place sizes of lines sold at \$3.00 in our \$2.50 line, or \$2.75 line, and of \$2.00, in our \$1.75 line. I am simply giving this as an illustration. This applies to the women's lines only, as we have no accumulation of sizes in our men's.

"Now regarding premiums. I am opposed to it from the drop of the hat. The giving of premiums I believe to be largely in vogue in stores which pay small wages to their clerks, so that some stimulus has to be given in order for them to eke out a decent existence, and to my mind these stores always have odds and ends to dispose of. In most cases I think it means that salesmen try their utmost to persuade the customer to take that which is in all probability not adapted to his foot and, though the sale is effected, it has meant a dissatisfied customer and every merchant knows what that means. Let us retailers pay such wages as will insure for us a clerk's unbounded duty and desire to work for the very best interests of the store, part of which is to see that this accumulation does not exist.

"Have read your two last issues with both pleasure and profit and feel that you are indeed presenting live issues to the trade. Keep up the pace."

* * *

A Feeling Towards the Customer

The proprietor of Toronto's most prominent east-end store has not been very successful in his experiments with premiums. His letter explains the condi-



Patent Button, Gray and Fawn Top—Blachford Shoe Mfg. Co.

tions under which the business is operated, which is perhaps similar to many others where a more or less "family" trade is carried. That "feeling towards the customer" is the right spirit, and, we believe, is pretty

much at the bottom of the success or failure of many boot and shoe retailers:

"Yours to hand re premiums or spiffs. I'm writing you just a short note in connection with same, but not wanting to be particularly quoted in this matter, would ask that no name be mentioned or alluded to in this matter, if you see fit to publish same.

"We have tried it out several times, both by giving to the clerk a per cent. or flat rate spiff, viz., 5 per cent. on the selling price or a straight amount, according to the line to sell, say 25c. a pair. Whether it has been from an overconscientious feeling on the part of our staff about collecting the spiff, or a feeling towards the customer whom we quite often know (our trade being quite a local one), we have not just felt satisfied with results attained in that way. The inference we take



Colonial pump—Galt Shoe Mfg. Co.

from it seems to point to a most careful buying, sorting and watching of stock at all times, and when season end comes along, anything showing signs of slow moving, cut the price on same away down and place before your trade in the nature of a semi-annual sale or such like. And any still wanting to stick around, let the Jew peddler element in to clear the balance away.

"The loss seemingly has to be met and just as well as later, putting the capital so gathered earning for you again in a new live line. Naturally, to meet this seeming loss, a merchant has to make a certain provision in the early marking of stock, as, with styles changing now so very rapidly, it is almost certain some few lines will be more or less affected by the slows, etc."

* * *

Dead Stock is Bound to Accumulate

A salesman who has had a wide experience as head of the shoe department of a Montreal store writes: "My experience of the premium system is that it works very well in clearing dead stock. Bargain sales are of course a ready method of getting rid of old lines, but it is, as a rule, more expensive than premiums, losses often being made by these sales. It is almost impossible, in a big store, to keep your stock clean all the time; dead stock is bound to accumulate, to a smaller or larger extent, due to the changing fashions and to the necessity for keeping a number of fancy lines. I think that many retailers might with advantage set up much more closely than they do in the matter of good sellers in place of waiting for the travellers to call. Instead of allowing the good selling lines to become short, they should periodically sort up, and put a premium on the slow sellers. The premium acts as an incentive to the clerk to push the dead stock, but even if the new stock is slightly neglected, it is

well to get rid of shoes which, if left much longer on the shelves, will become almost unsaleable."

* * *

Eternal Vigilance the Price of Freedom

The proprietor of one of the most conservative and oldest established Toronto stores, said he had no need to resort to spiffs in his store now. Business handled in such a way that it is not necessary with him. Some time ago he tried it out, allowing 25 cents per pair to the salesman on some lines that were not out of date, out of style, or undesirable in any way, but they were merely goods that did not take with his clientele as he had anticipated on purchasing. He found, however, that this policy was not a success. For one thing it produced ill-feeling among the clerks, and did not give customers such satisfaction as he desired. He does not have sales and has no dead stock. Old saying, "Eternal vigilance is the price of freedom," so continual watchfulness a requisite for success in the boot and shoe business. The retailer must continually keep his eyes on his stock and purchase with the greatest precaution. When he finds that a line is beginning to slacken, he ceases to order it and pushes the sale of the balance hard. Claims that his careful method of stocking, wise buying and, especially, watchful managing, the secret of his success in keeping his stock free of undesirable goods. Keeps careful records in his stock books; enters the exact time of purchases, quantities purchased, sales made, how goods ought to sell, quantities remaining on hand, etc.

Spoke of shoe trade as very much of a personal business. You must get your customers to come to your store because they feel that they are going to receive more careful fitting and better satisfaction than the other man will give him. Feels that spiffs or P.M.'s would almost inevitably have a tendency to induce the salesman to overlook this primary and essential consideration of fit and satisfaction in favor of the profit which will come to him by the extra 25 cents which the premium will bring him. He soon gave up the plan and now never has need of such a course in any case. This he attributes to his long experience and the excellent methods of managing the stock.

This dealer states he has met many who think a great deal of the "spiff" policy. Spoke of a certain New York firm that went in extensively for this and did not consider a clerk was any good unless he realized 4 or 5 dollars a week on spiffs. But he thinks that if the business is handled as it should be, it is not necessary to resort to such methods; moreover, he says that there may be some different conditions in connection with different boot and shoe dealers, but the same general principles which will apply to one are applicable to all.

* * *

Buyer Often at Fault

A middle Yonge Street dealer considered that dead stock must be found in all retailers' stores to some extent. Either due to buyer or stock-keeper, especially to buyer. All buyers, whether proprietor, manager or salesman have weaknesses. Spoke of manager of his acquaintance being badly overloaded with dead stock. Was once a traveller on the road and buys unwisely frequently, merely on account of friendship for various manufacturers' representatives. Many buyers go down to hotel and get a drink or two and buy goods from certain travellers through friendship or temporary lack of foresight, without giving sufficient consideration to the advisability of the purchase. Again, a

great many retailers do not concentrate sufficiently on manufacturing houses in making their purchases. Spoke of one retailer who stocked lines of 8 or 10 different houses in a stock not amounting to over \$13,000 or \$15,000. Thinks the policy of concentrating is a very important one when it comes to buying. A man, in his opinion, should carefully select a manufacturer turning out goods to his satisfaction and should stick to him as far as possible. The result will be mutually satisfactory to the manufacturer and himself. He will get to know the lasts of the manufacturer and when filling in new styles will be able to purchase to much better advantage and with much less risk. On the other hand the manufacturer will get to know his purchaser, to look upon him as a good customer, and if, at any time, there is any reason for a "comeback," will



The "Vassar"—Minister Myles Shoe Co.

usually stand by him. This also naturally keeps your stock down better than by unwisely extending your purchases. When dead stock does accumulate, however, spiffs or sales are the only thing; believes in both. Thinks it wise to arrange a good sale once or twice a year, advertise it vigorously, and make a good substantial reduction in the prices (say a \$4.00 shoe at \$1.98 or \$1.50) so as to clear out the stickers quickly. Then in the case of any slow movers, spiffs to the salesmen the best method to dispose of them, but it must not be carried too far. Dealer must use precaution in this and not allow the clerks too much scope. But he is forced to depend on his clerk to a large extent, and he feels that it is quite proper to pay a premium on the extra effort exerted by a salesman in making the sale of an article that has been found to require special "pushing." Further, most retailers have the interests of their manager sufficiently at heart not to try to foist unsatisfactory footwear on the customer. At all events you have to rely on them and have clerks that are reliable and you have to resort to some means of getting rid of such stock.

* * *

Prefers Commission On All Sales

Another old-established Yonge Street manager states that he has been in the habit of giving his salesmen spiffs but feels that it is not the proper thing to do. Gave an instance. Pointed to one salesman whom he had overheard trying to make a sale this morning. Woman wanted to buy a \$2.49 shoe. There was a shoe at \$3.50 in stock which would allow him a spiff of 25 cents. In order to get that he sought to persuade her that that was the style she wanted, thinking really of himself and not of the customer in the matter. The manager himself then intervened and referring the salesman to another customer, handled the sale himself. Moreover, feels that the spiff idea is not honest

and above board. It is very liable to lead to dissatisfaction on the part of the customer and, consequently, injury to the retailer's reputation. One of his salesmen is receiving no spiffs but gets a 1 per cent. commission on all sales as an extra stimulus to sell. Finds this works out much better and it pays him to do so. When he is employing new salesmen he will adopt this 1 per cent. policy, as he is changing his business methods in many respects. With regard to spiffs in his case, it is not dead stock that he pushes by this means. It is the higher-priced shoes chiefly. For instance, on high-class \$6.00 shoes he places a spiff of 25 cents as an inducement to the salesman to try hard to push the sales of this line, which is naturally harder to sell than a \$5.00 shoe for example. Dead stock he gets rid of entirely by sales.

This dealer is a member of the National Shoe Retailers' Association and was at the recent convention. Will also attend the next convention at Chicago. Feels that it would be good if there were such a thing here, but feels that the men in the trade are not the right kind for it here. Their views are "not liberal" enough. Referred to one instance of lack of agreement. Some time ago a movement to get all dealers in his neighborhood to close at six. No unanimity. Some wanted to, others said they would have to be forced to do it by law before they would close. Buys much of his goods from the States. Cannot get the same satisfaction here, even considering the 37½ per cent. duty and the incidental expenses in connection with purchases from the other side. Spoke of receiving some boots the other day from Canadian factory, in which vamps of one of a pair was longer than that of the other in more than one case.

* * *

Goes in for "Spiffs" Extensively

A progressive upper Yonge Street, Toronto, dealer goes in for spiffs extensively; says the salesmen make a lot on spiffs and that it is a fine way to get rid of his slowly moving and dead stock. In their store the amount of the spiff varies according to how old the lines are which are to be disposed of. For instance, he showed a very attractive-looking men's shoe, the only disadvantage of which was that the toe was high, often merely a small thing like that causes them to be slightly out of style; spiff on such a boot 5 or 10 cents. Others older and harder to dispose of will be marked at a premium of 25 cents. Spiffs not limited to boots and shoes; also allowed on the findings. For instance, on shoe trees and Scholl's foot-easers a spiff of 20 cents is allowed the salesmen, to stimulate selling.

Incidentally the dealer remarked that the business was fine; January and February were ahead of last year, though advertising expenditure was heavier. The shoe dealer must be alive and push his business actively. Their extensive advertising showed excellent results. Sales carried on by them all the time and no dead stock allowed to accumulate.

* * *

Well Paid Clerks and Reduced Prices

The manager of a well-known chain of Toronto stores expressed himself as not very well qualified to speak with regard to spiffs, owing to the nature of his experience. Has never tried them, but thinks they are not advisable and he would never go in for them. He believes in selling customers fashionable, popular lasts, and when lines become dead, "putting the knife" on them and letting the customers understand that they are lines that are being pushed and profit by the re-

duced prices. Reduces the prices, say, 25 per cent., and by that means ten times as many will be sold; moreover, many customers will be brought in to your store, attracted by the reduced prices, and in many cases this will lead to sales of other things at the same time or later. After all, the thing that wins in the end with the shoe dealer is to give the customer a square deal, and spiffs are not really on the square. You are really palming off obsolete footwear on your customers, and, though they may not be aware of it at the time, they will usually find it out later, whereas, if you get rid of dead stock only by means of sales at a reduction, advertising them extensively and placing the boots and shoes on open counters, the customer knows at once what he is getting and this will go a long way toward satisfying him and bringing him back. The day for



Patent Colonial, gray or sand quarter—Blachford Shoe Mfg. Co.

are allowed to use their own discretion to a certain extent in getting what they can for old goods (though they are not allowed to go below the cost price without consulting the management); (2) Have semi-annual sales, in which old stock and slowly-moving lines are disposed of at a sacrifice; (3) All that is left is sold to jobbers at a low price (e.g., 50 cents a pair) (jobbers probably distribute them about the country to small stores)."

* * *

Twenty-five Cents a Pair

The manager of another of the highest class Yonge and King Street stores has always pursued the policy of spiffs. Twenty-five cents per pair allowed as a premium to clerks. Keeps three different columns on his shelves for spiff lines—one black, one tan, and one patents. When lines become broken up the odds and ends are put in the section to be sold at a premium. He has always found the idea to work out successfully. His salesforce is dependable and will never stoop to make unsatisfactory sales. Always on the square and honorable and consider their customers' satisfaction before the spiff. Some stores go in for spiffs in an entirely different way. Their spiffs are chiefly for overcharges—selling a shoe for \$6, for example, they may get a spiff of ten cents, selling it for \$7, 25 cents, and so on. This method will no doubt encourage the salesman to stoop to almost anything—liable to overlook the matter of fit, as his salary is made up practically from premiums. Pays his men a good salary so that they do not regard spiffs as their chief source of income, but merely an inducement to dispose of broken lines. To get rid of dead stock conducts a sale twice a year and does not use spiffs to dispose of it.

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Paid \$6.50 for \$3.50 Shoe

Another lower Yonge Street retailer feels that spiffs are the proper policy. Great deal depends on the way they are handled. No doubt it is dishonest the way some dealers handle them, where the salesmen are allowed the premium for getting an extra dollar out of the customer. Numerous stores follow that plan. If the clerk gets a dollar more, he gets a certain premium for making that extra amount. Spoke of a woman coming in the other day with a pair of boots she had bought at ———'s and paid \$6.50 for, which could not have cost more than \$3.00 or \$3.50. Sometimes exorbitant prices are reached in this way—as high as \$12—as there is no limit to the practice and the farther it is pushed the better it is for the salesman. This is not the proper thing in his opinion and not an honest policy by any means. The spiff, as he looks on it, should be merely an incentive to the salesman to push lines that have been broken up and are beginning to lie on the shelves, not necessarily dead or out of style. Not very many spiffs in his stock, just a few, but the salesmen when making a sale to a customer may happen to strike the shape of foot or taste that some "spiffed" article may suit. Never feels that there is any danger of the salesmen abusing the privilege and trying to make a deal which will prove unsatisfactory to the purchaser. Some go in for spiffs on the higher-priced lines, to encourage the clerks to expend extra efforts in the attempt to push the higher-class goods (e.g., a \$6 shoe in a store carrying a medium grade of footwear). This not his policy, however. He puts premiums on portions of lines to be closed out, irrespective of price, and the spiff always

spiffs is now past, this dealer feels, and will soon be discarded by all successful, high-grade shoe retailers. His idea is to give clerks a good salary and be able to have them do what you instruct them to do; if you find some lines are moving too slowly, tell them to push them vigorously. Observed that spiffs are not really dishonest, except in the case of the overcharge habit (selling a shoe at a dollar advance, and giving 25 cents to the salesman and the other 75 to the dealer).

* * *

No Spiffs in Department Store

The manager of the shoe department of a leading Toronto department store says that they do not go in for spiffs; not that he feels that it is dishonest or even an unwise policy; but they just have not adopted it. Says that it is more common with retail dealers than departmental stores. Observed that many of the leading dealers use that method and have found it successful, and it is probably a good way of getting rid of slow-moving stock. Still, except when the department was in its infancy years ago, they have never pursued the plan, though no doubt the salesforce would like it. As soon as lines begin to become broken up and stick, they turn them out on the tables at a reduced price and always find that method satisfactory to get rid of them.

* * *

Standard 5 per cent. Premium

The proprietor of a high-class lower Yonge Street store writes as follows:—

"Go in for spiffs and find the policy quite successful. Spiffs amount to 5 per cent. of the price. Salesmen not forced to depend upon this for their remuneration, however; salary good, unlike certain stores in the city in which the spiff practically constitutes the salary of the clerk. Do not put any premium on dead stock, but only on discontinued lines. Get rid of dead stock in three ways: (1) All the time salesmen

amounts to 25 cents. The spiff in his case is quite honest, because it means money out of his pocket to pay the salesman; not like those stores where the purchaser is forced to stand it, when the clerk is allowed spiffs for overcharging.

* * *

Clerks Take Advantage of Premiums

But even in lower Yonge Street the plan is not universally approved. The manager of one of the classiest stores is opposed to spiffs. Considers it is not a policy suitable to his class of business. Feels that it may be wise in certain localities and under certain conditions, according to the class of customers catered to. For example, in places where there is a large transient trade and it is not so important whether your customer will come back again or not, you may be able to "get away with it." But it will not be found to work out where you are building up a business and want to secure steady customers. Whatever may be said with regard to spiffs, in nine cases out of ten undesirable goods are disposed of in this way. Again, it is only human nature on the part of the clerk to resort to all sorts of tricks to make the sale of a spiffed article, in order to secure the 25 cents or so which is allowed him. A man will always consider the money which is going into his pocket first, and the interests of your business reputation will naturally be secondary. Very often he will pick out a pair with a premium on them, and if they happen to be a little snug, will stretch them and usually succeeds in forcing the sale upon the customer. Of course, the way certain dealers go in for it is still worse. For instance, if the clerk can make a sale of a \$4 shoe at \$5, he will be allowed 5 per cent. or frequently more on the sale, and their salaries are such that they are practically compelled to make sales in this way. In nearly all cases of spiffs, however, the customer usually is sent away with an article that is undesirable in some way, the style of the shoe, the fit, etc.

* * *

Something About Spiff He Doesn't Like

Just as we go to press we have a meaty letter from Mr. D. T. Murray, Winnipeg. At considerable inconvenience we are reproducing it, as we feel it is too good a letter to allow our readers to miss. We like you all to see that first little paragraph, too. No doubt it really is not true, but Mr. Murray has a nice way of putting it and we are appreciative.

Editor, Footwear in Canada:

Your journal is always full of good live topics and each issue contains a great deal of information of the sort that every shoe retailer can be benefited by reading and considering.

Regarding the question of "dead" stock, my opinions are briefly as follows: A dealer in staple lines of boots and shoes should have so little dead stock that he will not require to resort to either the bargain sale or premiums in the way of "spiffs." He should study the needs of the district from which his trade is drawn and buy accordingly. Keep the stock right by purchasing more frequently and in smaller quantities, always giving the sizes as needed. You can sell any staple shoe if it is a good fitter. So in buying be careful always that your shoes are of the comfortable, fitting kind. A large proportion of dead stock in footwear is of the too narrow or otherwise ill-fitting class. By giving strict attention to frequent rather than large purchases, carefully sized so as to fill in with goods

on hand, you have a good fighting stock ready for any emergency as to sizes, and never unwieldy in quantity.

In the finer class of trade the most experienced and careful buyer will find certain lines throughout his stock that are not moving as he expected they would, and without careful watching there is very soon more or less of an accumulation of goods that are at a standstill, while the rest of the procession moves on. While certain kinds of shoes are necessarily slower selling than others, you can very soon spot these lines that are going to stick and it is a mistake to allow them to degenerate into the "dead" stock class.

There is something about the "spiff" idea that I do not like. It is a part of your salesman's business as well as your own to avoid the accumulation of old stock rather than to be paid a premium for selling it after it has gathered, besides there is apt to be a tendency towards careless fitting and a neglect of the newer and better paying lines that should be pushed in season.

When you discover a line that has been given an opportunity to move out and is not doing so, better get



Acton "Royal"—Alfred Lambert, Distributor.

busy on that line, place them in a convenient location in your store and put a price on them that will serve the triple purpose of a bargain for some customer, an ad. for your store, and returns in cash. By taking immediate action with those lines that require to be thus dealt with, you get the use of your money to re-invest in better sellers and you have the satisfaction of knowing that your stock is clean and saleable.

In closing I would say that where dead stock has to be considered, it is the better way to get it out on tables marked at real bargain prices, thus giving regular customers the benefit, while new ones may likewise be attracted to your store.

Yours truly,

(Signed) David T. Murray.

Winnipeg, Man.

Among the novelties in over-gaiters to be placed on the market next season is a waterproof gaiter, made in various shades of brocade. This is manufactured with a waterproof cement between the brocade and the inside lining, the gaiter fitting closely over the vamp of the shoe. The cost is high, owing to the expensive materials used.

Stock-Turns, Stock-Taking and Depreciation

The Harvard Graduate School of Business Administration, which teaches business, based on facts, has been making a special study for a number of years of the marketing of various commodities from the point of view of the business man. Recently, the scope of this research has been extended to include the shoe trade, and at the recent convention of New England retail shoe dealers, Mr. S. O. Martin described in some detail the results of their investigations to date. Among other valuable information, he gave the following figures which, he explained, were based on the records of some 650 retail shoe stores operating in the United States and Canada:

Item	Figures shown by a more efficient group of stores	
	Common Figures	% of net sales
Gross profit, incl. discounts	% of net sales	% of net sales
Total operating expense not including freight and cartage or interest	Low grade 23-25 High grade 30-33	Low grade 20 High grade 25
Buying expense ...	1.1	1.0
Salesforce	8.0	7.0
Advertising	2.0	1.5
Deliveries	0.6	0.4
Rent	5.0	3.0
Interest	2.5	2.0
Stock-turns	1.8 a year	2.5 a year
Annual sales of average sales-person	\$10,000	

The question of stock turn-over was also treated at some length by Mr. Martin as well as the inter-related question of stock keeping, in connection with which a standardized system of accounting is being recommended so as to render it more easily possible to make comparisons and draw useful conclusions. The following paragraphs from Mr. Martin's address covering these points are interesting and timely:

"Whatever the relation may be between stock-turns and net profit so far as operating expense is concerned, there can be no question of the close relation between number of stock-turns and cost of depreciation. On the whole, the fewer your stock-turns the greater the cost of depreciation you will have to pay soon or late, whether you actually charge it in your profit and loss statement or not.

"Even if there is a stock-turn of one between each inventory, it does not mean that all parts of the stock turn equally—some part may turn two or three or even four times, while another has turned but one-third or one-fourth of one time, and it is on the remaining two-third or three-fourths of this slow turning stock that the depreciation is accruing. The more stock-turns the less depreciation.

"And, by the way, may I here enter a word of caution about the method of calculating your stock-turn. If your inventory is taken at billed cost do not divide it into your sales, but into the cost of the goods sold. Never divide into your sales unless your inventory is taken at retail selling price. Many shoe retailers have been thus miscalculating their stock-turn, who, despite the shock of finding their stock-turn still less than they

supposed, have admitted the error when it was pointed out to them.

"This relation between stock-turn and depreciation was brought out most strikingly when we were preparing the paragraph on depreciation in our grocery accounting system. There being a stock-turn of normally 10 and 12, and running as high as 20 times a year in the retail grocery business and comparatively little style risk, we did little but refer to depreciation, saying "Because of the rapid stock-turn and absence of style risk, depreciation is relatively less important in the grocery business than in the shoe business, for example."

"At the present time we want to learn the exact cost of operating a shoe store. To do this it is necessary that the same accounting system be used by all shoe retailers from whom we obtain figures. This is the reason why the Harvard System of Accounts for Shoe Retailers has been prepared. This system, which is based on actual trade experience, standardizes retail shoe accounting methods and gives an exact meaning to each account.

"A stock-keeping system is peculiarly applicable to the shoe business for the following reasons inherent to that business. There are natural complications in the shoe business due to the varying sizes and widths, and to these natural complications man has added the further complication of styles. Furthermore, the unit of sale is high in shoes. The high unit of sales has its advantages and disadvantages. In the first place, it permits stock-keeping, that is, the unit is of large enough value to warrant keeping a record of it. On the other hand, each unit not having a proper stock-turn eats correspondingly into the net profit."



Another pair of Kimfelt "Kumfy" slippers—They look the part
—Elmira Felt Co., Berlin.

The Secret of Success in Retailing

A Comprehensive Stock—Attractive Establishment—Business Founded on
Honesty—Conducted on Systematic Basis—Advertise

By F. D. Lacey*

The "Keynote of the Success" of any business, whether it be political, industrial or mercantile, is the satisfaction with which it meets the demands of a patronizing public.

We are living in a wonderful age and in the most progressive country in the world. Ours is a land of wonderful natural resources, and our national policy has been to encourage genius and individual ambition to discover and develop their resources.

Much of the nation's success must be attributed to the individual enterprise and endeavor of the hustling wide-awake business man who has been the indirect means of making the impossible of yesterday become the reality of to-day.

Men are beginning to specialize in all branches of industry. Indeed, we are living in an age of specialization. In the business, professional and theatrical world, men are aiming to adapt themselves to some special vocation wherein they can satisfy the demands of a critical patronage.

We, of the shoe business, have specialized in one of the most necessary and important commodities of mankind. Just as the body needs the proper kind of food for its growth and development, so too, do the feet require the most careful consideration in order that the comfort of the body may be enhanced.

Gentlemen, are we keenly alive to the possibilities of our particular trade? Are we catering to the public demand in a satisfactory way? If not, how shall we secure this satisfaction which I have already stated is the "Keynote of Success?"

The Keynote of Success

Have a comprehensive stock of dependable merchandise capable of filling the demands of your locality.

Have your establishment as attractive as possible, remembering that "Cleanliness is next to godliness." A systematically and neatly arranged stock is often an index to the general character of the store.

A business to be successful must be founded on unswerving honesty. Be honest and truthful in dealing with your patrons. Rest assured any misrepresentation will find you out, and the result will be widespread. A dissatisfied customer who feels that he did not get a square deal in your store will soon call the attention of others to your discrepancies. On the other hand, what splendid advertising a satisfied patron is! He is ever willing to praise and encourage his friends to trade with you.

It has been a fixed policy of our firm to encourage harmony and good will among our employees. A staff of neatly appearing, courteous clerks who understand their business is a most necessary stock in trade. They should be treated at all times with the utmost consideration. In doing this, the Golden Rule works both ways. Very often a clerk reflects the actions and manners of his employer.

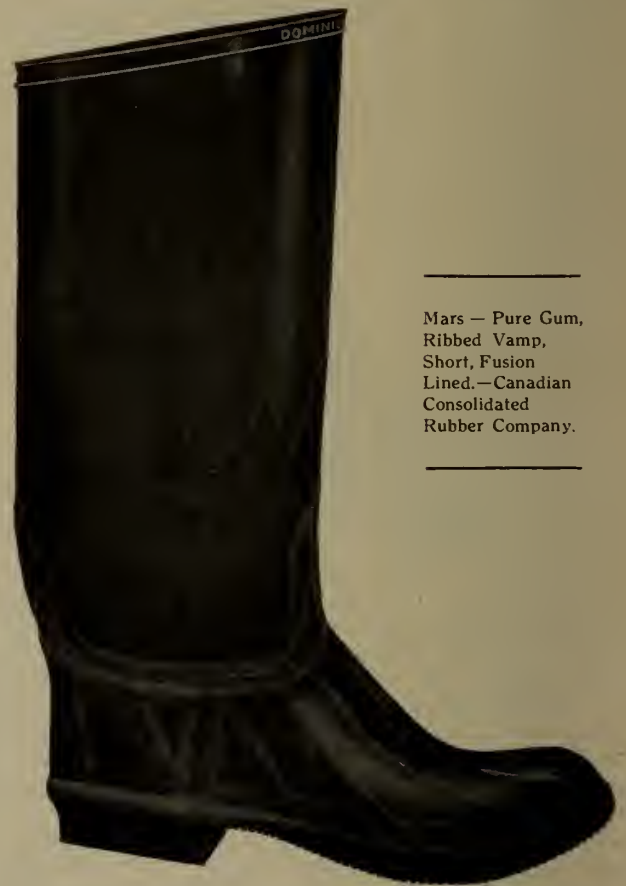
Percentage on Sales

We have a co-operative system in our store by which a clerk reaps the reward of his enthusiasm and

energy. Over and above his regular weekly salary, an employee receives monthly, an additional two per cent. of all his sales. It works like a charm. This method has completely eliminated carelessness and a propensity to shirk, and has produced alertness and eagerness to a very marked degree.

In order to get this extra two per cent., a clerk must show a living profit which is fixed at 33½ to 35 per cent.

To be a success, a business establishment must be conducted on a systematic basis. We have a tabulated system whereby a record is kept of each salesman, his amount of sales, profit and general conduct. We compile a daily, weekly and monthly record and would not



Mars — Pure Gum,
Ribbed Vamp,
Short, Fusion
Lined.—Canadian
Consolidated
Rubber Company.

be without it for thousands of dollars. It requires extra time and much labor to keep a systematic account of this kind, but the benefits derived from it are incalculable.

On Deck Every Day

Do you keep your business? No captain can conduct his ship from the shore. So it is with a merchant, he must be right on deck every day of the week, if he would conduct his business properly. Pleasures at the club may attract and the business be left to run itself. It generally does but its course is downward.

Many merchants act as though it were up to the public to find them. They have that hunt-me-if-you-want-me air that is gradually but surely placing them

* Before the Pennsylvania Retailers Convention

in the business junk heap. Modern, wide-awake business men are going after trade. Honest advertising, and a strict adherence to the statements therein contained, is the great medium through which a merchant brings his commodity before the public. He who really wants to get ahead, will quit criticising the bad things he sees in business and will spend his time in creating good things. Build a backbone in your business. Aim at construction rather than destruction.

When one expects little, he is seldom disappointed. Enthusiasm is the fuel of success. So apply plenty to your business. If these are dull times, all the more incentive for making your establishment look like prosperity. If the business is dull arrange some novelty sale or feature that will create a new demand.

A contest is Good Advertising

In order to stimulate trade and secure new patronage we conduct from time to time, a contest, giving as a prize, a piano, an automobile, a pony and trap or some other article. We just brought to a successful close a contest for children with a pony and cart as a reward for their efforts. It was a voting contest, each purchase of fifty cents entitled the purchaser to one vote which was credited to his favorite candidate. Sixty-five children entered but the number finally dwindled to three. A politician never conducted a campaign with more system or vim than did these youthful candidates. Cards bearing their pictures and appealing to the public to vote for them were spread broadcast through the city. Local moving picture houses flashed the same on the screen during their regular performances. Votes were solicited from friends and re-

latives in distant cities. The result far exceeded our anticipation. Our business grew enormously, we secured new patrons and much free advertising. So energetically did the contestants work that on the night the contest closed, we decided to give the pony, cart and harness to the winner, and a pony and harness to the second highest.

Let me impress on you the necessity of advertising extensively. Several times a year we visit surrounding towns and distribute business cards, folders and style books, calling attention to our merchandise and soliciting patronage.

It has cost us about \$40,000 in advertising in the last ten years and we consider the money well expended.

A Few Necessities

In summing up, let me impress on you a few of the successful features of any business:

1. Have a neat but attractive establishment with a comprehensive stock of dependable merchandise.
2. In order to cater to the demands of a popular patronage, surround yourself with a staff of employees who are courteous and painstaking, and treat them at all times with the utmost consideration.
3. Know the value of a smile and pleasant manner. It is a great assistance in making a sale.
3. Last, but by no means least, advertise just as extensively as your means will permit. "It pays to advertise."

All these features will combine themselves into one perfect whole which spells the word satisfaction, which is after all the "Keynote of Success."

How to Increase Your Repair Trade 100%

The Average Householder Finds it Difficult to Get His Boots Repaired. House to House Calls Bring Good Results to the Shoe Repairer

By Mr. Geo. G. Girling

Mr. Shoe Repairer:—You can increase your trade 100 per cent. by devoting three hours a day, five days a week by soliciting among your community.

There are many arguments for and against soliciting for shoe repairs. Many have tried it, become discouraged and failed. Why? Lack of system, aggressiveness and patience.

In common with other businesses, the shoe repair trade is suffering a depression, which can only be overcome by a super-human effort of aggressiveness; many are sitting about their shop crying about hard times, while their business and financial condition is slowly and surely becoming embarrassed. If you, my reader, are one of these, you can alter it to-morrow.

For the benefit of any who have had little or no experience in the art of soliciting I shall endeavor (after having many years' practice) to outline a system which has proved successful:

How to Solicit

First, it must be borne in mind that you are soliciting because you want work (not for the pleasure of it); therefore, having this fact in mind, you must be prepared to work longer hours. You will find competition; at every other corner you will find a repair shop, but this must not interfere with your determination to increase your business. Remember it is only by real aggressive and untiring efforts that success can be obtained. Out of a possible ten repairers who

start to solicit, it is safe to say only two will have the patience to stay with it. In many instances you may be turned down very abruptly; this should serve to make you more aggressive. You will be called upon to do all kinds of jobs that you would probably turn down were they brought to your shop.

The Best Time to Solicit

The best time to solicit is between the hours of nine and twelve a.m. The ladies are usually out or entertaining their friends in the afternoon, and then it leaves you the afternoon and evening clear for work.

Extra Profit, No Extra Rent

It is not advisable to solicit, say, within a four-block circle of your shop. It could be taken for granted the public know you are there and have sometimes given you a trial. The idea of soliciting is to get work which you would not get if you did not go for it, or without injuring your shop trade. This means extra profit and no extra rent. All you need is a boy with a wheel for delivering after school hours.

Be Systematic

The best system of door to door soliciting depends largely on the locality. If you are in a thickly populated area it pays well to cover the same ground once a week; being in touch with more people better results can be obtained. On the other hand, if you are in a scattered district, better results can be obtained by

taking a fresh route every day (Monday to Friday, not Saturday), for about four or five weeks, then revert back to the starting point again.

Create Confidence

Remember, in starting out to solicit, you are a stranger to the public and you must get their confidence before they will entrust you with their shoes. A neat card is necessary, and if you have a cut of yourself, your shop, or even a shoe, it is a sure winner. Most people would pick up a card from the floor and retain it if there is a picture on it to attract attention, otherwise, they would throw away an ordinary card.

Be Precise

When making a first call one should be precise and to the point. People tire of standing at the door and listening to a long story about hard times, etc., it



One of the somewhat extreme new styles for spring wear.

wastes their time and your own. Most solicitors would have a way of their own, but the following is a good method of attack:—Good morning! Have you any shoes that need repairing? Then pause for a second for an answer. If it should be in the negative, present your card saying:—would you kindly accept my card; the telephone service is our chief feature; you ring us up, we call for and deliver your shoes without you leaving your door; we do them well, quick and reasonable—Good morning!

Record of All Customers

A record of all customers should be kept to help systematize your rounds occasionally. Take the name, address, and telephone number of your new customer and enter in your address book. Having the phone number in your address book eliminates losing time through having to refer to the phone book.

Keep Your Promise

Avoid, if possible, promising work the same day as collected, collect one day, deliver the next.

Many who have started out to solicit get discouraged because the returns were not quick enough. Rome was not built in a day, neither is an outdoor connection built up in a month. Generally, the results are about ten jobs to a hundred calls and average the month round about sixty cents each. A great deal depends on locality; some districts yield better than others. One who has practised this system for many years declares emphatically that every repairer who works sincerely and aggressively cannot fail to get good results, and says by soliciting about two hours a day for five days a week, from September to January he has increased his repair trade sixty per cent. over and above shop trade. Now, if sixty per cent. can be added during the winter months, when most people are wearing felt shoes and overshoes, what should be accomplished during the spring and summer months? One hundred per cent. at least.

The Telephone Service

The telephone service is tributary to an outdoor connection, but to customers living close at hand I regard it more or less an extravagance for a shoe repair shop. The results of the telephone service can only be obtained after many months of strenuous soliciting. The repairer must make his name a household word, much the same as a butcher or grocer does. The difference being, where the grocer gets a call every day the repairer would only get probably one a month from the same family, thus the necessity for a constant hammering from door to door until you get thoroughly acquainted and the public memorize your name.

The writer will gladly answer any questions or give further information to any reader through the columns of this journal.

“Faithful Smith”

By H. F. Frasse

“I know a man, his name is Smith; that’s his real name, so he’s no myth. Smith is a loyal, faithful man, who works as hard as any can. One day I got a job for him; this man, Smith, whose first name’s Jim. And I said to him: ‘Where’er you work, keep up your steam, don’t ever shirk. If this you do, you’ll find out soon, the boss will see in you a boon; he’ll see he’s really got a clerk, whose product is the best of work.’ So Smith set off; he saw the point, that only pounding welds a joint; he worked from eight right up to noon, and when night came, he thought he’d swoon. And when he’d lunched, he worked along, with beaming face and joyful song. The boss in Ford rode past one night, saw windows bright; electric light. Said he to chauffeur: ‘Stop right here, a yeggman’s working there I fear.’ So he got out to take a look; but first of all he hid in nook, where he could see through window-screen and note who worked, and not be seen. Instead of crook he saw a clerk, making up the payroll work. Inside he walked, passed through the door, and scraped his foot upon the floor. ‘Smith,’ said the boss, ‘why are you here.’ And he replied, ‘Because I fear, if work’s not done there’ll be delay to-morrow in the weekly pay.’ ‘Never mind about the pay; you can’t turn midnight into day. Put on your coat and come outside, then you and I will take a ride. To-morrow, when you come at nine, you then will find that you’re in line for better pay; you can’t work nights as well as day.’ And Jim’s still there. The boss was right, for none can work both day and night. Instead of pay-roll clerk, as then, he now directs the other men.”

How to Profit by Rapid Style Changes

Eastern States Retailers Discuss the Important Question—Can be Used to Dealers' Advantage if Handled Rightly. An Important Paper

By H. B. Scates

I am taking for my text, "The Ramifications of the Style Element as it Exists To-day in Women's Shoes."

The very first point to consider is the inconsistency of three vital facts:

1. Shoe styles have always been dependent to a degree upon the mode of women's outer garments.

2. Women's shoe styles are anticipated fully six months in their first designing, and then orders placed from three to four months prior to the opening of the season.

3. The sharper distinctions of the vogue of women's outer garments are usually defined only from 4 to 8 weeks prior to the opening of the season.

Obviously, if the situation were reversed, if we knew the coming vogue in suits and dresses—the lines of the garments—whether they were to be severe, straight lines—or whether the lines were to be full of soft curves and drapes, and if we could authentically know the general color schemes, our work would be simplified.

For the last few years we have heard a lot about the curse of the multiplicity of shoe styles. To-day, with shoe styles increased ten-fold in number, it has developed into the salvation of the women's trade if handled rightly, but more deadly than dynamite if handled unthinkingly and carelessly.

There are advantages and disadvantages in the present situation, which I will analyze briefly.

1. The present quick and frequent change of style has increased the consumption of shoes at higher prices, and this will continue to increase as time goes on. My personal opinion, based on observation, is that the average woman consumer is to-day buying 4 to 7 pairs of shoes a year, as against the old average of 3 to 5 pairs. And I repeat, I believe this will even go higher in the next 12 months.

2. The influence on price has been marked. Fancy shoes when first brought out, and before they are copied into cheaper grades, command higher prices, and to-day hundreds of women who formerly had a limit of \$4.00 for their shoes, are paying \$6.00 for a style boot because it is the thing they want.

3. This fact of price is most vital, because at one stroke we have wrenched the public away from the one price idea. And the greatest good that can come to us, is to realize that people will pay prices—and never allow them to get back in their old groove of thinking.

4. Because it has been easy to get prices for novelties, profit ideas have developed greatly this past season. And we must not lose sight of the fact that this greater profit must not be considered by us as being something that we have been individually smart in putting over, but we must see the fact clearly that it is a vital necessity, as I shall point out among the disadvantages.

5. Numerous styles have and will further tend to force increased efficiency among our salesforce. The cry from salespeople has always been "few styles and plenty of sizes." Salespeople have now been through a season of rapid style changing and admit that duplicating orders is impossible in most cases, at least dan-

gerous in all cases. This has led to a spirit of "sell something you have got the size in."

6. The public is ten-fold more confused on style than we are, and that is a very good thing for us. There isn't any style to-day—there are many styles. And that is, and has been, my answer, all this season, to visiting buyers who have asked me, "What are you buying," and, "I don't know what to buy." So I say buy anything that looks good to you. Make your salesforce believe it is right and go to it.

Now for the disadvantages!

1. When styles are numerous there is danger in buying in quantities, and a greater danger when we start selling a style freely that we place a duplicate order. This is the mistake that will put many shoe retailers on the rocks during the next few seasons.

2. When style changes are radical and frequent, the "ends" of lines and "dead" stock of broken sizes



Women's "Footholds"—Canadian Consolidated Rubber Company.

are relatively worth half the price that we can get for broken-sized lines of staples.

3. It is dangerous to buy long ranges of sizes and widths in many extreme styles. This is another rock on which many a prosperous business can go to pieces.

Without going further into the disadvantages, I will briefly sum up the method by which I believe we can profit by the present situation.

Don't be over anxious and buy too early. Look at many lines before deciding as to the general trend of your styles.

Don't buy too many sizes, or pairs, on too many novelty lines. I am speaking now of "end" sizes.

Discriminate most carefully between staples, semi-staples, near novelties and extreme novelties, and grade your size buying accordingly.

We must all learn to merchandise our purchases far differently than formerly. We must grade our profits based on actual conclusions of certainty of clearing out a line, the uncertainty of clearing out, the possi-

bility of mark-down losses and the probability of mark-downs.

One of my most important conclusions is that there is a question of fundamental honesty involved in merchandising shoes to-day that never existed before. I mean by that, we should not add an increased profit burden to the consumer who comes to us for an out and out staple. We should sell staple merchandise at a net profit of 5 per cent. over the cost of doing business. As the styles grade from staples to near staples, then to semi-novelties, and finally to out and out novelties, our profits should increase in range. I believe it is dishonest toward the consumer of staples to tax them with part of the risk of losses involved in closing out novelties at half-price and less.

The question of profit is one of arithmetic purely. What too few shoe dealers have realized is the simplicity of this arithmetic and what it should teach us. For example, suppose we buy 60 pairs of shoes costing \$3.00 a pair. We retail them for \$5.00 a pair. We sell 36 pairs quite easily—then we have just got our money back when we have paid the manufacturer for the shoes. The sizes are now broken, selling is hard,



Young people—Beulah Button Gaiter—Canadian Consolidated Rubber Company.

and our possibility of paying expenses and making a few dollars is tied up in 24 pairs of broken sizes.

Now let us suppose the shoe is a novelty and we retail it for \$6.00, instead of \$5.00. We only have to sell 30 pairs to get our money back, and our chances of net profit are increased proportionately.

Another very important work which we have ahead of us is to break down the American woman's idea that she must match her dress, or gown, in the color of her shoe tops, or of her slippers. This is the mania that exists in America to-day. The French are past masters in the art of blend and contrast, and that is what we must, every one of us, force our salespeople to drill into our customers, to buy a shoe to blend or contrast, and that matching is a sin against harmony in dress. I can't do it alone and you can't do it alone, but all of us together can break up this idea in one season.

My next suggestion is to buy often, buy sparingly and keep open to buy. It would be folly to-day to buy anything like our season's purchases at one time. I advocate feeding the styles slowly into stock and force the salesforce to dig into ends of lines. Encourage the salesforce by giving them part of our extra profits on novelties by placing a liberal premium on ends of lines.

Very briefly, I will tell you my ideas on style for the coming season, but I do not expect any man here to agree with me, so complex is the situation.

I do not believe the sailor tie colonial to be worth 50c. on the dollar. I believe that fancy Oxfords were so quickly imitated in cheap lines that they will be only good in grades retailing at \$3.00 to \$4.00. Patent leather semi-colonials, with soft lines in the throat, vamp, foxing, and with putty and gray quarter insertions, will be the best selling style at the start of the season, with the same effects in gun metal a close second. Later, gun metal semi-colonials, with only color touches around the tongue and throat, will be the big shoe of the season. Sand, putty and gray kids will sell in high grades, but not in big quantities. Black, with touches of white, will sell in April and May. White, with touches of black, will have a lively sale in May and June. It is to be the biggest white season in years.

There is only one great danger in sight. There will be an effort made to put tan low effects on the market in March and April. I believe that everybody will buy some, and that we will all sell half of what we buy, but with the present style of dress tan calf is a dangerous leather to go into.

Last, but not least, it is a good year to decrease our stock of shoes; keep them low, and above all, buy lightly all through the season and literally close out clean all low shoes. I don't believe shoe retailers should hold the bag for manufacturers this year, and I don't believe now that this year's styles will be worth any more next year than last year's colonials are worth right now.

My last word is this: At a time like the present, don't be afraid to lose a sale because you haven't just the size in just the color or combination that SHE wants. Remember that some other good fellow will get the sale, and you will get one of his sooner or later.

Let us make it a clean up year.

No More Wet Feet

Robt. Ralston & Company, of Hamilton, Ont., recently received from the Dominion Government Department of Militia and Defence, a large order for waterproof dubbin, for the use of the soldiers at the front. The Government gave them a limited time in which to complete the order, but the Ralston firm are so well equipped that they had no trouble in completing delivery several days before the specified time

How to Reach the Boys

The following notice has been sent out by the Canadian Post Office Department, regarding mail matter addressed to troops at the front. Careful attention to the prescribed form will greatly facilitate the handling of such matter.

Addressing of Mail

In order to facilitate the handling of mail at the front and to insure prompt delivery it is requested that all mail be addressed as follows:—

- (a) Rank
- (b) Name
- (c) Regimental Number
- (d) Company, Squadron, Battery or other unit.
- (e) Battalion
- (f) Brigade
- (g) First (or Second) Canadian Contingent
- (h) British Expeditionary Force

Army Post Office,
LONDON, ENGLAND.

John Ritchie Co.'s Montreal Office

The John Ritchie Company, Limited, Quebec, have opened a permanent office at 401 Old Birks Building, Montreal. Mr. F. C. Smith, who is in charge, is known to the trade throughout the Dominion, and has a knowledge gained in both the retail and wholesale sides of the business. His territory is the city of Montreal, and from Port Arthur to the Coast. The opening of the



Mr. F. C. Smith.

office will be of convenience to the trade, being centrally situated, for up and down town retailers. The company, which manufacture men's, women's, and boys' wels, have a very large range of goods, the fall samples including ten new lasts. The women's samples are especially fine, and comprise a wider range than ever before shown by the company.

Refused Second Order

The Canadian Shoe Manufacturers' Export Association, Montreal, have now despatched the entire order of 25,000 pairs of shoes executed for the French Government, the last consignment being sent on February 28. Large displays of these boots, manufactured by Ames-Holden-McCreedy, Limited, were made by Geo. Gales and Company in their stores at St. Catherine Street West and St. Catherine Street East, and by Gales and Company, Ottawa. Besides the completed shoes, the displays included specimens of the leather used, before and after waterproofing, and also the shoes in the various stages of manufacture. Mr. Oscar Dufresne, one of the representatives of the Canadian Shoe Manufacturers' Export Association, is expected to arrive in Montreal from France on the 15th inst.; Mr. A. Angus, the other representative, will remain in London for some time. The association were offered another large order for the French Army, but this was declined.

A Good "Silent Salesman"

A unique and inexpensive method of advertising was hit upon recently by a progressive boot and shoe establishment, which has proved very successful and effective. This firm has solved the publicity problem by the complimentary distribution of individual shoe polishers among its customers. These polishers are

made of flannel (about 4 by 17 inches), and to them are attached a woven silk label, on which the name and trade-mark of the firm are artistically displayed in 4 or 5 brilliant colors. This scheme is claimed to be a most efficient "silent salesman," as in the homes to which the polishers are sent, they are retained and used constantly, and thus become a fixed and prominent advertisement.

Cheerful Feeling in Montreal Factories

A decidedly more cheerful feeling prevails among the shoe manufacturers of Montreal and Maisonneuve. Business is reported picking up, and orders are coming in more freely—some of them being very substantial—although there is still a tendency among many retailers to buy from hand to mouth. The recent orders from the French Government helped to keep the factories running, but it is admitted that, from the profit point of view, there was little in the business. The United Shoe Machinery Company of Canada report that last month's trade was one of the best for some time—and the activities of this company are a good criterion of the general condition of the shoe industry. The new tariff affects all the materials which go to the making of a shoe, and in consequence prices will likely be advanced, probably about five or six per cent. Those manufacturers who have large stocks of material may not put up their quotations until a little later, but it is the universal opinion that the consumer will have to pay more for his shoes.

"At Your Service"

It may not be known to some of the readers of *Footwear in Canada* that we have an information department, which all our readers are free to make use of. We do not claim to be infallible in answering your enquiries, but we are always glad to have them, to discuss any topic with you and to give you the benefit of whatever information we may have or can secure.

We solicit a letter from you whenever you strike a snag, and shall always hold ourselves in readiness to help you clear away the mists.

How to Take Care of Rubbers

If a reasonable amount of care is taken with rubber boots and shoes, they will give much longer and better service.

Do not leave them out in the cold at night, as extreme cold makes them brittle and easily broken.

Oil, grease and milk will soften rubbers and make them porous.

Rubbers should not be left exposed to the sun. Artificial heat will also take the life and strength from rubber footwear.

After wearing rubber boots, they should be placed upright, with the tops open, in a cool, dry place, so that they will dry out. The linings will mildew and rot if allowed to remain damp on the inside. The dampness comes from perspiration of the foot.

Arctics should not be worn over felts or socks.

When selling rubbers, tell these facts to your customers, as very few know them.

Salary or Commission?

Is it to the shoe manufacturers' interest to pay a salary to a traveller or to pay a commission on the business obtained? In discussing this matter with an experienced traveller who has sold shoes on salary and on commission, he declared for the salary proposition, and based his opinion on the ground that it was, in the last analysis, more satisfactory to both manufacturer and traveller. He remarked that the former, in marketing his goods, spent large sums in order to make his productions of satisfactory quality and also to meet keen competition. The manufacturer, having also spent considerable sums on samples, relied upon the traveller—generally engaged on a commission basis—to sell the product in such quantities as will enable a profit to be made. The traveller calls on such firms as in his judgment will give the desired results. In the case of a commission man, he is tempted to sell to weak and undesirable accounts, instead of devoting his energies to firms which are financially strong. In this way he is taking risks for his principals. These weak accounts will probably at first promptly meet their bills, buying in small quantities until they have established a good line of credit; then they will purchase heavily from several manufacturers—and afterwards comes the crash.

Take the other side. A man on a salary, by the nature of the arrangement, gives the firm's interests his first consideration. Instead of selling to a number of weak concerns, with a view to obtaining the commission, he will report the reasons why he has passed such business—for his firm's safeguard and against his own interest, if the mere bulk of orders is to be considered. While the amount of his orders may be smaller, the risk of bad debts is considerably lessened; at the same time there is almost a certainty of increased trade during following seasons. A traveller's judgment of the appearance of a retailer's store, of his future and chances of success, the possibilities of competition in the locality, etc., enables him to give a fairly accurate opinion as to the retailer's standing. This, together with the reports of the mercantile agencies, give data for the guidance of the manufacturer. A salaried proposition is more likely to produce harmonious relations between manufacturer and traveller than a commission one, for the reason that the former can more absolutely rely on the traveller avoiding as far as possible selling to shaky concerns.

200 Shoe Merchants Meet

On Wednesday, February 17th, through the activities of the Massachusetts Retail Shoe Merchants' Association, the first New England Convention of retail boot and shoe dealers ever held met in Boston. Two hundred shoe merchants were assembled from the states of Maine, New Hampshire, Vermont, Massachusetts, Rhode Island and Connecticut. In the session, which lasted only three hours, some fourteen short and interesting papers were read, and a number of important matters in connection with retail boot and shoe merchandising were discussed. The following resolution was passed:

Resolved, In view of the chaotic style conditions in women's shoes, whereby women no longer buy shoes solely because of quality, but will consider the shoe in its relation to the garments they will wear, and because shoe manufacturers admit that shoe styles are governed by women's fashions, and that shoe merchants are forced to anticipate fashion by making pur-

chases four months before garment styles which govern shoe styles are made authentic, and,

Whereas, we believe it would be a splendid thing if manufacturers were to revise their selling season schedule by pushing backward the opening dates to July 5, and January 2, and thereby enable the retail shoe dealer to rid his shelves of retail stocks that are entirely too large and thus permit him to remedy this condition and put the business on a sane and safe basis.

Therefore, be it resolved that this convention of shoe dealers believe that it is to the best interests of both manufacturers and retailers, and that these interests will be best conserved by later buying, in smaller quantities, and in more frequent orders.

Life-Buoy Rubber Display

The display illustrated herewith was recently shown in the store of Mr. S. G. Vance, Tillsonburg, and was arranged through Mr. S. G. Amero, the London branch manager of The Kaufman Rubber Company, Limited, makers of "Life-Buoy" rubber footwear. The display attracted considerable attention for the time that it was in the window. The public are usually very much interested in any goods under process of manufacture, particularly such staple lines as rubbers, which practically every one wears over the winter months. The exhibit consisted of different kinds of



Rubber display in store of S. G. Vance, Tillsonburg, Ont

crude rubber, washed and dried rubber, and also sectional views of the rubbers themselves in the process of making, showing the special construction and care that is given to this line. This company have several such exhibits, which are constantly passing from one to another of their numerous customers, and which have proved of considerable advantage in bringing this brand of rubbers to the attention of the consumer.

The selling season of the rubber companies commenced on March 1st, and the travellers of most of the companies are now on the road. The new duties will add to the cost of manufacture about 4 or 5 per cent., many of the raw materials which go in the manufacture being imported. Notwithstanding this increased cost, the rubber companies have not advanced their prices, although in some instances small adjustments have been made; in other words, the companies are bearing the higher cost themselves.

Export from Mother Land Still Goes On.

We reproduce below a table from the Monthly Board of Trade Returns, which contains the particulars of the exports of boots and shoes during the month of January, 1915, from the United Kingdom to other countries. This report is very interesting, as it is conclusive evidence of the fact that the British boot and shoe manufacturers are in a position to extend the scope of their activity beyond merely covering the home demand, and that their trade has been continuing in the same channels as before the war, in spite of the present troubled times. A glance at the various countries to which the shipments were consigned will at once show the extensive area covered, and the very fact that this flourishing export trade is continuing, is a tribute to the effectiveness of the British Fleet.

Country of destination.	Doz. pairs.	Value	Country of destination.	Doz. pairs.	Value
Germany	...	£	Liberia	33	75
Netherlands	...	5,795	China (exclusive of Hong Kong, Macao and Wei-hai-Wei)	97	212
Belgium	...	136,705	U. S. of America	898	1,391
France	...	3,571	Colombia	58	268
Italy	...	4,509	Peru	91	160
Argentine Republic	...	2,684	Chile	572	1,402
Egypt (including Anglo-Egyptian Sudan)	...	231	Brazil	67	115
Norway	146	231	Uruguay	263	524
Denmark (including Faroe Islands)	817	1,509	Bolivia	13	82
Iceland and Greenland	29	48	Channel Islands	759	1,749
Danish West India Islands	23	15	Gibraltar	93	335
Java	56	188	Malta and Gozo	394	973
Dutch Possessions in Indian Seas	6	23	Cyprus	6	25
Dutch Guiana	10	18	Gambia	13	41
Algeria	4	30	Sierra Leone	161	656
French West Africa	10	43	Gold Coast	301	718
Madagascar	6	56	Nigeria	187	518
French Indo-China	12	66	St. Helena	8	18
Switzerland	72	445	Zanzibar and Pemba	10	19
Portugal	18	48	British E. Africa Protectorate	170	639
Portuguese E. Africa	52	207	Uganda Protectorate	3	14
Canary Islands	29	96	Mauritius	34	135
Spanish Ports in North Africa	18	10	Aden	56	168
Spanish West Africa including Fernando Po	9	37	Hong Kong	97	267
Greece	1,419	8,235	Territory of Papua	3	32
Tripoli	61	133	Fiji Islands	19	68
Tunis	9	58	Canada—		
Morocco	16	90	On the Atlantic	5,871	8,573
Congo Free State	14	75	On the Pacific	47	193
			Newfoundland and Coast of Labrador	13	73
			Bermudas	50	108
			British Honduras	16	50
			Falkland Islands	22	70

Mr. George Dunning, Superintendent

Mr. Geo. Dunning has been appointed superintendent of the Aylmer Shoe Company's, Limited, factory at Aylmer, Ont. Mr. F. L. Wagner, the Secretary-Treasurer and Manager of this company's factory, with his usual foresight and business acumen, decided, when looking for a man to take charge of the cutting room, to get hold of one who would be capable of rising under his supervision. It speaks well indeed for his discrimination in choosing such a man as the genial Geo. Dunning, for in a very short space of time the cutting room saw him rise to the position of factory superintendent. His previous experience was such as to fit him for his present position from every point of view. Having graduated in all departments of such firms as J. J. Laterman & Company, New York, N.Y., and P. J. Harney, Lynn, Mass., he is a welcome addition to the ranks of Canadian shoemakers. Of a particularly genial disposition, he is more than well thought of by his fellow craftsmen. His motto is "Business First."

Mr. McGibbon Retires from Rubber Co.

Mr. D. Lorne McGibbon has decided to retire from the presidency of the Canadian Consolidated Rubber Company and associated felt companies, with a view to giving more attention to Ames-Holden-McCready, Limited, and one or two other concerns with which

he is identified. The Canadian Consolidated Rubber Company are making a further issue of capital, in order to make certain trade developments. One of these is the full operation of a reclaiming plant. Before the war the greater part of the scrap rubber was sent to the United States, reclaimed, and re-shipped to this country. The embargo now placed on the exportation of rubber will involve the reclaiming of the scrap by Canadian plants. Mr. R. L. Summerhayes, one of the officials of the company, is now in England on a commercial mission. He has samples of the company's various productions, and is hopeful of securing considerable business from the allied governments. It is probable that the company will open a branch office in England, in order to facilitate any export business.

A Handsome Blachford Circular

The Blachford Shoe Manufacturing Company, Limited, Toronto are sending out a very handsome circular showing the lines which this enterprising firm is giving prompt service in. They have been running to their fullest capacity turning out the new lines of this season such as the sand, fawn, putty, nigger brown, and grey cloth tops in both the lace bals and the button boots. The military lace bal, which has sprung to the front so quickly, they have already shipped large quantities of, and they inform us that for fall it looks at the present time as though they will have even a greater demand.

Brotherhood

I seen a feller in town one day,
 An' he was a furriner, bent an' gray.
 An' I sez, sez I to myself, sez I,
 I wonders just how I would feel if I
 Was the other feller a journeyin' by.
 Fer I knew that he hadn't a thing to say
 Regardin' his place of nativity,
 Or on this or the other side of the sea,
 Or a comin' into the world at all.
 An' I felt like givin' the feller a call,
 An' a sayin' to him that if I could be he
 It might be perhaps an improvement on me.

I seen a feller a workin' his trade,
 An' his face was as black as the ace o' spade.
 An' sez I, sez I to myself, sez I,
 He is in the world an' a journeyin' by,
 An' he speaks of himself jest as I does, sez I,
 An' I knew that his color was made as 'twas made,
 An' he hadn't no choice as to color of skin,
 Or of birth place or race or the hue of his kin,
 Or a comin' into the world at all.
 An' I felt like givin' the feller a call,
 An' a sayin' "Hello!" an' a cheer word or two,
 To help him along on the journey through.

I seen a feller of darkish tan,
 An', he was a regular Mussulman man,
 An' I sez, sez I to myself, sez I,
 If I was that feller an' he was I,
 I'd be carryin' his religion by,
 Fer I knew that a feller learns jest as he can,
 An' he hadn't no choice of persuasion to be
 Iustilled into him at his mother's knee,
 Or a comin' into the world at all,
 An' I felt like givin' the feller a call,
 An' sayin' to him, I likes this song—
 "We are brothers all, as we journey along."

—H. S. Goff, in Shoemakers' Journal.

Styles for the Coming Season

New York shoe dealers report that various styles of pumps and colonials, with small tongues, will be very popular in women's footwear during the coming season, and that lace Oxfords and boots will not be in strong demand. It is stated that, while there will be some lace boots sold in the spring, buttons will continue to be considered more stylish and dressy. One retailer speaks of stocking lace boots, but only in small quantities, ordering a certain style and not duplicating when it is sold out, as he feels that next fall button boots will be as strong as ever with wearers of high-class footwear. In both low and high shoes, cloth toppings and quarters will be in small demand, the call being rather for combination effects in colored kid and buck. In men's footwear dark mahogany and dull leathers are strong with the better class trade, colored tops being popular only in medium-priced shoes. It is thought by some buyers, however, that more conservative patterns with colored tops will be in demand.

The "last word" in shoe styles for spring seems to be an imitation lace Oxford-pump that slips on the foot quite as easily as any ordinary pump. This Oxford-pump is made with a circular vamp and is slipper foxed. The quarter overlaps the vamp and runs into the instep, but not too far to prevent the shoe being easily put on with the assistance of a shoe horn. The left and right halves of the quarter meet at the throat, just as an Oxford pattern does, where they are firmly fastened by patent lacing. The shoe really is a high throat pump.

Following the recent demand for light tan colors in sand and putty tints for dress materials, it is probable that covert cloths and fabrics in neutral colors will be used extensively in shoes for spring. It is apparent, however, that makers of the finer grades seek a change from the use of cloth material which became so quickly popular and which lent itself so readily to the medium-priced shoe in matters of price and market. It is evident, therefore, that finished kids in colors, and suedes in grays, sand and brown shades, will take the place of fabrics for tops, although this change will not be immediately general, because of the difficulty in obtaining certain suitable leathers in quantities.

The tendency in women's low shoes is toward the simple trim effects, with as nearly straight lines as possible. The seller will be the short-tongue colonial, with a small ornament. While both turn and welt

soles will be called for, the welt will probably be the volume seller. Next in the low effect demand will be the small tongue pump, particularly in the better grades. The higher-priced grade will also favor the strictly neutral strap effect. In the lower grades the regular strap effects in new designs of bars, cross-overs, and so forth, will be popular sellers.

The plain opera pump, in both shiny and dull leathers, will have the call for all strictly dress occasions.

The high military boot will be among the prevailing styles for spring. It will be trimmed with buttons and braid to harmonize with military costumes which will be worn by the women.

Overgaiters are now shown that look like the top of the new lace boot. The gaiters are made with stays and are fitted with regular laces, but are buttoned on the side like the regular gaiter.

How to Fit Rubbers

Rubbers must be well fitted if they are to give good service.

If fitted too short or too long, or when worn over a run-down heel, they cannot give satisfactory wear.

High-heel rubbers on low-heel shoes (or vice versa) will break out at the heels.

Care should be taken to select the right style of toe and heel, as well as the proper width.

Footholds will be found the safest rubber to fit over high-heel leather shoes where the dealer has no high-heel rubbers in stock of the proper last or width.

In fitting rubber boots, care should be taken to see they are not too large. If they are, they may wrinkle badly and will not give as satisfactory service as when well fitted.

See that your clerks thoroughly understand how to fit rubbers properly.

Move to 286 Yonge St.

Messrs. H. & C. Blachford, Limited, dealers in boots and shoes, 114 Yonge Street, Toronto, will remove to a more spacious store at 286 Yonge Street (opposite Wilton Avenue) about March 15th. The new store will be one of the largest and most modern in Canada. The interior will be 30 ft. wide and 150 ft. long, and will be equipped with every desirable convenience. A very attractive store front is to be installed by the Kawneer Manufacturing Company, Guelph, Ont.



Suggestions for Easter price tickets. Many salesmen could make these themselves. Courtesy the Shoe Retailer.

Sales Efficiency or Getting Results

The Real Salesman Sells a Customer What he Needs and Not What he Wants—
Paper Before the Pennsylvania Shoe Convention

By J. C. Mensch

Efficiency experts tell us that 95 per cent. of the retail merchants fail. That success or failure rests practically with those who meet and deal with the buying public—the salesman. They tell us that sales are built by the growth of public confidence in our merchandise and service. Therefore the present day's greatest problem to solve for the retail merchant is—

How can public confidence be increased, or how can we increase volume?

My answer is,—by Salesforce Efficiency.

What is Salesforce Efficiency?

Efficiency is the power of producing efforts, or the knack of getting results. Since I am addressing merchants, my first thought would naturally be—What are the best methods for a merchant to procure Efficient Salespeople?

The merchant must have certain principles firmly established in his own mind. That he must employ men who possess a certain degree of gray matter—and don't forget, you can't employ brains for \$10 or \$12 per week any more than you can buy an automobile for the price of a wheelbarrow. You would not expect the wheelbarrow to do the work of an automobile, would you, nor should you expect to get the same efficiency from a \$10 per week man that you get from the \$20 per week man.

The merchant should be able to read or be a judge of human nature, but not absolutely essential. You should, however, have a system that will tell you monthly, the actual cost of each individual salesman. This result, with a careful observation of the salesman—his dress should be neat, not gaudy—his approach and parting with customers must be affable, pleasant and above all, impressive.

Do not attempt to drive your men—the day of slavery is past. You can drive cattle but not human beings. You will get better results by using persuasive co-operative methods. Bear in mind the salesman is your direct representative. Personal business talks, frequently, with each individual salesman, as well as bi-monthly or monthly meetings of the salesforce to discuss business and the art of salesmanship, will add materially to the efficiency of the force.

Your store surroundings must be pleasant and agreeable to both trade and employees.

Is Your Advertising Honest

Be sure your advertising is honest, that you do not have to compel your salespeople to lie to your customers. Could you conscientiously expect your employees to be honest with you if you compel them to misrepresent your merchandise or knowingly misfit your customers?

Keep a goodly supply of seasonable and stylish merchandise on hand.

See that your merchandise is dependable, or at least of market value.

Remember that the very foundation of a successful business depends on these three principles—Dependable Merchandise, Service, and Truth.

These three principles properly applied, must add to Public Confidence.

Being satisfied that the thoughts advanced are essential, then get busy to educate your salespeople. Impress your salesmen that every employee must be a gentleman, and of course a gentleman is always gentle.

Let your salespeople know that you are keeping close tab on all of them and that your success and their success can really be traced down to one small word—work. And, of course, they must love their work. If they do, then efficiency must follow, because work is the concrete foundation for efficiency.

Neither you nor your salespeople can be successful without harmony; discharge the man with a constant "grouch on" because he drives away trade and disorganizes your salesforce.

Always Have Suggestion Ready

Insist that your salespeople, after a sale is made, make one other suggestion to every customer. The article to suggest depends entirely on the conversation that takes place when making the original sale. If a customer requests a pair of shoes with heavy single soles because he never has his shoes half-soled, you do not want to suggest having the old ones repaired. But if he tells you he always has his shoes repaired, be sure you examine the old shoes and if repairs are needed, suggest repairs. You do not want to suggest polish to the customer who tells you he spends from 25 to 50 cents per week to keep his shoes polished. Be on the alert while selling the article the customer calls for, and discover the item to suggest that he does need.

Bear this in mind—that 80 per cent. of your customers, while you are waiting on them will drop some remark that will give you the proper cue as to what to suggest. This, put into practice, will mean many an extra sale of slippers, accessories, etc., and many an extra dollar in the money drawer. Remember, but **one** appropriate suggestion to a customer, because this practice can easily be abused to the detriment of your business.

Teach your salesman this fact,—if a customer comes into your store, and points out a certain tan shoe on display in the window of which you have plenty of sizes and widths, and he fits the customer to a pair of them, without selling him anything else, that is not salesmanship. It is simply the work of an order-taker.

But if the customer's particular size and width is sold and the salesman sells this customer a black shoe, possibly of a different last, that is salesmanship.

Teach your salesmen that if they can please the unreasonable man and chronic kicker, the others will be satisfactorily cared for. The greatest asset a salesman can possibly have is—Pleasing his Customers. The customer in overalls must receive the same polite attention as the man in the silk hat and frock coat. The looker must be accorded the same attention as the buyer—a looker to-day is a buyer to-morrow. The salesman must learn to love his work and cultivate a happy disposition. Insist where a salesman is not making the proper progress with a sale, that the customer be promptly turned over to the proper man.

The Dean of shoe retailers, Pres. Andrew McGowin, says: **The real salesman will sell a customer what he needs and not what he wants.**

General News and Personals

Happenings in the Shoe and Leather Trade

The Moyer Shoe Company, 385-7 Portage Avenue, Winnipeg, Man., recently suffered loss by fire and water.

The entire stock of the two Brockton Shoe Stores, 119 and 264 Yonge Street, Toronto, was purchased by Messrs. Bachrack Bros., shoe dealers, 234 Yonge Street. The stock is being cleared out in the lower shop, the upper store having been closed.

A fire broke out recently in the store of A. E. Cudmore Company, Queen's Hotel block, Barrie, doing \$50,000 worth of damage in the hotel and the store, the stock of which was practically all destroyed.

The shoemaking establishment of Mr. J. J. Houston, Amherst, N.S., suffered loss by fire recently.

The boot and shoe store of Messrs. Russell Bros., Fort William, Ont., suffered loss by fire recently.

Mr. J. H. Begin has registered in Quebec, P.Q., and will carry on a wholesale boot and shoe business.

Mr. Louis Bilodeau, dealer in boots and shoes, has registered in Quebec, P.Q.

Gauthier & Company, Quebec, P.Q., has taken charge of the office department of the Rock Shoe Manufacturing Company, Limited, Quebec.

A new shoe store has been opened in Winnipeg, Man. by Mr. F. Steinberg.

A boot and shoe store has been opened by Mr. H. T. Irwin in Truro, N.S.

The stock of Mr. C. H. Wilson, shoe dealer, St. Johns, Que., was sold recently.

The boot and shoe store of Mr. W. E. Sinclair, New Westminster, B.C., recently suffered loss by water.

The shoe and harness store of Mr. R. W. Bradley, Ogema, Sask., suffered fire loss recently.

The Vermilyea Manufacturing Company have located in Calgary, Alta., in the business of foot specialties.

The Singer Shoe Company, of Charlottetown, P.E.I., have dissolved partnership; the business will be carried on under the same name by Mr. Herman Fielding.

Messrs. J. A. McCaughan & Company, Montreal, have had a new U. S. M. buttonhole machine installed in their plant.

The partnership of the Varsity Boot Shop, Moose Jaw, has been dissolved, Mr. W. H. Mackdy having sold his interest to Mr. W. G. Marshall; the business will be carried on under the same name by Mr. Marshall.

We are pleased to report that Mr. J. A. McLaren, of the firm of McLaren & Dallas, Toronto, who has been ill for some time, is feeling much better and will soon be able to be at business.

The harness and shoe business of Mr. Frank O'Neil, Moose Jaw, Sask., has been discontinued.

The business formerly conducted by Messrs. F. X. Lasalle & Fils, Montreal, Que., will now be carried on under the name of L. X. Lasalle & Fils, Limited.

Mr. H. Huimeran has purchased the shoemaking business of Mr. Arthur Niemi, Fort William, Ont.

The assets of the boot and shoe store of Mr. I. Talbot, Montreal, have been sold.

The Iver Smith Sales Company have taken over the stock and fixtures of the McKean Shoe Store, 607 Hastings Street West, Vancouver, B.C. The stock is being sold by a special clearing sale.

An attractive new boot and shoe store has been opened on St. George Street, Annapolis, N.S., by Mr. E. A. Wentzell.

Messrs. Bouthillier & Tetreau, jobbers, Montreal, Que., have been appointed sole agents in Montreal of the Rock Shoe Manufacturing Company, Quebec, P.Q.

Mr. W. G. Parsons, of Parsons & Son, leather dealers, Toronto, is on a business trip to England and France.

Mr. Joseph Murphy is on an extended business trip in the Prairie Provinces, representing John Lennox & Company, wholesale shoe dealers, Hamilton.

Mr. Leonard, formerly with Geo. G. Gales & Company, Montreal, has accepted a position with the Craft Fashions Shoe Store, of that city.

A. J. Taub, well known in Winnipeg retail shoe circles as manager of the Boston and Harvard shoe stores, announces the recent organization of a company under the name of The Quebec Shoe Store, Limited. The company will



Keep your store cool during the coming dog days—your customers will come oftener, stay longer and make more purchases if you make them comfortable.

The shoe store of J. W. Orr, Vancouver, B.C., was entered recently and robbed of about fifty pairs of shoes.

Mr. John A. Vallary, of Toronto, a well-known shoe traveller, has accepted a position with R. B. Griffith & Company, wholesale boot and shoe dealers, Hamilton, and is covering northern and western Ontario representing that firm.

Messrs. Gagnon, Lachapelle & Lecours, shoe manufacturers, Montreal, have installed a new United Shoe Machinery buttonhole machine and have made several other changes in the equipment of their plant.

The Drummond Shoe Company, of Drummondville, Que., have opened sample rooms at 32 Church Street, Toronto; Mr. Geo. A. Fortin, manager of the Drummond Shoe Company, was in Toronto recently.

The John Abell foundry building, Woodbridge, Ont., has been leased by the Woodbridge Tanning Company, who are converting it into a leather factory for tanning sheepskins.

Mr. J. E. Plamondon, formerly accountant of Louis

carry on business at 639 Main Street, succeeding the Quebec Shoe Store. A. J. Taub is the president and manager, and E. Taub secretary-treasurer of the new corporation.

The following officers have been elected by the Moncton Footwear Company, which recently obtained a charter in Moncton, N.B.: Mr. W. H. Anderson, president; Mr. W. G. Jones, vice-president, and Mr. Fred. G. Snyder, secretary.

Mr. L. W. Johnson, shoe dealer, Galt, Ont., is removing to a new store on Main Street, and his former premises will be occupied by Mr. Ed. Koepfel, who is starting in the boot and shoe business in Galt.

Major J. D. McCrimmon, boot and shoe dealer, of Stratford, Ont., is to go to the front with the third contingent as junior major of the 33rd Battalion.

The J. H. Hamilton Shoe Company have completed the installation of machinery in their new factory in Sherbrooke, Que., and have already begun to manufacture.

A new boot and shoe store has been opened at 105 Queen Street west, Toronto, by Mr. M. Millar.

The stock of Mr. A. L. Perrault, boot and shoe dealer, Joliette, P.Q., has been sold.

Mr. J. W. Raeburn has purchased the boot and shoe business of Mr. Fred. Pegelo, of Cargill, Ont.

Mr. Samuel Kline, shoemaker, St. James, Man., sustained fire loss recently.

Messrs. T. Bergeron & Company, Montreal, have had some new machinery installed in their plant.

The Sample Shoe Store, at present located at 310 Yonge Street, Toronto, will remove to 256½ Yonge Street in the near future.

Mr. W. Davis, of Toronto, Ont., has been representing the firm of Jackson & Savage on an extended business trip in the Western Provinces.

Duplessis & Bonin, dealers in boots and shoes, Joliette, Que., have dissolved partnership; the business will be continued by Mr. Z. Bonin.

The Singer Fit Rite Shoe Company have registered in Montreal, Que.; Max Singer and Wm. Luxemburg, proprietors.

The Singer Shoe Company have registered in Montreal, Que.; Herman Singer, proprietor.

The assets of the North End Shoe Store, Montreal, Que., have been sold.

The stock of the shoe store of Mr. J. O. Poirier, Montreal, has been sold.

A new boot and shoe store has been opened on Walker Street, Truro, N.S., by Mr. H. T. Irving.

A new shoe repairing establishment, Parisian Boot and Shoe Repairing, registered recently in Montreal.

It is roughly calculated that sixty million pairs of boots will be necessary to cover the requirements of the soldiers of the various nations for the next twelve months.

The opinion has been expressed by Mr. Thomas Ryan, president of the Ryan Shoe Company, Winnipeg, that the importation of American-made boots and shoes will be almost prohibitive under the tariff, and that this will react in favor of the Canadian shoe manufacturer.

On Saturday, February 20th, the fourth of the J. H. Porter shoe stores was opened in the Ryrie Building, on the corner of Yonge and Shuter Streets, Toronto. This is the head office. The interior of the new store, which is 30 feet wide and 150 feet long, is attractively equipped with mahogany fittings and splendidly illuminated with both daylight and artificial lighting, the latter consisting of 500-watt tungsten lamps.

The Calgary Tanning & Manufacturing Company, Limited, of Calgary, Alta., has been incorporated; capital stock, \$25,000.

Messrs. Harris Bros., proprietors of the Upstairs Shoe Shop, 152 Peel Street, Montreal, have opened a branch store at 221 St. James Street.

The United Shoe Machinery Company have installed a Goodyear shoe repair equipment in the Victoria Shoe Hospital of Peter Goldman, 362 Victoria Avenue, Westmount, P.Q.

A new Goodyear shoe repair outfit has been installed in the Metropolitan Shoe Repair Company, 768 Dundas Street, London, Ont.

Messrs. Auger & Company, Sherbrooke, Que., will begin the manufacture of shoes in Coaticook, Que.

The Brockton Shoe Store, 440 St. Catherine Street W., Montreal, recently damaged by fire, has been overhauled and re-opened, and a fire sale was held to dispose of the damaged stock.

Mr. Joseph Daoust, of Daoust, Lalonde & Company, Limited, has been elected a member of the Council of the Chambre de Commerce, Montreal.

On February 11, at Montreal, Messrs. Marcotte Brothers sold by auction the bankrupt stock of Messrs. Percival & Graveline, shoe manufacturers. The entire stock of boots and shoes, leather and findings and machinery was valued at \$10,333. Mr. J. G. Watson purchased the boots and shoes at 85¢ on the dollar; Mr. J. Muir, Jr., the leather and findings at 60¼¢ on the dollar, and the machinery and plant and shoes in process of manufacture at 26¼¢ on the dollar.

The United Shoe Machinery Company of Canada, which have hitherto operated under an American charter, have applied for a Federal charter, and on the application of Mr. F. W. Knowlton, the manager, the Maisonneuve Council have decided to grant to the company the same exemptions as now exist under the original charter.

The following were recent visitors to Montreal: Messrs. Bond, representing the Simpson Company, Toronto; McMurdie, of Jas. Ramsey, Limited, Edmonton; Webb, of the Imperial Stores, Limited, Edmonton; and R. B. Griffith, of R. B. Griffith & Company, Hamilton.

Mr. Nap. Tetrault, of the Tetrault Shoe Manufacturing Company, Montreal, is on a visit to Paris with a view to securing shoe orders for the French Army.

Mr. Murtagh, formerly of the firm of Murtagh & Kelly, Cobalt, has gone into business in a new store in Timmins, Ont., which will be known as Murtagh & McCormick, dealers in gents' furnishings and boots and shoes.

Mr. A. L. Johnson, western manager, Winnipeg, of Ames-Holden-McCready, Limited, has been appointed general sales manager, and will take up his residence in Mont-

We try to make our General News and Personals as accurate and complete as possible.

Many of our readers send us in items from time to time. We all appreciate them.

Haven't you any little bits of personal or other news that would look well in print?

Send it along.

real. For the present, no one will succeed Mr. Johnson at Winnipeg. Mr. W. S. Louson, the former general sales manager in Montreal, is now assistant general manager, Montreal.

Ames-Holden-McCready, Limited, Montreal, have taken action for \$250,000 against Mr. Clarence J. McCuaig, Montreal, for alleged libel in connection with the order for shoes executed for the first contingent. The plaintiffs assert that they have suffered damage owing to statements said to have been made by the defendant. The latter has asked that the plaintiffs give particulars of these statements, place, and of the damages.

The stock of the clothing and shoe store of Mr. J. B. Miller, 485 St. James Street, Montreal, was damaged by fire recently.

Mr. W. G. Borland is now representing Jackson and Savage, Limited, Montreal, in western Ontario.

Obituary

Mr. Calixte Galibert, of the shoe firm of C. Galibert & Son Company, Montreal, was killed recently in service in France. His father, well known in the shoe trade, has gone to France to ascertain further particulars.

Mr. J. G. Murdock, of the general store of Murdock & Cameron Company, Lucknow, Ont., passed away recently.

Mr. A. M. Donald, general storekeeper, Harte, Man., died recently.

Mr. Alf. Glocking, who was employed for the past 18 years as bottom finisher in the shoe manufacturing firm of Walker, Parker & Company, Toronto, died on February 14th at the age of 48.

Mr. Samuel Doucett, who carried on a shoemaking business on Main Street, Moncton, N.B., died recently in his sixty-third year.

General Store News Throughout Canada

Where the Shoe Manufacturer May Find a Customer

Ontario

The stock of the National Railway Association, Limited, general store, Toronto, Ont., is to be sold and the estate wound up.

Mr. P. T. Galbraith, general storekeeper, Bealton, has sold out.

Mr. F. E. Travis, general storekeeper, Eden, has sold out.

Messrs. Sovereign & Granger, general storekeepers, Windham Centre, are dissolving; each will continue business alone.

New Brunswick

The general store of Mr. John P. Leger, Bathurst, sustained loss by fire recently.

Manitoba

Mr. H. Field has purchased the stock of the general store of the Estate of Berlin & Company, Ochre River.

Mr. A. E. Johnston has purchased the stock of the Estate of C. W. Jordon & Company, Swan River.

The stock of the general store of the Estate of Freedman & Bartfeld, Tyndall, has been sold to Messrs. H. Tatelman & Son.

Mr. John Fergus has taken over the general store business of Mr. William Gemmell, Cartwright.

Mr. James A. Currie is selling out his general store business in Mather, and is being succeeded by Mr. W. C. Rutherford.

The Transcona branch of the general store business of Messrs. Moscovitch Bros., St. Boniface, has been discontinued.

Messrs. A. Cochrane Company, Limited, have succeeded to the general store business of Robson, Cochrane Company, Limited, Manitoba.

The stock of the Estate of Morais Lecher, Selkirk W., has been sold to Mr. C. Finkleman.

Saskatchewan

The general store of Mr. A. G. Sills, McGee, was burnt out recently.

The stock of the general store of Messrs. Hill & Recknell, Plunkett, has been sold to Mr. S. Bookhalter.

The stock of the general store of the Estate of Minnie Wolsey, Torquay, has been sold.

The general store of Mr. F. W. Smith, Weyburn, has been incorporated.

The general store of Mr. M. Bourgault, Assiniboia, was burnt out recently.

Messrs. Watson & Cummins have succeeded to the general store business of Jordan & Cummins, Dummer.

Messrs. Tuttroen & Tang, general storekeepers, Parkside, have dissolved; the business will be continued by Mr. J. J. Tang.

A sale of the Robsart Trading Company, Robsart, is being negotiated.

Mr. D. Graf has succeeded to the general store business of Mr. I. Romback, Westerham.

Mr. A. T. Breton has purchased the general store business of Mr. Thos. Mailhoit, Montmartre.

Mr. S. M. Henry has purchased the general store of Mr. D. Hamblen, Big Stick Lake.

Messrs. J. Termund & Company, general storekeepers, Jansen, are negotiating the sale of their business.

Messrs. Randall & Douglas, Limited, have succeeded to the general store business of Mr. D. M. Randall, North Portal.

Mr. B. Chelmnitsky, general storekeeper, Yellow Grass, is removing to Dauphin, Man.

Messrs. Husson & Newton have succeeded to the general store business of Messrs. Husson Bros., in Young.

Quebec

The assets of the general store of Messrs. Plewman & Company, Aylwin, have been sold.

The assets of the general store of Messrs. Lamarche & Frere, St. Philippe d'Argenteuil, have been sold.

The Blue Bonnets General Store, Ville St. Pierre, has dissolved.

Messrs. Joseph and Camille Mady have registered as general storekeepers in Farnham, Que.

Messrs. David Tracter and Wasily Liskowsky have registered as general storekeepers in Lachine.

Mr. Jas. A. Ellement has succeeded to the men's furnishings and shoe store of Mr. T. W. Ellement, Montreal, Que.

Solid Fibre Board Boxes

Collapsible, Light
and Weatherproof



Mr. Shoe Manufacturer
and Mr. Shoe Jobber:

Read these facts about

H. & D. Solid Fibre Board Boxes

The Flexibility of this material enables our boxes to withstand the roughest handling, thus affording the highest possible degree of protection to contents during transportation.

H. & D. Boxes are absolutely waterproof and are therefore particularly desirable for shipping any product which the admission of moisture would injure. The method of sealing H. & D. Boxes is such that they cannot be opened without breaking the seal.

Write for sample box.

Especially designed to suit your needs.

The Hinde & Dauch Paper Co.
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Corrugated Boxes — Fibre Board Boxes — Wall Board — Paper Specialties

GUARANTEED

Columbia Counters are sold for no more than others, but every pair is guaranteed to wear the life of the shoe. Why not make your next order for Columbia counters.

Shoe Hooks

Made in Canada and sold to you for less money than the imported article. Hook setting machines leased or sold outright.

Shoe Buttons

All sizes, all colors, all shades, carried in stock ready to go to you, every button guaranteed, and at less money than the competition.

Shoe Dressings

of all descriptions

Suede, new buck, white canvas ; also satin slipper dyes made in all colors and shades.

Shoe Laces

Made in cotton, mercerized and silk, tubular or blind eyelet, all sizes, all shades, white, grey, tan or black.

All the above lines carried in stock ready to ship.

G. J. Trudeau

365 Ontario Street East - Montreal, Que.



No. 205
No. 205—Women's Felt Buskin, Plush Bound, Leather Facing, Flexible Leather Sole and Heel.



No. 102
No. 102—Men's Felt Blucher, Vamp Lined, Leather Facing and Back Strap, Felt Sole and Heel.



No. 202
No. 202—Women's Felt Bal., Dongola Vamp and Back Foxing, Leather Facing and Back Strap, Leather Sole and Heel.

THE **GREAT WEST**
FELT CO.
LIMITED

Our Badge Of Honor

OUR trade mark to us represents something akin to that which the Union Jack represents to every loyal British subject. It is our badge of honor—our distinguishing mark—it is an emblem we are proud of—to be kept above reproach and of spotless reputation.

That is why we say look for our trade mark on the felt footwear you buy and insist upon getting it. It stands for the best there is in felts.

We make our own felt—create our own models and invented special machines that help to make our “Coldproof” felts the best felts in Canada.

We are not in any trust and our felts may be had from independent jobbers. If your jobber cannot supply you we'll name one who can.

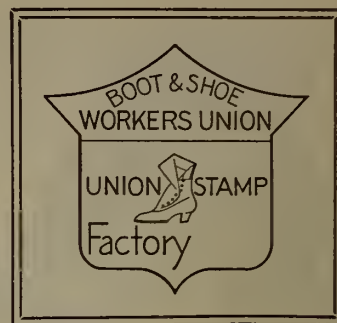
Ask to see our samples.

Illustrated catalogue sent upon request.

The
Great West Felt
Company, Limited
Elmira - Ontario



Millions of Men Demand It!



You, Mr. Retailer, who fail to carry Union Stamp footwear are ignoring the call from millions of men — the millions who form the ranks of labor in this country.

Especially if you are located in an industrial centre, you cannot afford to go another day without Union Stamp shoes on your shelves.

The Union Stamp of the Boot and Shoe Workers' Union is endorsed by more than two million members of the American Federation of Labor.

It marks the shoes which Union men insist on having for themselves and their families.

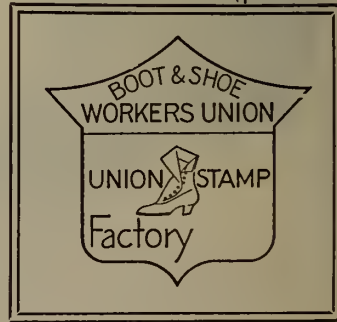
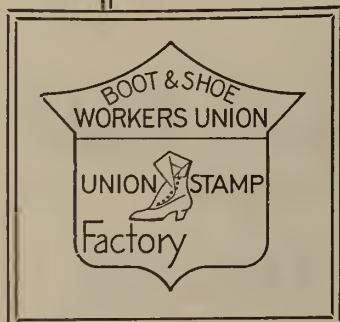
Ask for our list to-day of manufacturers making Union Stamp shoes.

BOOT AND SHOE WORKERS UNION

246 Summer Street
BOSTON

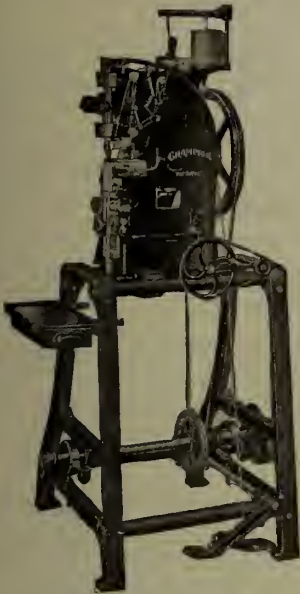
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CHAMPION SHOE AND REPAIR MACHINERY

The Largest and Most Complete Line in the Market



Champion Standard Straight Needle Shoe Stitcher.

When you get ready to equip yourself with shoe repair machinery, bear two important features in mind—Working Efficiency and Selling Conditions under which you can equip yourself with the machinery you want.

Champion Standard Straight Needle and Awl Shoe Stitcher

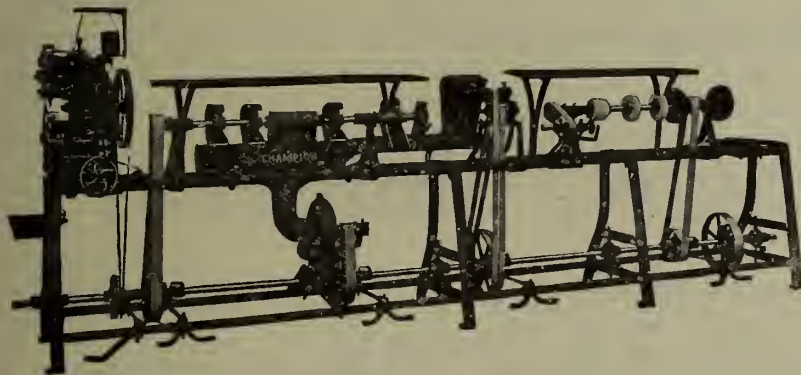
is expressly designed for the repair shop—it has working features such as no other machine in the market. You don't have to trim down a sole in advance and then stitch it. That's one big feature on this stitcher. It saves time and that's what counts.

Champion Ideal Stitchers

Especially designed for new custom work and for repairing. This machine has the proper radius on needle and awl, and a large stitching range, consequently every class of work can be properly taken care of—from the heaviest to the finest.



Champion Ideal Model Curved Needle and Awl Shoe Stitcher.



Champion No. 35 Shoe Repair Outfit.

Champion Shoe Repair Outfits

are equipped with the best and most complete equipment on both scouring and burnishing shafts.



Champion Metallic Fastener Machine or String Nailer.

Champion Power Loose Nailers and Power Metallic Fastener or String Nailing Machines

Profitable and indispensable in the repair shop. Soles are waterproof when nailed on properly—Both these machines will take care of a great deal of trade, that maybe you now let go by.

Champion Combination Harness and Shoe Stitchers

are just the machines for that shop where harness is stitched and shoe repairing work is done.

CHAMPION Machines are not sold on royalty—They are sold outright, for cash, or on time payments.

Write us for catalogue, prices and terms.

Cut this out and send in.

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Please send me particulars on.....

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A Few of the Exclusive 1915 Patterns

"MILITARY LACE"

Especially made for the (blind eyelet) new Military Boot. A narrow, finely woven tubular lace in two qualities.

Pattern 98—Best quality, all silk covered tip in lengths 54, 60 and 66 in.

Pattern 97—Best mercerized covered tip Laces in lengths 54, 60 and 66 in.

Our Pat. 96. Round Lace. "The Fairy Tip." A Popular Five Cent Lace.

A finely woven high luster lace, which to insure superior wearing qualities is made of hard twisted English yarns.

Our Pat. 500. A Winning 5c. Tubular Covered Tip Lace. All Lengths.

Our line of ornaments is complete and includes many new patterns in Jet and White Enamel. They are exclusive in design and include buttons and small ornaments as well as buckles in a great variety.

"Flexo" Bows in New Styles and Patterns

Narrow Satin Ribbons in Black, White and fancy colors for Opera, Tango and Satin Ties. Narrow Gros grain Ribbons in Black and White only, in 10 and 50-yard pieces. Also made into Laces of any length, and banded.

Send For 1915 Catalogue

C. A. Browning & Company

Exclusive Selling Agents

32 Franklin Street

Boston, Mass.



Pattern 613—(With Ornament Size of Cut)—Coarse Wale Silk Gros Grain. Colors, Black, White, Tan.



Pattern 715—(Size of cut.) Concave Bow. Coarse or fine wale Gros grain and Satin. Adjustable to any size Pump. Three sizes, for Women, Misses and Little Misses.



Pattern 638—(As per Cut)—Black Satin Bow with Jet centre Ornament.

AIRD & SON, Montreal

New Lasts New Heels New Styles

☞ Jobbers are invited to call and see our new samples when in Montreal.

☞ They include new styles, new heels and new lasts in McKays and Turns for men, boys, youths and women.

☞ They provide a good margin of profit and are Air footwear.

WRITE OR CALL.

You Can Sell a Ralston Polish or Dressing with every pair of shoes

There is a Ralston Polishing or Dressing for every type of shoe-leather, suede, buck or canvas—black, tan or white—for man, woman or child. That is why we say you can sell a Ralston Preparation with every pair of shoes.



An ideal dressing for the sensitive leather used in the manufacture of ladies' and children's shoes. Clean, dries quickly and imparts a beautiful polish.



Cash in on this Dubbin

as supplied to the Dominion Government for use of the soldiers at the front.



An invaluable preparation for cleaning suede shoes. The increasing popularity of suede shoes for women should greatly facilitate the sale of this dressing. Made in all colors.



Ralston's
Three
Beauties



Black,
Tan and
White

For all kinds of black shoes. Preserves and blacks the leather and gives a brilliant polish. Contains no acids and is absolutely non-injurious to the leather.

For whitening canvas or buckskin shoes, and also the buck on military and police uniforms. Stock up with Ralston's White Beauty for the coming summer.



A combination for cleaning and polishing russet or tan boots and shoes. We guarantee this polish to remove all stains from tan shoes. An easy seller.

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We all admire strength,
but we don't want to see
it in too great evidence.

304-310 E. 22nd St.
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Peters' Invisible Acme Backing Cloth

gives shoe or leather the necessary strength without proclaiming itself to the world.

It is made of the purest ingredients; it is easily applied, and **once stuck** with a gentle heat it **stays stuck**. All qualities, at all prices, for all kinds of work. Samples free.

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Backing Specialists—3 Generations

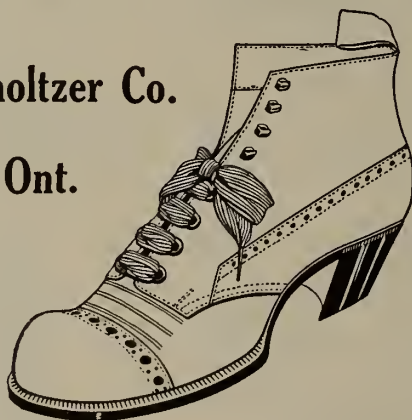
THE "HAPPY MEDIUM" SHOE

There are shoes and shoes. In the construction of one class of shoe, the comfort idea predominates to the exclusion of style and smart appearance. Other shoes are manufactured on narrow, tight-fitting lasts—in this case the foot has to mould itself to the shoe, and not the shoe to the foot.

Oberholtzer Shoes embody the comfort of the one and neat appearance of the other. The result is an ideal shoe that pleases the eye as well as the foot.

G.V. Oberholtzer Co.

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For \$1.50 per year we will mail you free the journal:—

THE SHOE MANUFACTURERS'
MONTHLY (2/-),

and the directory:—

THE SHOEMAN'S GUIDE (3/6).

Both are concerned with the British Wholesale trade. (Exports of footwear 1913 over twenty million dollars.)

The "Monthly" does not advertise boots and shoes, but machinery and materials only. Will keep you posted on what is going on in Great Britain, the World's open market.

The Guide tells you what the thousand British manufacturers produce. Also gives facts as to makers of leather, machinery, inks, stains, mercery, findings, etc.

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Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

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JAS. G. HICKEY, Manager

**NO DIAMOND
TRADE MARK
NO FAST COLOR**



**NO DIAMOND  TRADE MARK
No Fast Color**

Get this fact firmly fixed in your mind. It may be the means of saving you considerable annoyance and inconvenience; for, if you will insist that the diamond trade mark shall appear on the surface of the eyelets in the shoes you order, you will be entirely free from any complaints regarding "Brassy" eyelets. Fast Color Eyelets are the only kind that cannot wear "Brassy." They enhance the good appearance of shoes more than any other accessory used in their manufacture; and, made as they are, with celluloid tops of solid color, they do not grow old but retain their bright, new appearance long after the shoes are worn out.

The diamond trademark is a sure cure for all eyelet troubles. Only the genuine Fast Color Eyelets have it.

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Of Canada
Montreal, Que.**

122 Adelaide St. West, Toronto 492 St. Valier St., Quebec



Charles A.
AHRENS Limited
BERLIN, ONT.
Manufacturers of
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The Shoeman



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A copy sent free on your postal request

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5 Floors To Let
Adelaide St. W.
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This warehouse building is the most attractive in the city.

It is well situated for footwear or finding stocks.

Centrally situated

Light on four sides

Passenger and freight elevator
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One block from four car lines

Floor area 6,300 sq. feet, each floor.

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Supply Anything
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United Shoe Machinery Company of Canada

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ROYAL

Shoes of Quality

*In Welts
and McKays*



*For Men
and Women*

If you want the patronage of the "Four Hundred" in your community—men and women who buy the best of everything, and buy liberally, Royal shoes will most assuredly attract them to your store. Royal shoes are made on lasts that exemplify the styles of the moment. The leather and findings are of the highest quality and workmanship faultless.

Your request for samples will receive prompt attention.

ACTON

Waterproof Work Shoes

The leather used in the manufacture of Acton shoes is tanned in our own tanneries at Acton Vale, Quebec; we can therefore guarantee its waterproof qualities. Acton shoes are constructed in such a way that it is impossible for water to get through any of the seams or other parts of the shoes. They are made in all varieties of pegged and standard screw.

Let us send you samples.

Alfred Lambert, Inc.

(SOLE DISTRIBUTOR FOR ACTON SHOES)

14-16 Notre Dame St. West,

MONTREAL



This is the best type of Rolling Ladder for shoe stores and warehouses—but we make all kinds.

Ladder shown above is ball-bearing and noiseless. Cannot jump track. Costs no more than ordinary ladder, because it is Made in Canada.

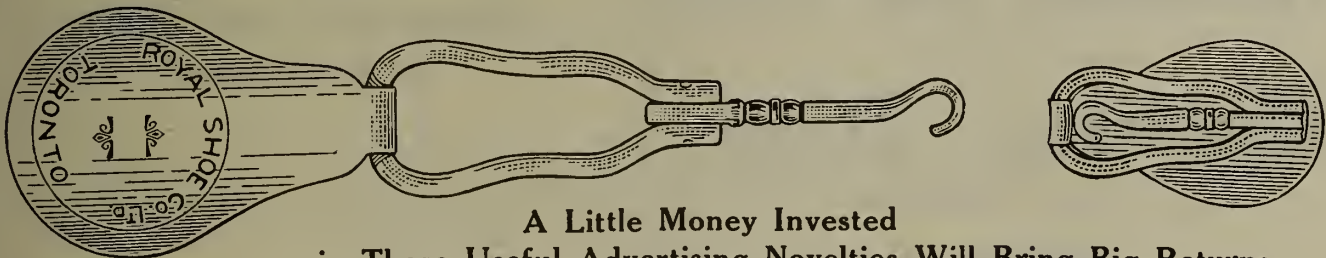
RICHARDS-WILCOX CANADIAN CO., LTD., London, Montreal

Landing New Accounts

It is not the initial orders that an advertisement brings that count so much, but rather the accumulation from day to day of good accounts in your books.

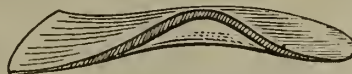
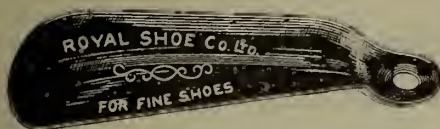
Footwear In Canada Toronto

The J. L. Sommer M'f'g Co., Newark, N. J.



**A Little Money Invested
in These Useful Advertising Novelties Will Bring Big Returns**

Persistency in advertising pays, every successful advertiser admits that, and such persistency as brings success need not cost a fortune. Hand to your customers these useful advertising shoe specialties and let them work for you. Every time they are used they bring to mind the superior goods and courteous treatment obtained at your store.



Sommer's Arch Prop
Catalogue page 78

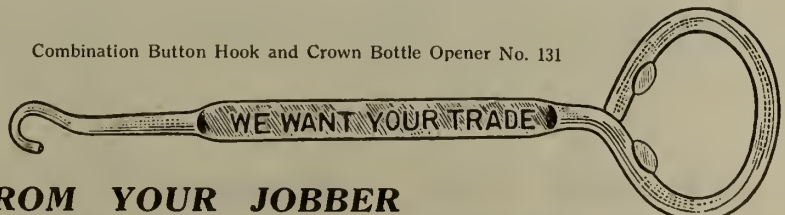


"Elite" Slipper Tree

Write your jobber for prices on the new Jack Knife Closing Button Hook No. 68, and the Thumb and Finger Grip Shoe Horn and Combination Button Hook and Crown Cork Bottle Opener.
When giving your order for Shoe Horns be sure and ask for the Thumb and Finger Grip Style. You will like it. Costs no more.

The
J. L. Sommer M'f'g Co.
Newark, N.J.

Combination Button Hook and Crown Bottle Opener No. 131



CAN BE HAD FROM YOUR JOBBER

CAT'S PAW CUSHION RUBBER HEELS



Cat's Paw Rubber Heels are known everywhere for their excellent wearing qualities. Our patent canvas friction plug positively prevents slipping without affecting the buoyancy of the rubber.



For sale by all leading jobbers throughout Canada

Walpole Rubber Co., Limited

8 McGill College Avenue, MONTREAL

HEELS



Men's, Boys' and Women's Heels
All Grades

High grade box toes for Goodyear work, also combination toes of all kinds

Write for Prices

The Montreal Box Toe Co.

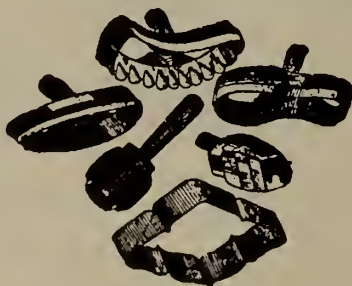
321 Aird Ave., Montreal

Dominion Die Co.

MANUFACTURERS OF

Cutting Dies

of Every Description



For Cutting
**Leather, Rubber, Paper
Cloth, Etc.**

ALL WORK WARRANTED

321 Aird Ave., Montreal

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.

THE COMMERCIAL
ESTABLISHED 1882
A WEEKLY FINANCIAL-COMMERCIAL & GENERAL TRADE NEWSPAPER OF THE GREAT WEST.

Over 29 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued every Saturday Morning 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.

YOUR



USMC



**GUARANTEE
FOR QUALITY**

United Shoe Machinery Company of Canada

Toronto

Montreal, Que.

Quebec

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Finest Quality

Whittemore's Shoe Polishes

Largest Variety

The Oldest and Largest Manufacturers of Shoe Dressings in the World.

"GILT EDGE"



The only black dressing for ladies' and children's shoes that positively contains OIL. Softens and preserves. Imparts a beautiful black lustre. **LARGEST QUANTITY. FINEST QUALITY.** Its use saves time, labor and brushes, as it shines without brushing. **Sponge in every bottle so Always Ready for Use.**

Also for gents' kid, kangaroo, etc.
25c size.



"ROYAL GLOSS"

For Ladies' and Children's Black Shoes.

Restores the color and lustre to all faded or worn black shoes, softens and preserves the leather. Apply with sponge attached to cork. Always ready for use. Shines without brushing.

10c size.

If You Have Never Sold

shoe polishes you should at least give them a trial. You will make no mistake in doing this because it is the almost universal experience of grocers and general merchants that they sell readily and quickly. A counter display alone will sell large quantities.

Ask Your Jobber's Salesman About This

"ELITE BLACK COMBINATION"

The only polish endorsed by the manufacturers of Box Calf leathers.

Contains oil and positively nourishes and preserves leather and makes it wear longer. Blacks and polishes. Cover remover attached to each box.

10 & 25c. sizes.



"OIL PASTE"

For ALL kinds of Black Shoes

Blacks, Polishes and Preserves. Contains no acid to injure the leather. Will polish Wet or Oily shoes. Boxes open with a key (see cut).

Also tan oil paste.



AUTH. CAPITAL \$250,000.00

THE TANNERS' LEATHER COMPANY

TANNERS AND MANUFACTURERS OF
ROUGH AND FINISHED SPLITS, SLABS, SKIFFINGS AND SPLIT OFFAL

Main Office and Plant: 210 N. J. Railroad Avenue

NEWARK, NEW JERSEY



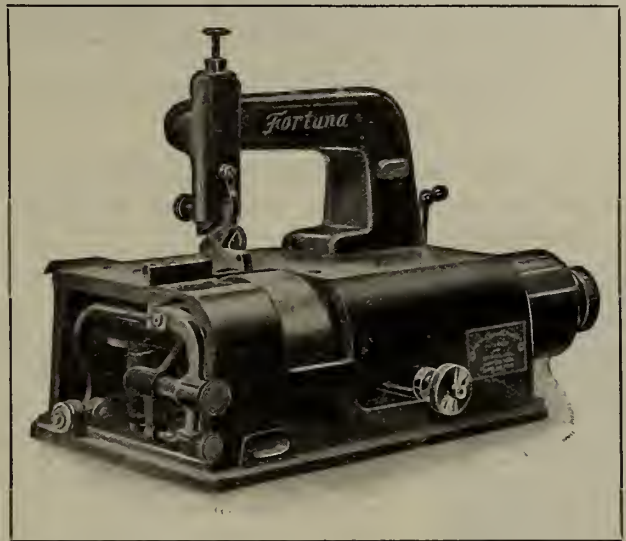
It Pays to Have an Attractive Store

A System of the Milbradt Rolling Step Ladders will pay for themselves in a short time by enabling you to wait on more trade, save the wear and tear on your fixtures and goods, as well as bring the appearance of your store up-to-date. Write for catalogue which shows various styles of ladders we manufacture.

Milbradt Mfg. Co.

2410 N. 10th Street
ST. LOUIS, MO.

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

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



Children's Shoes

good turn sewed shoes.

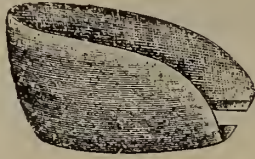


JOBBERS,
LARGE DEALERS'
trade solicited, samples made to order, write the manufacturer.

A. B. Rolland : Montreal

COUNTERS and BOX TOES

We manufacture all kinds of Union and Leather Counters, Leather Box-Toes.



Let us submit samples of these. A test will convince you of the value of our counters for your shoes.

Lamontagne, Racine & Co.

115 Arago St., Quebec

TORONTO Rep. R. Lewis, 21 Scott St. MONTREAL Rep. V. Champigny, 1276 Ontario St.

HEELS

That will not check

All grades, denominations and heights—a full line.

BOX TOES THAT COME ALIKE

made in leather, split, combination leather, canvas and felt.



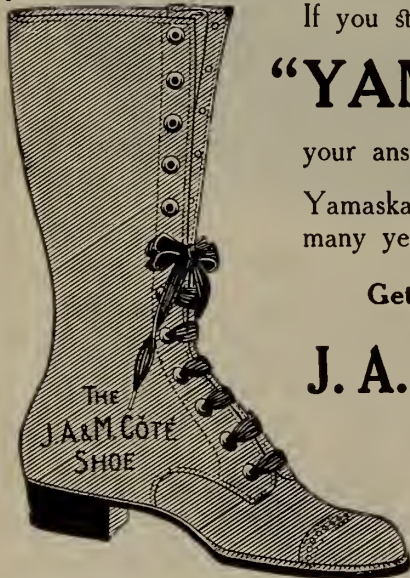
INDEPENDENT BOX TOE CO.

102 Christophe Colomb Street, Montreal

Your Staple Lines

Are they shoes of real merit that will stand up to rough and heavy service?

Can you show a customer a variety of styles and quote him a price below that of your competitor?



If you stock

“YAMASKA”

your answer is “yes.”

Yamaska is a brand of many years' standing.

Get our prices

J. A. & M. Cote

St. Hyacinthe

Quebec



For Children

embodies more selling points than any other line of juvenile footwear.

The Ideal Shoe is bench-made in Patent, Gun Metal, Box Calf and Dongola. No cut off tips used.

Discriminating retailers will select Ideal Shoes for 1915.

The Ideal Shoe Co.

Limited

ELMIRA, ONTARIO

We want to BUY for CASH all the PIECED HEEL STOCK you make

BROCKTON HEEL COMPANY

BROCKTON, MASS.



Cheaper Satisfaction

Your customer's customer will pay less for more satisfaction if you put Guay All-Leather Counters in your shoes. It pays.

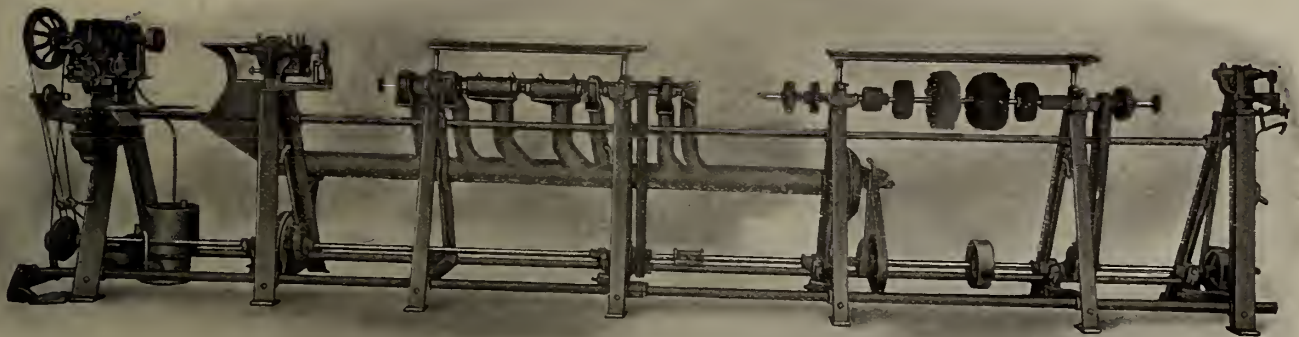
All Leather

Prices and Samples on Application.

EUGENE GUAY, 230 St. Marguerite Street MONTREAL

We also make Union, Standard and Leather Board Counters. TORONTO REPRESENTATIVE—638 Shaw St.

22-Foot Goodyear Shoe Repairing Outfit



MODEL N.

THIS Outfit represents the highest development in shoe repairing machinery, and meets every demand of modern shoe repairing. It embraces all the essential processes for making new shoes from old ones, giving the maximum of equipment and efficiency in the minimum space. The Outfit has the Goodyear Stitching Machine with all its improvements, including a new style steam generator which uses gas or gasoline for generating the steam, and operates automatically, thereby insuring a uniform heat for keeping the wax in proper condition and requiring little attention from the operator. The Edge Trimming Machine has the new feature of the two shafts being operated by a single belt, and the cutter grinder is attached directly to the main shaft. This arrangement gives better results with less power.

The Buffing and Scouring Machine has a shaft 57 inches long and carries the following equipment:—

- | | |
|--|------------------------------|
| 2 Split Bottom Buffing Rolls | 1 Heel Breast Scouring Wheel |
| 2 Flat X-Ray Heel Scouring Wheels | 1 Pin Wheel Pad complete |
| 2 "C" Shape X-Ray Heel Scouring Wheels | |

A powerful Blower System removes the dust resulting from the trimming, buffing and scouring operations, and is designed to overcome certain objectionable features of other blowers.

The Finishing Machine has a 78 inch shaft which has all the necessary equipment for black or russet work:—

- | | |
|--|-------------------------|
| 2 Corrugated Rubber Shank Finishing Wheels | 2 Heel Brushes |
| 1 Corrugated Rubber Heel Finishing Wheel | 1 Stitch Cleaning Brush |
| 1 Corrugated Rubber Bottom Finishing Roll | 1 Levelling Roll |
| 2 Shank and Bottom Brushes | 1 Bead and Wheel |

At the end of the Outfit is the Oscillating Edge Setting Machine which is fitted with union irons and in its motions duplicates hand workmen with quicker and better results.

Each of the machines is operated independently by a friction drive pulley, so that it is necessary to use only those machines which the operator may require. This feature means a saving of power.

All the machines are firmly mounted on legs and driven by a countershaft with carefully adjusted bearings, so that the Outfit runs with very little vibration, and is in every way most efficient.

Full information furnished promptly on request.

United Shoe Machinery Company of Canada

MONTREAL, QUE.

122 Adelaide Street West, TORONTO

492 St. Valier Street, QUEBEC



Amherst Shoes

on the

Canadian Troops

When the first contingent was outfitting we presented the troops from Cumberland with their necessary boots and at that time made certain claims for the waterproofness and wearing qualities of Amherst Boots.

We recently received an unsolicited letter from Lieut.-Colonel Murray written from Salisbury Plains in which he says with reference to our claims, "I thought at the time you were a little boastful but experience has proved that you were right; the boots were good, solid and serviceable, and as nearly waterproof as could be expected of leather."

Amherst Boots are honestly made from the best leather.

Get our prices.

Amherst Boot & Shoe

Company, Limited

Amherst

Halifax

Regina

Footwear in Canada



*Fall
Styles
Number*



"Made in Canada"

"PANTHER"

**Guaranteed, Fibre, Rubber Soles, Bend All Ways,
Without a Break, Crack or Tear**

You'll find "Panther" Guaranteed Fibre Rubber Soles "all to the good." In the factory or repair department, they save labor, cut waste, elevate profits. It is not half the trouble to attach "Panther" Guaranteed Fibre Rubber Soles to shoes as it is common leather soles. No special knowledge required to stitch, trim and finish satisfactorily. With the regular work-

men, the usual machines, and the same materials, you are ready to sole shoes the way the market wants them now, and the way the public will call for them for many seasons to come. Leather substitutes for soles are here to stay. Users of the "Panther" brand have profited. By continued use they'll make more money.

Every Pair Backed by Our Guarantee

We will refund the cost price of the shoes to which "Panther" fibre guaranteed trade marked rubber soles are attached, provided such soles crack, break or tear through any imperfections due to manufacturing our product. This guarantee does not apply to soles improperly attached to shoes.

Weight Only Twelve Ounces to the Pair

We claim our "Panther" fibre guaranteed trade mark rubber sole lightest. On the average, size 8, $\frac{1}{4}$ in. thick, weigh 12 oz. to the pair. Samples on request.

Panther Rubber Manufacturing Co., Limited

SHERBROOKE, QUEBEC, CANADA



28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.



More Popular Than Ever

are our lines of

"RED-MAN"

Plain Edge, Solid Heel

Boots and

Lumbermen's

It has been amply demonstrated that the solid-heel, plain-edge construction that we use on certain classes of heavy rubber footwear enhances their durability as well as ensuring added comfort to the wearer. As the originators of this style of heel-and-sole construction, which has been imitated but not equalled by other manufacturers, we unhesitatingly recommend it to the trade.

Our travellers are now showing our 1915 range.



Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.

28 "Service" Branches Throughout Canada



Tetrault's Right There With the New Styles



No. 6139—Men's Gun Metal Bal. Grey cloth top with thin gun metal facing and back strap, three rows tip stitching, small eyelets. Recede last.

We have the most complete range of samples of cloth, suede and nubuck tops.

We will be pleased to send samples of the most popular on demand.



No. 6177—Men's Gun Metal Oxford. No. 16 pattern, grey cloth top, small eyelets, very small tip perforating.

Deliveries can be made in
Three Weeks
time for Rush Orders.

Tetrault Shoe
Manufacturing Company
Montreal

Largest Men's Goodyear Welt Manufacturers in Canada—Bar None.

If You Haven't Got Them For Spring Have Them For Fall

Shoe styles and public fancy have adjusted themselves to the conditions of the leather market and cloth tops promise to be exceptionally popular for Fall.

We recommend them and will be pleased to show you one for your particular trade.

**They Will Sell Right Through
Summer and Fall**



No. 6144—Men's Gun Metal Bal.
Dull calf top, all small eyelets.
Waldorf last.

**The Last
Word
in Shoe
Styles**

Tetrault Shoe Manufacturing Company Montreal

Largest Men's Goodyear Welt Manufacturers in Canada—Bar None.



Trade Mark



Tebbutt Shoes

Every pair of Doctors Antiseptic Shoes is stamped on the soles with our Cock o' the North registered trade mark.

In addition to Tebbutt style and quality our Doctors and Professor Shoes have special non-perspiro and antiseptic features that make them popular everywhere.

If you do not already handle this popular line order a trial shipment of your jobber.

**Tebbutt Shoe and Leather
Company, Limited
Three Rivers, Que.**

*THE
Professor*

PAT. N^o. 119409
GOLD CROSS
SHOE



A Store Front

IF each of the 308 business days in 1915 could show an increase of 5 people to enter your Store, you would have 1,540 extra prospects. Suppose these averaged a profit of \$1.00 each—that's \$1,540 or 10% on \$15,400. Suppose they averaged but 50c, that would mean 10% on \$7,700.

We honestly believe you can increase your prospects fully that much. Why, 5 extra people a day is too conservative—and your new Front will cost thousands less than \$7,700, depending of course upon its size and construction.

Kawneer STORE FRONTS

There isn't a Store element, a human salesman, who can show such an earning as a KAWNEER FRONT. And, mind you, KAWNEER is built to last—to "stand up" under the wear and tear of the elements—to resist water and sun. You will never have to paint it and the glass will be held by a "safety first" grip. Then think of the show window ventilation and drainage KAWNEER provides.

You actually pay for a new Front even though you may not get it. Ever think of that? Suppose you allow enough people to *pass by* your Store uninterested who, if they could be attracted, would mean a profit of \$770.00 a year. Don't you see a KAWNEER FRONT would pay for itself in a few months?

And if you install a new Front, don't let an apparent saving of a few dollars blind you to the real purpose of the Front. If, by installing a cheaper Front, you can "save" \$200.00, for ex-

Kawneer
Manufacturing Company
Limited
Francis J. Plym, President
Dept. R.
GUELPH, ONT.

to be Proud of

ample, and will eventually lose many times that much in lost sales, higher cost of maintenance, out-of-dateness and inconvenience (and at no time have a modern appearing Front) do you believe that is economical and conservative buying?

The installation of a new Store Front is of such importance that you cannot afford to rush into and out of the proposition hurriedly. Investigate—find out what other retailers have done, what your business requires, all the time consider your Store Front as a sales power—not a mere partition.

Kawneer STORE FRONTS

And KAWNEER FRONTS—well, 40,000 of them have been installed in less than nine years. Right on your street are some. Why not step in and ask some of the retailers behind them what *they* think. We will be glad to abide by what they tell you.

Our knowledge of Store Fronts, in the designing and building of them, has been gained by a real experience—working with Merchants, Contractors and Architects. We have compiled a world of information about Store Fronts in a book called "Boosting Business No. 25" and have a copy here waiting for you. Just fill in this coupon and send it to us and the book will be sent to you immediately—without obligation. This is not a book on window trimming or a picture book for your errand boy, but a serious compilation of Store Front ideas published for you to profit by. Just the coupon will bring the book to you at once.

.....
COUPON

KAWNEER MFG. CO.
Dept. R, Niles, Mich.

Please send us "Boosting Business No. 25" without obligation.

Name

Street and No.

City or Town

Fall Styles

Murray-Made Derby and Cleo

Fall buying is now taking place and you should be on the lookout for the best value to offer your customers next Fall.

When the Murray man calls on you be sure to see his samples. Murray and Cleo shoes for Fall possess all the latest ideas in stylish footwear. The wear is there too.

The "Murray-Made" and "Derby" shoes are for men and "Cleo" shoes in Welts and McKays for women.

The
MURRAY SHOE
Company, Limited
London, Ontario

Montreal Agent: Frank J. Mckenna, Read Building

Columbia Counters

are the best. I do not ask you to take my word for it but every pair is guaranteed in writing to wear the life of the shoe; the cost is no more than others, therefore why take any chances?

Metal Shoe Hooks

Made in Canada by me at a lower price than the imported articles; why not try them?

Shoe Laces

All the new shades—sand colour, grey, light grey, dark grey, brown, white, tan and black, blind eyelet style or tubular, cotton or mercerized.

Shoe Dressings of all descriptions

White new buck liquid dressing, made by the California Leather Dressing Co., cleans all white leathers and leaves them in a perfectly white condition. This article can also be used for the cleaning of white gloves. Satin Slipper dyes made in all shades.

All the above articles carried in stock ready to go to you.

G. J. Trudeau

365 Ontario Street East - Montreal, Que.



To Draw People Into Your Store

You must be able to offer something unusual in these days of close competition.

Our shoes have a style that stamps them "JOHN EBBERTS"—and that means good shoemaking the world over.

For the "better" trade you will find this line gives perfect satisfaction.



Handsome New Lasts and Patterns

Every good style that you have read about or seen and many that will be entirely new to you and your trade. Superior finish and style have not caused us to overlook comfort and this is a very important feature.



WRITE

John Ebberts Shoe Company

Buffalo, N.Y., U. S. A.

Waterbury & Rising

Limited



Established 1878

New Brunswick's Greatest Shoe House

The man selling shoes either as a side line or exclusively should be interested in our method of doing business.

We have **seven** live hustling representatives who cover the entire Maritime Provinces, carrying an unapproachable range of Samples of footwear, including "Maltese Cross" Rubbers, Findings, etc. From them you can order goods, either in case lots or single pairs.

We have an immense warehouse constantly stocked with all the leading staples, and on the very day of the receipt of an order, the goods are shipped. In addition to this, we handle all the fashionable styles of the day as they appear upon the market, so that a dealer in need of a pair or two for a special customer can have them by return mail or express.

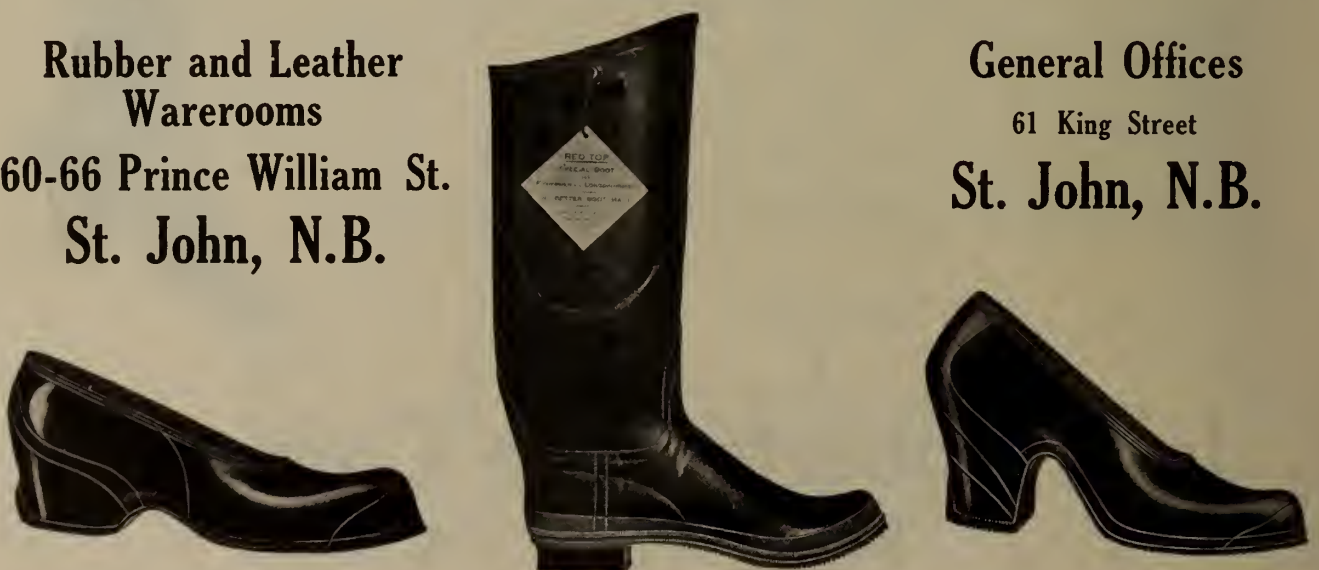
Waterbury & Rising, Limited

Rubber and Leather
Warerooms

60-66 Prince William St.
St. John, N.B.

General Offices

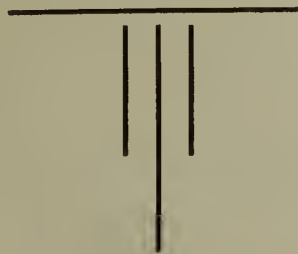
61 King Street
St. John, N.B.





“Beresford”

Named after
a Leader
Because it is
a Leader



**Minister Myles Shoe
Company, Limited
Toronto**



T 314D—Women's patent welt boot, Versailles last, imported black cloth top, patent circular fox, 7-inch Military lace boot, combination fox and back stay, patent lace stay, plain toe, short vamp, leather Spanish-Louis heel. AA, 4 to 7; A, 3 to 7; B, C and D, 2½ to 7. **\$3**



T 308G—Women's patent welt boot, Belmont last, black cloth top, circular fox, 7-inch button boot, combination fox and back stay, plain toe, short vamp, leather Spanish-Louis heel. AA, 4 to 7; A, 3 to 7; B, C and D, 2½ to 7. **\$2.85**



T 1140—Women's patent flexible McKay boot, Stage last, grey cloth top, patent circular fox, 7-inch military lace boot, narrow patent lace stay, patent heel fox and back stay, short vamp, plain toe, leather half Cuban-Louis heel. B, C, D and E, 2½ to 7. **\$2.40**

Styles Approved by Canadian Women

These six cloth top styles have strong selling value. In style they are what women are demanding. They are made over correct fitting lasts that make them as attractive on the feet as in the window. It is their pretty style that attracts trade and their good fit that sells them. As to wear, they are the utmost that can be produced in shoes by high quality materials and expert workmanship.

All six are in stock for immediate shipment. Place your order today while the matter is on your mind.

Catalogue of in-stock styles mailed on request.

UTZ & DUNN CO. - Rochester, N.Y.



T 314E—Women's patent welt boot, Versailles last, Oyster Shell grey cloth top, patent circular fox, 7-inch military lace boot, combination fox and back stay, patent lace and top stay, short vamp, plain toe, leather half-Louis heel. AA, 4 to 7; A, 3 to 7; B, C and D, 2½ to 7. **\$3**



T 114D—Women's patent flexible McKay boot, Stage last, black cloth quarter, 7-inch military lace boot, patent Duchess back stay, patent lace stay, plain toe, short vamp, leather half-Louis heel. B, C, D, and E, 2½ to 7. **\$2.35**



T 108-O—Women's patent flexible McKay boot, Stage last, black cloth quarter, overlap button boot, patent Duchess back stay, plain toe, short vamp, leather half-Louis heel. B, C, D, and E, 2½ to 7. **\$2.25**

DIAMOND NO.1

LINEAR

DIAMOND NO.2

STELLAR

MOIRE

RIPPLE

Gitterman
A NAME SYNONYMOUS WITH INTEGRITY
AND SQUARE DEAL FOR OVER
30 YEARS.

**SHOE
FABRIC
CREATIONS**

for

1915

THE M SHOE THE M SHOE THE M SHOE



Special Features of This Boot
Absolutely Smooth Inside
No Counter Lining to Irritate the Foot
No Back Seam to Rip



The Extensive Line of
LAWRENCE

LEATHERS



Juniper Sole Leather

CALFSKIN

Gun Metal Calf, Tan, Black and Colors.
 Gun Metal Veals, Tan.
 Duro Calf, Black and Colored.
 Duro Mat Calf.
 Weilda, Ooze Calf in Black, White, and 26 colors.

SPLITS

Black Wax, Flexible.
 Natural.
 Cropped Goodyear, Pocket-Book.

SHEEP LEATHER

Colored Sumac, 35 Shades.
 Mole Sheep, Flesh Finish, Black, White, and 20 colors.
 White Alum, Grain and Flesh Finish.
 White Chrome, Grain and Flesh Finish.
 Dull and Glazed Blacks.
 Chevrita (Chrome), Mat and Glazed.
 Jacket Leather.
 Belt Leather, Black and Colored.

SHEARLINGS

Standards, Clipped Colors.

WELTING

Side Welting, Black, Brown, Union Grain and Buff.
 Hub (Pigskin) Welting, Black and Natural, Goodyear and McKay.

HUB PIGSKIN SOLE LEATHER

SIDE LEATHER

Black Diamond Chrome Patent.
 Black Diamond Lastwell Tipping.
 Nubuck, White and 11 Colors.
 Lawrence Grain, for storm boots and Army shoes, Black and Tan.
 Collar, for Accoutrements.
 Pocket-book Grain, Black and Colors.
 Black Bag Grain.

GLOVE LEATHER

Domestic Dips
 Alum Grain Suedes
 A. C. L. Chrome
 Aclotans
 Chrome Suedes

CUT STOCK

Juniper Soles, Women's and Men's.
 Women's Pigskin Taps.
 Women's Flexible Split Taps.
 Women's Flexible Insoles.
 Women's Hub Counters for Turns, Goodyears and McKays.

MISCELLANEOUS

Black Diamond Finishes, for finishing Black Diamond Lastwell Tipping and repairing damaged Patent Leather Tips.
 Nubuck Dressing, a cleaning powder made especially for Nubuck, in White and Colors to match each shade of leather.

A. C. Lawrence Leather Company
Boston

New York Chicago St. Louis Cincinnati Rochester Gloversville

YAMASKA

Offers Real Value to the Retailer

“YAMASKA” brand of solid leather footwear offers real value to the retailer from year to year with no loss from dead stock. The style is conservative and staple, selling day in and day out with a good profit.



YAMASKA Shoes are made in a modern factory by skilled workmen. The leather passes the severest tests and sorting before being used. The sole and heel leathers and upper stock must be right.

The “YAMASKA” Brand will make money for you. It has genuine merit and it's always the same. You can sell the man who wants shoes for hard usage if you handle “YAMASKAS.”

Write to-day for our prices.

La Compagnie

J. A. & M. Cote

St. Hyacinthe

Quebec



JAMES ROBINSON

Robinson's Complete Service

James Robinson
MONTREAL



Bostonians For Fall



BOSTONIAN shoes for Fall offer exceptional value at a moderate price. They possess that extra touch of quality and style that is sure to please the most critical customer.

If you do not handle this line—write us for samples.

James Robinson
MONTREAL



Bostonians Made in Canada



IT has been truly said—"Buy Made-in-Canada goods and you help the other fellow keep his job and he helps you keep yours."

When your Fall orders are ready for placing—place them in Canada—with us.

Bostonian shoes are Canadian made for Canadian trade.

Write us to-day.

James Robinson
MONTREAL



Rubbers

Big Four Brands

Kant Krack
Royal



Dainty Mode
Bull Dog



FOR 1915 the buying public will demand "Made-in-Canada" goods—see that you sell Canadian rubbers.



The Independent "Big Four" are good lines to carry, each of them being the best value in the line it represents.

Send along your rush orders and you will receive prompt shipment.

James Robinson

MONTREAL

SELBY SHOES—IN STOCK



No. 22 Welt
Patent Button on 247 Last with Putty Dreadnought Cloth Top. No. 23—Same in Dull Calf. AA to D. 3 to 7. Price \$2.75.



No. 27 Welt
Dull Calf Military Lace on 254 Stage Last, with Putty Dreadnought Cloth Top. No. 26—Same in Patent—Sand Top. AA to D. 3 to 7. Price \$2.75.



No. 28 Welt
Patent Military Lace on 247 Last with Sand Dreadnought Cloth Top. No. 29—Same in Patent.



No. 891 McKay
Patent 4 Button Oxford, Dull Top on 516 Last. No. 886—Same in Dull Calf. C, D and E. 3 to 8. Price \$1.85.



No. 647 Welt
Dull Calf Military Lace Oxford on 254 Stage Last with Putty Dreadnought Cloth Top. No. 646—Same in Patent, Sand Top. AA to D. 3 to 7. Price \$2.40.



No. 893 McKay
Dull Calf 4 Button Oxford on 526 Last, Low Heel. No. 892—Same in Patent. C, D and E. 3 to 8. Price \$1.85.



No. 627 Welt
Patent One Eyelet Colonial on 235 Last. No. 655—Same in Dull Calf. AA to D. 3 to 7. Price \$2.35.

Here is an opportunity to get the latest styles from stock upon the **instant** and the shoes you receive will have the SELBY Snap and Style, and will be of such unusual value that every pair you sell will be a permanent advertisement of your store.



No. 656 Welt
Patent Two Strap Oxford, made on 516 Last, at \$2.35. No. 698—Same in Dull Kid at \$2.25. AA to E. 3 to 8.

Send us a trial order on the above styles, all of which can be shipped same day your order reaches our office.

THE SELBY SHOE COMPANY

Portsmouth, Ohio, U.S.A.

Robson
Means
Quality



Robson
Means
Quality

Specify Robson's Leather Made in Canada

Chrome Patent Sides, Box Sides, Gun
Metal Sides, Velours Sides, Heavy
Storm Leather of all kinds, in Chrome
and Combination Tannages.

The Robson Leather Company, Limited

52 Victoria Square
MONTREAL, QUE.

Oshawa, Ont.

611 St. Valier St.
QUEBEC, QUE.

“Trent Valley” Oak



Sole Leather

In Bends, Backs or Sides.

“Tests up” best. Is reliable.

Try it for—Goodyear Welts, Turns, McKays.

Scoured “Trent Valley” Oak Bellies

for Goodyear and McKay Insoles, Counters,
Box Toes.

Also our well known hemlock tannages

“Eagle” and “Penetang”

The
Breithaupt Leather Co.
Limited

TANNERS

Berlin, Ont.

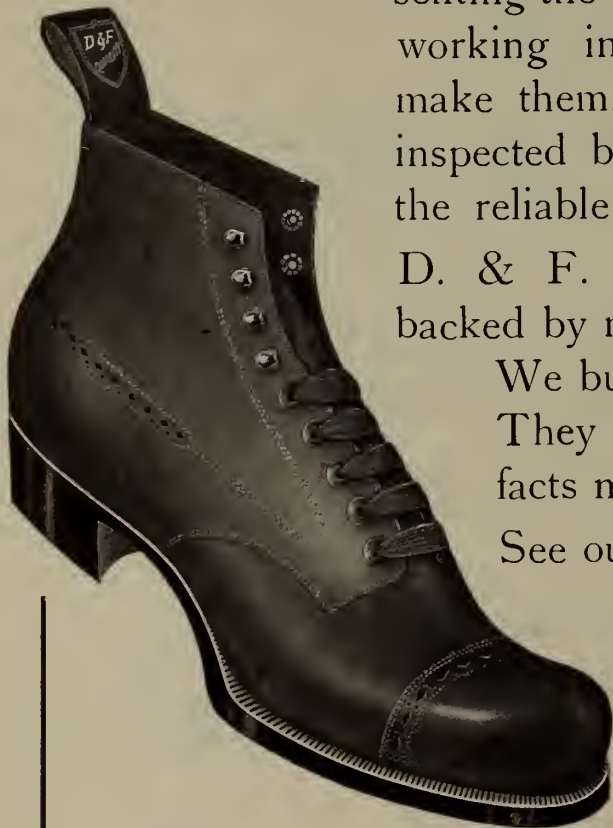


Dupont & Frere

Moderate Price Shoes



D. & F. Shoes will build permanent trade. Here's why: We exert every effort to produce unusually fine shoes representing the very latest styles. Skilled artisans working in a modernly equipped factory make them. D. & F. Shoes are carefully inspected by men who pride themselves on the reliable footwear we sell.



D. & F. means Durability and Finish backed by neat shapes and comfortable lasts.

We build comfort into D. & F. shoes. They feel fine at the first fitting. These facts mean repeat calls for you.

See our latest lasts and styles. Write us to insure a call from our traveller. We want you to see the D. & F. Line of Footwear. The shoes themselves are the best salesmen we have.

Dupont & Frere

Montreal



“Fall Styles”



Shoe dealers generally are preparing for a good season.
Are you?

The optimist will get the business this season.

On our part we have enlarged and improved our line—
especially the

Boys' McKay Sewn Shoes

These we build on three good lasts and sort in sizes $2\frac{1}{2}$
to $5\frac{1}{2}$ —This is our most popular line.

A salesman is on his way to you with the “All Star” line.

Star Shoe Limited

MONTREAL



LADIES'



FINE FOOTWEAR



Illustrated are four of our latest styles. They are equal in style, finish and workmanship to the finest imported shoes.

We are specializing in ladies' high-class footwear in Welts and McKays. Our new Fall styles include many patent and cloth top models.

Ask us to have a traveller call.

All Lasts in B. C. D. E. widths.

Gourlay & Fogelberg, Limited

Berlin, Ont.

WHITE SHOE CO.

48 York St., TORONTO

Your Rush Orders

will receive prompt shipment

We are equipped with a complete stock of boots and shoes for immediate shipment. Our brands include :

“Premier”	-	Men's and Women's
“Waverley”	-	Men's Welts Only
“Wear Well”	-	Heavy Staples
“Fairy”	-	Children's Lines

An attractive line of men's and women's white canvas shoes with heavy red rubber soles. Made in Bluchers, Bals, and Oxfords in McKay sewn at low prices.

For heavy, waterproof, wear resisting men's working boots we have the “Farmer's Brand.” We are sole agents for this line which is made in Tan and Black pegged sole.


The “Fairy Brand” is a particularly attractive line for misses, children and infants.

In stock for immediate shipment, women's patent foxed Bal, Spool Heel, Fawn Top, Patent and Military facing at . . . \$2.15.

Tennis and Lacrosse Blucher, Bal, and Oxford in White, Blue and Tan. Independent Rubber Co. make.

Our Travellers are now on their respective grounds with full range of samples. We solicit your orders through them or by mail.

Write Us - Phone Us - Wire Us



Extra Sales

Extra Profits

By Handling

Williams

Solid Leather Shoes

Williams Solid Leather Shoes are built of strong material on comfort fitting lasts. Skilled shoe makers working in a newly equipped plant produce them. Every shoe is examined carefully before shipping.

Be sure you see our samples.



The
Williams Shoe

Company, Limited

Brampton, Ont.

JOHNSTON & MURRAY SHOE STORES, LONDON AND ST. THOMAS

\$10,000 Worth of Famous Classic Shoes for Women and Children Now in Stock at Johnston & Murray's



Women's Shoes,
\$4.00 to \$6.00
Pair.

Children's Shoes
\$1.00 to \$3.00
Pair.

**CLASSIC SHOES ARE MADE by
GETTY & SCOTT, IN GALT,
Ontario**

There are two Getty & Scott factories, having a capacity of over 3,000 pairs a day—one devoted entirely to Women's Shoes, the other making only Children's Shoes.

Both factories are equipped with the latest machinery and appliances known to the trade today for making Shoes of high standard, operated by the best makers available on this continent. With this organization for the past 15 years, and a close, continuous study of customers' requirements and fashion's needs, it is small wonder that the Classic Shoe is now enjoying the widest sale in the Dominion.

We have placed in our two stores over \$10,000 worth of Classic Shoes, in the most favored spring and summer styles for women and children. Our Shoe Department is ready in the widest understanding of the term to give wearers of Classic Shoes in this city an unusually varied choice and every satisfaction in styles, sizes, widths and particularly in wear.



In Addition to the Manufacturer's Guarantee Our Money-Back Policy Protects You in Every Purchase.

We Guarantee Satisfaction on Every Pair or Refund Your Money.



Women's Classic Shoes

Come in patent, coltskin, gunmetal, vici kid, with black, gray, putty and tan tops, also bronze kid; long, narrow, receding toes, spool heels; many in the new gaiter effects.

Children's Classic Shoes

Made in Kulture model, scientifically designed on youthful lasts, built to withstand hard usage, while carefully preserving the shapely lines of young feet. Goodyear welts and high-class McKay and turned soles.

Store Opens at
8 A. M.
Closes 6 P. M.

JOHNSTON & MURRAY

(REG. JOHNSTON)

(KEN. MURRAY)

Open Every
Saturday Night
Until 10 O'Clock

Western Ontario's Big Shoe Stock
Over \$102,000 Worth.

198 Dundas Street

Assorted Stocks of Men's, Women's
and Children's Shoes, Widths AA to E.

Kant Krack

Dainty Mode



New Rubbers For Fall Footwear

THE new footwear styles for fall will have rubbers to fit them in the famous "Big Four" line—They are up-to-date in every way.

We are the pioneers in Canada of **pressure vulcanization** and **results** for the past year are more gratifying. A complete line of Samples are now in the Jobbers' hands. It will pay **you** to wait for the man with the **big four** brands—"Kant Krack," "Dainty Mode," "Royal" and "Bull Dog."

The Independent Rubber Co. Merritton, Ont. Limited

Distributing Agents

The Amherst Boot & Shoe Co., Limited. Amherst, N. S.
 The Amherst Central Shoe Co., Regina, Sask.
 The A. W. Ault Co., Limited Ottawa, Ont.
 White Shoe Co. - - - Toronto, Ont.
 Kilgour, Rimer & Co., Limited, Winnipeg, Man.

The J. Leckie Co., Limited, Vancouver, B. C.
 The London Shoe Co., - - - London, Ont.
 McLaren & Dallas, - - - Toronto, Ont.
 James Robinson, - - - Montreal, Que.





These approved models are obtainable from us in the Seasons Leather and Cloth combinations for Fall. We earnestly invite your inspection.



Blachford Shoe Mfg. Co.
Limited

92-94 Sherbourne St., TORONTO

If your rubber order for your Fall Requirements has not yet been placed, do not fail to see a "Life-Buoy" man and get the benefit of present prices.



"LIFE-BUOY"

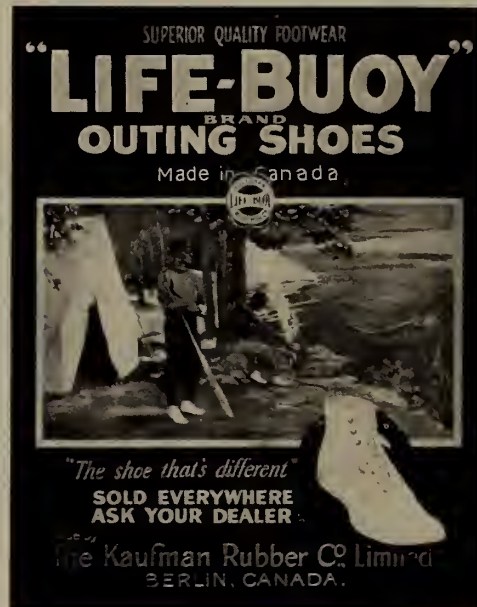
Tennis and Outing Shoes

OUR NEW TENNIS CARD. ASK FOR IT.

"Life-Buoys" are again to the front for 1915 with their excellent fitting Shapes, careful Workmanship and Superior Quality of all materials used in their make-up.

Order in advance of requirements to be assured of delivery when wanted.

BETTER ORDER NOW!



The production in this department has *doubled* within a few months' time. Extra attention is being daily given our Outing Shoe lines, in order to keep pace with the increasing popularity of this style of shoe.

Owing to the increasing high cost of leather footwear, your sales in canvas Outing Shoes will be larger than e r. Do not fail to make preparation therefor.

The Kaufman Rubber Co., Limited

BERLIN, ONTARIO

TORONTO
76 York Street

LONDON
342A Richmond Street

OTTAWA
281 Wellington Street E.

Full assorted stocks of entirely new goods carried at above branches.

The Newest Creations in Shoe Cloths

Broadcloths, Whipcords,
Corkscrews

Beautiful, durable fabrics that will withstand the test of time and wear, and bring credit to the user.

N. B. Send your own cloths to our Cement Factory to be cemented and pasted.

FISK
LIMITED
MONTREAL



Which ?



People are coming to realize more and more each day how important to the bodily health and temperament the shoes are. "Room for five toes" is coming to be a slogan that stands for greater efficiency. *Are you getting in tune with this demand?* The way to do it is to carry the **Rice & Hutchins Educator Shoe** with its "room for five toes." Made "for every member of the family." We shall be very glad to tell you all about the **Educator** proposition. It has proved mighty attractive.

**EDUCATOR
 SHOE** (R)

RICE & HUTCHINS

Incorporated

24 High Street : : : Boston, U. S. A.

Canadian Distributors

Western Shoe Distributing Company

719 Main Street : : : : Winnipeg

BOSTON OFFICE
134 Summer Street
NEW YORK OFFICE
Woolworth Building
Broadway at Barclay
SAN FRANCISCO OFFICE
29 Kearny Street



EUROPE
Coventry House, South Place
Finsbury, E. C., London, Eng.
SOUTH AMERICA
Buenos Aires, Argentine
Lima 486
AUSTRALIA
401 Post Office Place West
Melbourne

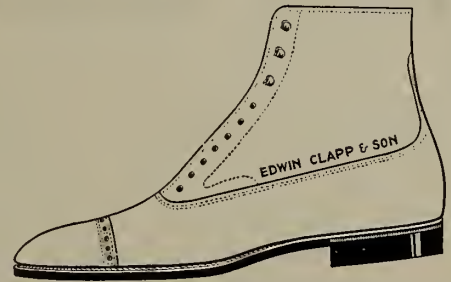
Our models are exclusive and embody comfort and elegance of the highest order—the result of fifty years' experience in the drafting and making of a superior quality of men's boots and shoes for all occasions.



Ritz-Carlton

Edwin Clapp
& Son Inc.
ESTABLISHED 1853

Factory and Home Office
East Weymouth, Mass., U. S. A.



Royal Poinciana

You are cordially invited to visit our exhibit at "Booth C," Collective Shoe Exhibit, Palace of Manufactures and Varied Industries, Panama-Pacific Exposition, San Francisco.

THE C. G. FLYNN LEATHER CO.

Announces to the trade that it is the Wholesale Distributor for Eastern United States and EXPORT TRADE of the

"MONARCH OF THE OAKS"

OAK SOLE LEATHER

IN

SIDES

BENDS

BACKS

SHOULDERS

BELLIES

HEADS



ALSO THE SAME TANNAGE OF OAK HARNESS AND SKIRTING LEATHER

The Product of KULLMAN, SALZ & CO., Inc., of Benicia, Cal., is celebrated for its superior quality. It has no equal. Inquiries for particulars and prices concerning these lines are invited.

THE C. G. FLYNN LEATHER CO.

CABLE ADDRESS:
"FLYLEATHER."

107 SOUTH STREET, BOSTON, U.S.A.

Protect Your Profits with H. & D. Solid Fibre Board Boxes →

Shoe Manufacturers and Jobbers, we can save you money on shipping bills. We can protect your shipment against water and dampness. H. & D. Solid Fibre Board Boxes are lighter, stronger and cheaper than wood boxes. They have few joints and these are so reinforced that they cannot come apart. Try tearing a Solid Fibre Board Box made by H. & D. You will know then why they stand all kinds of extra hard usage.

On shipments up to 90 pounds

H. & D. Solid Fibre Board Boxes

have all these advantages. Check them up and compare them with the service given by the wooden box.

- 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.

Write for full information—let us prove our statements.

The Hinde & Dauch Paper Co.

of Canada, Limited, Toronto

Corrugated Boxes — Fibre Board Boxes — Wall Board — Paper Specialties

Largest Plant in British Empire—Output 60 Car Loads Monthly.



Ask the men who have adopted H. & D. Fibre Board Boxes what they think of them. We will send you a list of names and our booklet "How to Pack It." Tell us what you ship.

Hartt Boots

At The Seat of War

North East France, 16-2-15.

The Hartt Boot & Shoe Co., Ltd.:

Your shoes or boots received O.K. They are fine, the best ever, and I must say they are more than worth the money.

I am enclosing a check for the amount with exchange.

They arrived at a very good time, just as I was leaving the base for the trenches. A number of officers have seen them and you may have a number of orders soon for the same class of goods.

Thanking you,

Yours,

W. W. Melville, Major, C. E.,
V. C., 1st. C. C. E.,

The Hartt Boot & Shoe

Company, Limited

Fredericton, N. B.

CANADA'S BEST SHOEMAKERS



220 per cent.

more

MINER RUBBERS

Sold during 1914 than during 1911

Miner Rubbers have met the approval of the trade. This is evidenced by our present volume of business which convinces us that our product is right, and it is our purpose to maintain the high standard of our merchandise. We thank the many retailers who purchased **Miner Rubbers** last season for their confidence in our goods, which we believe has not been misplaced. Our one object this season is to show an increase in the sales of **Miner Rubbers**. As the past season was a record one for this Company, our goods will of necessity be **Better than Ever**, and to our customers and the trade at large, we are looking forward to this increase, by convincing them that we are making more than a mere statement when we say that

MINER — MEANS — MERIT



The Miner Rubber Co., Limited

Selling Agents

Blachford, Davies & Co., Ltd., 60-62 Front St. W., Toronto, Ont.
 Coates, Burns & Wanless - - - - - London, Ont.
 Congdon, Marsh Limited - - - 88 Princess St., Winnipeg, Man.
 Congdon, Marsh Limited - - - - - Edmonton, Alta.
 C. L. Grant - - - - - Charlottetown, P. E. I.
 R. B. Griffith & Company - - - - - Hamilton, Ont.
 J. M. Humphrey & Company - - - - - St. John, N.B.

J. M. Humphrey & Company - - - - - Sydney, C. B.
 Jackson & Savage, Limited - - 78 St. Peter St., Montreal, Que.
 C. Weaver - - - - - Trenton, Ont.
 The Miner Rubber Co., Ltd., 225 Queen Street, Ottawa, Ont.
 The Miner Rubber Co., Ltd., 21 Notre Dame St., Quebec, Que.
 The Miner Rubber Co., Ltd., 146 Wellington St. W., Toronto, Ont.
 The Miner Rubber Co., Ltd., 72 St. Peter Street, Montreal, Que.



Coming—Not Going

**Our Sales for 1914 Increased
32% over 1913
WHY?**

- Because Miner Rubbers are better than ever.
- Because our 1913 customers know this.
- Because our range is the most complete.
- Because we are bringing out many new lines each season.
- Because 'quality' is the watchword at the factory.
- Because 'service' is the slogan of our agents.
- Because our stocks contain no old goods.
- Because we always aim to make our slogan "Miner Means Merit" a fact.

Our 1915 Catalogue is worth having. Send for a copy.



—TWO YEARS—

Our PRESSURE CURE line (Monarch Boot) has been on the market for the past TWO YEARS. It "took" right from the start and is now long PAST the EXPERIMENTAL STAGE. We are now making Duck Lumbermen's and leather top lines under this process.

A longer wearing rubber cannot be made.



The Miner Rubber Co., Limited

Granby Quebec Montreal Ottawa Toronto

A Brand New Line
For the Retail Trade
Red Riding Hood

Pla-Shu

(Trade Mark Registered)

The newest and smartest line for children. Made in Infants, Misses, Little Gents and Youths.

The Red Riding Hood Pla-Shu will be the greatest children's seller of the year. A Red Riding Hood Painting Book given with every pair.

Fall and Winter Styles
Now Being Shown by Our Salesmen

We want you to see this snappy, trade building, profit making line. Write and ask for our salesman to call.



RED RIDING HOOD SHOE CO

MAKERS OF

THE RED RIDING HOOD

Pla-Shu

FOR LITTLE FOLKS

**Brampton,
 Ont.**

A Welt at a Reasonable Price

With Flexibility, Style, Character and Durability
Guaranteed by the Mark of Quality

Eclipse

This system is *not an experiment* having been adopted by some of the largest and most prominent shoe manufacturers on this continent. **Now within reach of all.** Prices only a slight advance over McKays.



A popular Colonial style.

Another Line Added

Growing Girls' sizes 2½—6,
on a new Last.

A full fitter and up to date



Ostend Colonial—a strong seller.

Everything Worth Having
We Have It

Our men are now on the firing line, look out for them.

Galt Shoe Manufacturing Co., Limited

GALT, - ONT.

Mr. Retailer!



No. 10—Gun Metal butt, dreadnaught cloth top, Gaiter effect, large flat buttons to match, no pull. Torpedo model.

- ☞ Our line for fall and winter is quite up to the high standard of former seasons.
- ☞ In the range will be found that style and snap that has won us a reputation as good shoemakers.
- ☞ They are shoes that can be sold at a price and that's what Canada needs most to-day.
- ☞ Remember **ASTORIA, LIBERTY** and **TECUMSEH** Shoes are made in Canada and guaranteed.



No. 121—Gun Metal bal., sand cloth top, gaiter pattern, blind eyelets, four hooks. Newton model.

The Cook-FitzGerald Co.

Limited

London, Ontario

Makers of men's fine shoes exclusively.

“JOHN BULL”

Larrigans and Leggins

We make all the different qualities and lengths of leg.

If your dealer does not handle them, order direct.

R. M. Beal Leather
Company, Limited
Lindsay, Ont.





28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, Que.



TO TAKE CARE OF YOUR REQUIRE-
MENTS MORE FULLY WE
ARE SPENDING

\$1,020,000.00

IN EXTENDING

OUR

"SERVICE"
FACILITIES



Canadian Consolidated
Rubber Co., Limited
Montreal, Que.

28 "Service" Branches Throughout Canada



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 - Tel. Main 2299 - Room 119, Board of Trade
WINNIPEG - Telephone Garry 856 - 302 Travellers' Bldg.
VANCOUVER - Tel. Seymour 2013 - Hutchison Block
NEW YORK - Tel. 3108 Beekman - 628 Tribune Building
CHICAGO Tel. Central 6403, Room 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent St. 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. 5 April, 1915 No. 4

Treat the Traveller Right

The boot and shoe traveller knows more about boots and shoes than any other class of man associated with this business, from the man who grows the hides to the man who wears out the shoes. Why? To begin with, he starts out with the manufacturer's viewpoint. His first call teaches him also the opinion of a retailer. At the second call he gets in touch with the different views of the second retailer, and so on down the line. Retailers' views are necessarily regulated by those of their customers and so, finally, the traveller becomes the nearest approach to a walking encyclopaedia on footwear styles, business methods, best sellers, etc., that can be found anywhere.

Naturally you would expect to find retailers in general tumbling over themselves to get "next to" a man of this type, but, strangely, we often enough hear of a traveller being turned out brusquely—retailer refuses to talk to him or even see him.

Now our opinion is that such retailers are making a very big mistake. It is not a question entirely of whether you want to buy. It is a question rather of whether you need such information as the encyclopaedia may be in a position to give you. Of course, he will try to sell you, and, of course, you may feel like accepting some of his statements, regarding his own line, with a grain or two of salt. If you meet him frankly, however, and handle him with the tact that

every successful retailer necessarily schools himself to in his business, you will find the time you spend on the average traveller is a thoroughly sound investment.

Treat the traveller as you would like to be treated yourself. He is just as human as you are, just as susceptible to a little consideration, probably a good deal more responsive to fair treatment and in general a mighty useful man to make a friend of. Don't worry about getting something for nothing, either. He is willing to take his chance of carrying off an order from you eventually.

* * *

"Illuminate" to the Best Advantage

We probably all agree that window displays are among the most important methods of retail advertising. It requires, however, much skill and at least a certain amount of the artistic temperament. The display must also be seasonable and must be arranged with a view to satisfying the craving of the onlooker for novelty as well as information. One of the most important factors yet remains to be considered, however,—the illumination of your window. You do not light a candle and put it under a bushel. You do not decorate a window with the object of keeping it dark. If your window is worth trimming with care, it is worth illuminating to the best advantage. Do not do things by halves.

It is no more expensive to light your windows properly than to light them badly. Possibly you are using too much light and running up big monthly bills quite unnecessarily, simply because you have got the wrong kind of reflector or because your units are installed in the wrong place. This is a case where it pays to consult a specialist,—pays for two reasons,—(1) He will give advice free of charge, and (2) he will almost certainly make suggestions which will increase the efficiency of your window.

A very interesting and valuable article on window lighting appears on other pages of this issue. The author, Mr. Beattie, specializes in this class of installation, having made a detailed study of it for many years. In numerous cases his advice has resulted in better and more attractive lighting at an actual reduction in cost. Do not decide against better window lighting until you have the advice of a specialist. It is the final touch to your window display, the difference, often, between loss and profit.

* * *

Window Dressing that Pays

One of our most interesting short articles this issue is that of Mr. Rowland Hill, Jr., of London, Ont., on window dressing. One statement especially strikes us as being very important and also very often overlooked, viz., "The prettiest windows do not always sell the most goods."

In many windows, the trimmer seems to have no definite object in view—he just "decorates." Is it

any wonder, then, if the passers-by fail to get any definite ideas? A window should be trimmed with the primary object of "informing" the public. It must be attractive to catch the eye, of course, but, this accomplished, the feature of attractiveness should immediately give way to real interest in the things displayed. A prospective purchaser is looking for **something**—a certain type of shoe at a certain price. If your window display does not give him some reason for believing you can supply what he wants, you gain comparatively little, if anything, by attracting his attention.

There is no doubt, too, that the public—maybe not the wealthy purchaser, but **the public**—want to know the **price**. Most people would rather not commit themselves even to the extent of asking for this information, especially if they are just looking around preparatory to buying at a later date—and right here is one of the chief values of the shoe window—it decides people where to come when they want to buy boots or shoes three months from now, just as much as if they want them to-morrow or to-day.

Get the people into the way of watching for your window changes. We all know of an occasional window here and there that we will go two or three blocks out of our beaten path to take a look at periodically, just because we have learned by experience that they show us something new. Make your window one of these. It is an easier matter than you may think, for the competition in properly dressed footwear windows is not yet exceedingly keen.

* * *

A Form of Militarism

Laws in general are necessary and made for the purpose of defending the law-abiding majority against the lawless minority. If it were not for the few who would take advantage of the omission a very large percentage of our laws would never be placed on the statute books at all. That is the only thing that makes many laws just, they protect the sane public—the people who would never think of doing the things the laws prohibit—from the insane, irresponsible and entirely selfish element in our population.

Rules for business guidance must be formed very largely along the same lines and one of these is the rule respecting the allowing of boots and shoes out of our stores on approbation. Nine out of every ten will not abuse this privilege. The tenth customer, however, is the kind that considers only himself or herself. The result is, that the retailer, in addition to the annoyance and inconvenience caused, is forced either to accept a financial loss or readjust his prices on a higher basis to take care of this leakage. If this higher price only affected the offenders all well and good, but, as usual, it is the innocent chiefly who suffer.

The only way to overcome this evil is to **stop** allowing goods out on approbation. Where it has become a fixed custom this, of course, is easier said than done.

It could be easily accomplished, however, if there were an understanding to that effect among the retailers themselves. We are inclined to believe that, even working independently, no dealer will lose by explaining the circumstances fully to his customers and taking a firm stand. He may lose a customer or two but he will stand to gain more, for the public prefers to deal where all are treated alike, and since a comparatively small percentage ask this favor it becomes a class privilege. As such it should be stamped out. At best, it is only another form of "militarism."

* * *

Two Types of Retailers

One finds two more or less definite types of man engaged in the boot and shoe business to-day—the man who works along from day to day with only his own business in view, and the man who works with a broader, less selfish policy, seeking to profit by the experiences and ideas of his competitors and willing, in turn, to do his part to co-operate with the others occupied in the same trade as himself. In interviewing several retail boot and shoe merchants a short time ago, a representative of "Footwear in Canada" happened to call upon a typical example of the former dealer.

It is doubtless a well-known fact that one of the aims of our magazine is to act as a distributing agent, so to speak, to ascertain and comment on the business policy of the various successful, as well as the less successful, shoe retailers, in order that the trade in general may be benefited by this scheme of co-operation. Practically all the liberal and progressive dealers recognize the advantages which they derive from this scheme, but occasionally we run across such an individual as the one just referred to. When questioned with regard to his views upon a certain topic of general interest and importance to the boot and shoe trade, he took a rather remarkable stand,—one which strikes us with all the more surprise in these days when narrowness and extreme conservatism have been relegated to the little one-horse store in the small rural centre. "Do you expect me to give away the ideas that it has taken me years of experience,—and costly experience—to develop?" That is the attitude that we are continually striving to overcome among the trade in general, and which, fortunately, is more and more rarely met with,—that feeling of opposition on the part of the dealers towards one another, instead of the feeling of brotherhood.

The latter spirit is, perhaps, equally well exemplified in the case of one of our most successful boot and shoe dealers, who is always pleased to do his best to assist his fellow retailers. When consulted as to the business methods which he has either adopted, devised or elaborated upon as the foundation of his success, he freely discussed and explained them, to enable others in the boot and shoe business to profit by his

suggestions, as he profited by their expressed ideas. In one of the early issues of our journal this year, we published a more or less detailed description of one of the excellent business schemes which had been worked out by this man, and just recently he informed us, with considerable satisfaction, that this had given rise to enquiries on the part of several persons, who expressed a great deal of interest in this scheme.

Which type of man would you rather meet? Which type would you rather be? Which do you consider the greater credit to his profession?

* * *

Lighting Your Store

Salesmanship is very largely a matter of getting your customer into a "comfortable" frame of mind. This is, of course, increasingly true as the class of trade improves. With the wealthier classes it is all-important,—but the average customer appreciates a restful atmosphere and will carry away a kindly remembrance of a fifteen-minute "rest" that is very likely to bring him to your store again.

To this end nothing is more important in your interior scheme of decoration than your lighting system. The writer has in mind seeing not very long since a store installation of big bare nitrogen-filled tungsten lamps with no shades or globes of any kind whatever, that are sufficient to stop many an intending customer right on the threshold—we have no doubt they did. Some way or other the feeling these lights gave one unconsciously suggested uncomfortable and ill-fitting shoes. These same lighting units, enclosed in proper diffusing glassware, would probably have given ample light in that store and would have acted as an inducement to enter rather than an excuse for staying out. This may be an extreme case, but there are many others approximating it, where it looks as if the retailer had depended upon his own fancies and judgment in a matter that is entirely technical. These same dealers would scarcely be willing to allow an illuminating engineer to undertake the purchase of their next season's stock of boots, and yet they undertake the work of the illuminating engineer.

There are certain points in connection with this matter that do not appear to be generally recognized by boot and shoe dealers. For example, it has been shown in almost numberless cases that it costs no more to install a correct system than a poor one. Further, it costs no more to maintain the right system and very often considerably less. A third point and one more difficult to understand is that expert engineering advice may be obtained for the asking. This is explained by the fact that in Canada the men who know most about the proper way of installing lights are also, generally, dealers in lamps, glassware and other electrical accessories. For this reason an electric dealer will undertake to look your store over, make measurements and give you an estimate of the cost of a correct system on the chance of selling you a certain amount of

material. It must be understood, however, that you are placed under no obligation to buy. On the other hand it is almost certain that the live shoe dealer can be shown the advantage of following the advice of any engineer he may call in.

If your lighting is not entirely to your satisfaction, talk it over with the man who specializes in this work. You will be surprised with the results to be obtained at small cost.

* * *

Fall Styles

An interesting feature of this issue is a number of short articles on various live topics by representative shoe retailers from all over Canada. In addition to a number of valuable letters on the subject of repairing, our special topic this month, we are, among other things, treated to an interesting side-light on the trials of the smaller town retailer, by Mr. W. McKnight, a successful wholesale and retail general merchant, of New Liskeard, Ont. Mr. McKnight's plea for fewer latest styles will meet with the approval, no doubt, of many retailers whose location, with the consequent impracticability of frequent sorting, constitutes a decided handicap in the competition with more centrally located stores.

He would indeed be a brave man who would undertake to predict the style of shoe that will be most popular with either sex by the time next autumn has arrived. We are in receipt of an interesting letter from one of our correspondents, a manufacturer, who replies in answer to our request for some information regarding his fall lines, that it would be almost impossible for them to speak so far ahead as, by the time the fall season opens, any styles that are now popular may be dead and buried, because, the letter adds, "where manufacturers used to make samples twice a year, they now make them twice a week."

To offset this, however, we have another letter from one of the oldest and, as his letter intimates, one of the most conservative Canadian manufacturers, who writes, "Our aim is not to make shoe styles on the latest lasts, but rather to make shoes that last. We do not, as a rule, make many changes in our lines for the fall trade either in lasts or patterns. We have built our trade on quality and reasonable prices and want our clients and prospective clients to rely on these two features."

Between these two extremes there is possibly a happy medium, which will appeal to very many of our readers and their customers. To these we commend the great variety of illustrations reproduced in this issue and which we have chosen with a view to showing rather what is being offered at the present time, than with any idea of prophesying what will be worn six months from now. There is no doubt that among the new designs are some of the most handsome and attractive that have ever been shown in the history of the footwear trade. The influence of the war, both

as to design and material, is decidedly noticeable, but it is difficult to say how long this condition may be depended upon to last. We believe the retailer will be wise in buying cautiously of the extreme types and only after very careful consideration of the class of trade to be catered to.

Optimism in the East

A correspondent in St. John N.B., sends us the following optimistic items regarding the shoe trade outlook. This letter is of unusual interest and value when compared with the same correspondent's opinion a year ago, when collections were bad, money tight, and everybody was living in dread of what the future might have in store. To-day there is a feeling in the air that the worst is over, and we are on the up-grade, and if this is so, the footwear trade has as little reason to complain as anyone doing business in Canada to-day. We notice that the rapid style changes worry them in the east just as in other parts. Let us hope that, in the near future, this craze will be consumed by its own fervor,—

"The retail shoe merchants in St. John, N.B., are jubilant over the results of their Easter trade. Waterbury & Rising, Limited, who conduct three stores, and are the largest dealers in the Maritime Provinces, say they are perfectly satisfied and feel confident that, had the storm which began at about eight o'clock in the evening held off for a couple of hours, they would have done a terrific trade. As it was, their trade was the largest in many years. In the afternoon, so great was the rush that it was found absolutely necessary to close their principal store for an hour in order to put things to rights.

"The ideal spring-like weather prevailing during February and March caused the spring trade to open much in advance of previous seasons, and the dealers who were fortunate in having their spring stocks on their shelves did a capital trade. Trade conditions throughout the province are looking up, and all indications point to a season of unusual activity.

"Merchants are crying out against the multiplicity of styles. The average dealer is beginning to realize that business is becoming more difficult to gauge each season. Buying direct from manufacturers, as has been the custom from time immemorial, is placing many of the retailers in a dilemma.

"Samples are submitted in July and August (getting earlier each season), for the following spring, and just about the time they are getting ready to prepare for their spring trade, a novelty appears on the market, the demand is instantaneous, and they are compelled to hunt around among American jobbers to find a sand, putty, grey or white top boot, when, as a matter of fact, they were not shown or even thought of at the time they were buying and making arrangements for spring. Has the time arrived when Canada must provide immense 'in stock' establishments, such as exist in Boston, Chicago and New York? It looks like it now.

"Edward L. Rising, president of Waterbury & Rising, Limited, a most prominent figure in the shoe trade of the Maritime Provinces, speaking on the subject, said: 'We should strenuously object against the millinery end of the shoe business. We are going style mad, and competition to-day is keen, profits are small, the cost of doing business is constantly increasing, and this rapid changing of style is creating an immense accumulation of dead stock. The result is

bound to be disastrous. The trade should know in advance that an 'upheaval' is about to take place, as, for instance, the change from button to lace boots in women's goods, and vice versa. When button boots are being worn, as has been the case for the past few years, laced ones will not bring fifty cents on the dollar. Dealers stock up on button boots and suddenly a section of the country begins showing laced boots, and at once the demand for button ones stops. What is the poor dealer going to do with his store full of button boots? If profits were large, he could afford, like the milliners, to send his dead stuff to the Belgians or put it in the furnace, but, alas, he has been doing business on a bread and butter basis and now faces a condition that is truly alarming.' The retail shoe merchants in St. John are paying great attention to window dressing and the improvement of their store fronts of late. This applies not only to the large establishments, but even the small dealers on the side streets are making creditable window displays."

Unfair Reflections

"Footwear in Canada" has repeatedly raised protests against the attitude of certain of the public press and other interested parties in passing judgment on the Government footwear supply controversy before the evidence is complete. Our attitude is borne out by Col. Middlebro, who recently stated that "unfair reports of the proceedings have appeared in the Canadian press." The following extract is from the Montreal Daily Star of recent date. No fair-minded Canadian will quarrel with the sentiments expressed,—

"The manufacture of boots and shoes is an important industry of Canada and particularly of this province. When, therefore, Chairman Middlebro of the Boot Enquiry at Ottawa agrees with a witness, that unfair reports of the proceedings have appeared in the Canadian press, it is high time to call attention to the grave injury that may be done by these unfair reports.

"The public has a right to know the truth of this matter, and the whole truth. But the truth should be presented honestly and fairly. There should be no exaggeration and no catering to sensation. It is not necessary to injure one of Canada's important industries, in which much labor is employed and much capital invested, in order to punish those alleged to be guilty of offences in supplying boots to the Canadian soldiers.

"Highly-colored reports, as well as cartoons and sensational editorial deductions, based upon a misinterpretation of the evidence or on part of the evidence only, have already appeared in many Canadian papers. A severe and harmful reflection has been cast upon an industry which is the sole support of thousands of Canadian workmen and in the prosperity of which the Canadian public has an interest.

"We are not concerned in saving any of those who may have been guilty of ruthless piracy in this matter from just punishment. But we are concerned in saving from injury the blameless. Included in the innocent, is the Canadian public which has an important asset in Canada's boot and shoe industry and has the right to have it protected from interested and unfair criticism."

Do you read our "General News and Personal" Columns? You know some item we missed. Send it in—we'll "prent" it.

Do Canadian Shoemen Need an Association?

Life Worth Living when Jealousies are Wiped Out—Read the Advantages They Derive in the United States—Does the Cartoon Speak Truly?

We are firm believers in Canadian shoe retailers' associations, whether Dominion, provincial or still further localized. Many difficulties under which we now operate could be cleared away. A better understanding of our own business and of one another's motives and frame of mind would result. We would learn better methods and gain courage to put them into practice.

Down in the United States the enthusiasm for such associations has grown almost beyond belief within a comparatively short period of time. Distrust and ill-will have given way to feelings of frankness and brotherhood—a necessary foundation for the best success in any business. The general tone of business life, both as to system and morale, has been tremendously improved and the members of the association have become broader minded and more useful citizens.

Knowing something of the work of this association and the spirit of its members, we recently wrote their president, Mr. A. C. McGowin, asking his opinion of the value of their organization and of the probable effect of such an association in Canada. His reply can leave no doubt in the mind of any reader that the retailers of the United States are deriving a very real benefit from co-operation. The letter has a ring about it that makes one hunger for something of the same sort in our own country. The "jealousies" it

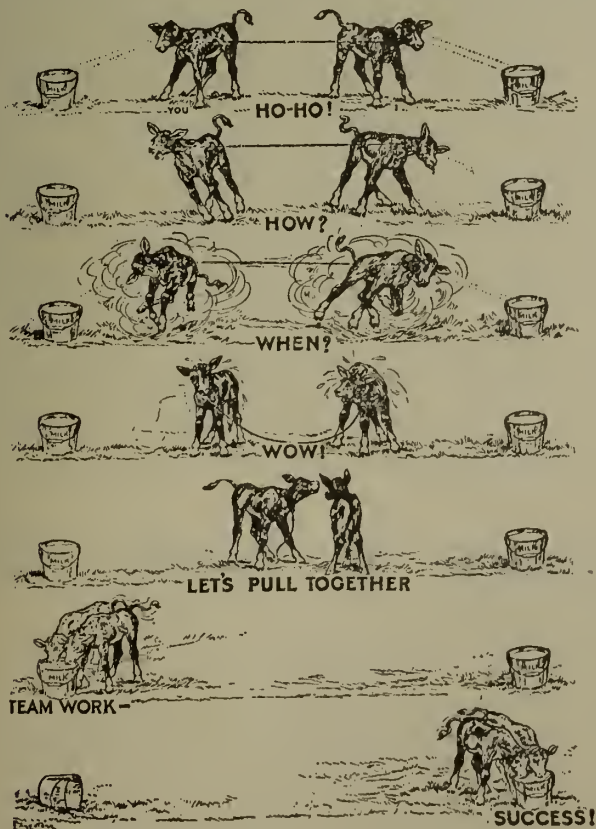
speaks of are also very real in Canada—unbelievably so to one who has not gone in and out among our retailers as an editor is privileged. Why can we not also realize the "resultant good fellowship among all classes of dealers which makes life worth living?" Read what Mr. McGowin says,—

"Editor Footwear in Canada:

"I have your letter of March 10th, concerning the difficulties in the shoe retailers' business of your country, and I do not believe that I could say to your shoe retailers anything better to convince them of the value of organization than to give you ten reasons—promulgated by our Mr. Geuting, Secretary of our National Association—as to why a shoe dealer should become a member of the National Shoe Retailers' Association of the United States. These apply just as fully to Canada as they do to the United States.

"In addition to these ten reasons I desire to say that the **jealousies wiped out with the resultant good fellowship among all classes of dealers makes life worth living.** Besides which, every single meeting that we have had in this country has tended toward the uplift of our craft, with better profits and therefore better health and happiness for everyone of our members.

"I sincerely trust your Canadian shoe retailers will see the advantage and organize quickly so that they



WHAT stage has the Canadian shoe retail business reached? The third? By a miracle the calves reached the next, the "Exhaustion" stage without spilling any milk. We, as retailers, are not nearly so fortunate. Our cut-throat competition—our entire lack of co-operation—is reacting only on ourselves. Why not "pull together" before the "milk" is all spilled?

can know the advantages they will derive from such organization.

"Wishing you success in your efforts, I am,
 "Very sincerely yours,
 (Signed) A. C. McGowin,
 President."

Ten Reasons Why You Should Become a Member of the National Shoe Retailers' Association

1. It identifies you with the progressive shoe merchants of the United States.
2. It will affiliate you with the National Shoe Retailers' Association and entitles you to all the benefits of that Association, such as keeping you posted in matters of special importance.
3. It gives you the advantage of the organized efforts of the greatest shoe retailers in the world.
4. It protects you against unfair legislation and any public raid that may be made on the craft, so common where no organization exists.
5. It will enable you to attend conventions, both state and national, where you hear papers and discussions from the leaders of your craft that will stimulate, inspire, and educate you in advanced thinking in your line of business.
6. Membership in an association will give you a key that opens the fraternity of every shoeman in the United States to a frank and open discussion of any problem you wish to discuss with your fellow-merchant on the technicalities of your business.
7. It will make you a brother of every shoeman of first-class standing and success in the United States.
8. It will enable you to take a fire insurance policy in the Fitchburg Mutual Fire Insurance Company that will save you from 25 to 50 per cent. of the premium you are now paying.
9. A membership in a shoe retailers' association may mean the difference between success and failure in your life, for you are sure to get just the shoe thought that spells "Success," by affiliating with the best thinkers in the trade.
10. It gives you the privilege of doing a little altruistic work in your own craft with your own kind that always brings grace and blessings.

Approbation Evil—Only One Way to Stop It

By Dillon & Moore

Merchants and their staffs often indulge in speculation, during their leisure moments, as to the manner and means of making the thorny paths of the shoeman more rosy, and while nearly every subject has been given its due consideration, the writer has not, with a few possible exceptions, seen the opinion or solution to the wholly-unnecessary pitfall that nine out of ten merchants dig for themselves, when they permit "approbation" to exist in their stores. Who among the shoe men who may read these lines, but has not sat up late to figure his way clear of the "appro" bugbear, without branching out independently and letting his competitor, who does it, "go hang."

Whose is the fault? The retailer for permitting it, or the patron, for indulging his or her fancy. Mr. or Mrs. So & So (generally Mrs.) calls in to see the new styles, possibly on a day when business is fine. She admires them and asks that a "selection" be sent home for her choosing—two, three, four or even six pairs. The salesman readily acquiesces, as the store permits it, for it means that he can memo the transaction and then sell other customers, who might have been lost, had he not arrived at the opportune moment. In the course of a day or two, the parcel is called for, when the merchant finds that—a pair may have been chosen. All very well.

But how many times does the opposite come true? The shoes come back, but how! Cartons broken, shoes mismated, laces taken out and kept, soles soiled, button holes strained, buttons off, while some few have seen the suspicious signs that tell to the critical eye that Mrs. A. B. C. Smith-Jones has gently slid her silken hose into a pair of satin or patent pumps and worn them a little at her five o'clock tea, where the deep rugs do not soil them—much. Again, the dealer may have a call for a shoe while it is out, which means a lost sale unless he sends a hurry-up call for it. What is a man to do? The lady is a good patron, her credit is A1-100, so he just lets it drop. If he should be so bold as to suggest to this lady that the above was reality and not a freak of his disordered mind, a good customer would be lost for all time. If the shoeman, unless he be situated in the larger cities, where he could not be expected to know anyone, refused to allow his goods to go out—at the extremely polite telephone request—he would be told instanter that "it's all right. I can get them somewhere else,"—and the 'phone would be hung up.

Co-operation is the only way to combat this ever-growing evil, but until the shoemen get together and agree to stand pat, just so long will their good nature and business be imposed on.

Findings Should Occupy a Front Place

By Mr. D. T. Murray

Shoe findings should occupy a front place in the store, the handiest you can find, as like many other small articles in constant demand they are very often wanted in a hurry. Dressings and laces especially are a household necessity, and if placed in a conspicuous location they suggest to the casual customer the advisability of taking some home anyway, whether requested to do so or not, for the reason that if not re-

quired today they surely will be in the very near future.

The small boy of the family has a faculty of breaking laces and then ransacking the house for boots with laces in them. The result is that dad's and mother's boots are often minus at the moment when most needed. The same remarks apply to shoe polish. If you have not a showcase or stand suitable for find-

ings a good place for them is one or more of the bottom shelves near the front of the store. Make a double shelf by placing another board the length of the shelf and half way back.

This space should always be kept neatly and cleanly filled with a variety of polishes, dressings, insoles, brushes and such other findings as are desirable. A neat display in the window with a card quoting prices will bring good results in findings as in all other merchandise. The exclusive shoe store in many places is at a distinct disadvantage as compared with the general or department store, in that it depends entirely upon the footwear requirements of the community for its trade, excepting, of course, in cases where trunks and valises are handled, while the other has a hundred and one different lines of goods to attract and provide people with. Keeping this in mind I am of the opinion that not only are findings too

much neglected in many of our stores but that in addition to findings the shoe dealer should stock hosiery. The buying of shoes in very many cases suggests the need of hose, and if these are in sight in the store when the shoes are being purchased, a sale is the usual result. Fixtures may be obtained for a small sum upon which a display of ladies' and children's hose can be made. Small adjustable counter stands for men's socks take up very little space and an assortment of these goods suitable to the season of the year will be found to pay well and prove to be a decided convenience to customers. Particular care should be taken towards making a good start by having values at least as good as can be found in any of the men's furnishings or dry goods stores. Shoe findings and hosiery are both good paying lines and come well within the range of merchandise that a dealer in footwear should be expected to carry.

Window Displays—How They Work for You

By Mr. Rowland Hill, Jr.

Of the many ways of modern advertising, show windows are without a doubt the greatest. Hence the question of window display is one of greatest importance. Newspapers, posters, hand-bills and all other kinds of advertising have their place. But even poorly dressed windows are daily being found to have a more direct appeal to the prospective buyer, while carefully dressed, tastily trimmed windows have a very much stronger pull.

The more modern the front the better opportunity of getting the most out of the space used for windows. Window space is like advertising space in newspapers; both are being paid for, but must be closely watched and often changed to bring best results. It has been proven over and over again that money expended on window trimming and modernizing the front of a store brings back many times more than any other kind of advertising whatsoever.

On the question of "Window Display" nothing really new can be said. The first very important requisite in making a window display is absolutely clean windows both inside and out.

Before doing the actual arranging of the goods to get the best results have a definite idea formed in the mind, or better still on paper, of the form and way in which the goods will show up to advantage in the display, considering of course the fixtures, etc., which can be utilized. The shoes to be shown, should be previously chosen, filled with shoe fillers where possible, and laced or buttoned up with care. Use men's shoes of all the same size; also the same in the women's. Sample sizes "7" in men's and "4" in women's have the best appearance. If two windows are used, best results are obtained by using one window always for the women's and children's and the other for men's and boys'. In this way purchasers form the habit of looking in the window in which shoes suitable for themselves are shown. Before placing the goods in the window have the price tickets placed on each, the writer favoring putting prices on every shoe or article being displayed. The value of price tickets and show cards cannot be over-estimated; only in some exclusive high-priced specialty shops is it found practical to omit prices. Change the show-cards weekly and the style of the price tickets often. A change of tickets gives an entirely new effect to an otherwise ordinary display. In arranging the trim be careful to have the

windows balance. A good rule is to work from the middle of the front of the window arranging the right shoes on the right side and the left on the left side also mixing the tan shoes balancing one side with the other.

Hardwood is possibly the best permanent flooring, but even with the best of hardwood floors, different colors of cloth and sometimes crepe paper are very effective to give a change. When possible have the background to harmonize in coloring with the floor.

Dress the windows with seasonable goods also using decorations suitable to the season. Autumn leaves, browns and greens are good fall colors, shades of red good warm winter colors, while for spring more delicate shades may be used with blossoms and flowers to give a spring-like effect. Care must be taken not to overdo the colors as it must be remembered first of all a window is valued solely on its selling qualities, and the prettiest windows do not necessarily sell the most goods.

Show the catchy new goods in a prominent position. A little observation will soon show which are the best positions in any window. Care should be taken not to over-crowd, the numbers of shoes displayed depending largely on the class of trade being catered to. The bargain hunter, as is generally known, is caught by the appearance of quantities of shoes with large bold tickets; the middle class, which most trimmers trim for, are affected more by a neat display of various priced shoes not over-crowded; while the exclusive high-priced store finds it best to show only a few shoes displayed with taste.

To get most from the windows change often, once a week as a rule. Thoroughly dust shoes and fixtures, clean the windows and replace goods in an entirely different position if possible. The best satisfaction is found when one employee is given the responsibility of the window trimming, especially when one has a little taste along the line and likes the work well enough to get enthused over it.

Holidays and celebrations give opportunities for special effort by the live window dresser, and should not be overlooked. Twenty-fourth of May for instance is an ideal time to feature "Made in Canada" goods, etc., when the windows can be effectively decorated with flags and red, white and blue.

Characteristics of the Shoe Business in Towns

By Mr. W. McKnight

Probably the most outstanding feature of the shoe business in the outlying towns, and one that has not been touched on very much, is that of "placing orders," for fine shoes, in the fall for spring and in the spring for fall, practically six months ahead. The manufacturers send out their travellers with a set of samples showing the new styles for the coming season, and the merchant places his order for what he thinks he will require.

Now then, what happens? By the time he has received these goods, and just given prominence in his local newspaper to what he expected to be the latest styles, the manufacturer comes out with his new samples, for the following season, shows them to the city merchant, secures an order for immediate delivery, and has the city merchant showing the advanced styles, boosting them, and getting extra business, while the merchant in the back town is stocked to the full and losing business because he isn't show-

ing the very latest style as advertised in the city papers and magazines, which are read and taken more notice of,—especially by the ladies,—in the towns than in the cities, for the reason that the ladies in the cities have the privilege of seeing the advance styles as displayed in the city show window and otherwise, while the ladies in the towns who dress just as well and are just as desirous of obtaining the very latest are forced to develop the mail order business to the cities.

Now then, there is just one of two ways of overcoming this difficulty.

Either the manufacturer should hold back his advance styles till the present style season is over, or the shoe merchant in the back towns will be forced to do less placing business and wait for the latest which the manufacturer "drops" on the market at the last minute.

Good Store Service—A Few Timely Hints

By Mr. E. W. Smith

You want me to tell you something about good store service. In the first place, the obliging salesman, with good memory of faces and the stock well in mind, counts for a whole lot. A salesman, if he feels impatient, must never show it. A grouchy face doesn't get him anything but trouble. Speaking from our own standpoint, I would say that we sell twenty-four out of twenty-five people who come in to buy. We often find it necessary to change clerks in the case of a hard customer, as only yesterday I have in mind a bride and groom who came in; the bride was easily suited, but the man was a stinger. It took one hour and a half to suit him and finally the clerk produced the first pair he showed him, and he said that was just what he wanted.

We never crowd a customer to buy something else if we have not got what he wants. We tell him we are sorry and if he can't find it, we will get it for him. We frequently have them come back and ask us to get them. We also willingly exchange goods or refund money without any hum and hawing. We

try to adjust all complaints so as to leave the customer perfectly satisfied. Oftentimes it is not the fault of the shoe or rubber, but the customer cannot be convinced. Then if we argue and make them feel sore, and finally make a compromise, the customer does not forget that argument and does not like it, and is apt to pass by when in want of more shoes. One thing particularly, I always see that customers do not have to stand around unnecessarily before getting waited upon. Customers don't like to stand around while a clerk is gossiping. I have myself walked out of stores where they have a big stock and no time to wait on you.

Offering to send parcels willingly is another feature. We also look after parcels, etc., of our outside and radial customers. They seem to appreciate it. Now, in summing up, as the lawyer would say,—we try to make our store as pleasant and agreeable as possible to one and all, making our customers feel perfectly at ease. Then the pleasure is not all theirs. We all feel better.

Advertising—Misrepresent Nothing

By E. F.

Advertising is very essential to the successful running of any retail business, and we are firm believers in all legitimate forms of advertising, and have ourselves made use of a great many systems of advertising in the years that are past; but of all the different forms and systems of advertising for the merchant in the smaller towns where the trade is a steady flow from year to year of the same customers, I think there is no better or more profitable way of telling your customers of your wares and their good qualities, than through the medium of your local papers.

In our town we have two local papers; we buy

space in both of them and use it as we most profitably can. Each week we change the advertisements and keep something fresh always before our customers. We try to write our advertisements catchy and interesting and always say something that impresses the reader that ours is a good store to go to when in need of footwear.

We frequently use cuts to show how a certain shoe looks, but as a rule, when we do use a cut, it is for some specific shoe, not as a general attraction. At times we trim our windows with a special line of shoes, then we run our advertisements telling of the

splendid qualities of that particular shoe and find it works out for our interest much better than a general display in windows and a similar display of an advertisement.

To my mind an advertisement should be specific. Some point should be brought out in each advertisement that the reader could remember and would be strongly enough impressed on his mind to at least bring him into the store to see or inquire about. When an advertisement speaks that forcibly it is doing its

work. The rest must be done by the staff at the establishment when the customer comes inside the door.

We are always careful in our advertisements to tell all we know about the shoes. Misrepresent nothing. Have the goods in stock to back up what you say and sell them at advertised prices, no more, no less. These business principles no doubt have helped our advertising and the advertising has helped us to carry out these principles. This combination is necessary for best results.

Correct Lighting for Shoe Store Windows

If It Pays to Decorate Your Windows It Also Pays to Illuminate Your Display—Many a Good Dressing Loses its Advertising Value Because Passers-by Cannot See It properly—The Right Way Costs No More

By Mr. George J. Beattie

What other form of display, the effectiveness of which depends entirely on the correctness of the artificial lighting, does a show window most resemble?

The theatrical stage.

When one lets his mind dwell on this fact it seems indeed strange that the striking similarity in effect and purpose was not recognized sooner.

It is only within the last few years that illuminating engineers have developed the science of window lighting along these lines and the rapid disappearance of exposed lights of all kinds in show windows attests to the commercial correctness of the theory of illumination from concealed sources.

The pioneer equipment for concealed lighting of show windows is the familiar trough, constructed of metal and lined with white opal glass, or strips of ripple mirrored glass in which the lamps are placed vertically or horizontally at frequent intervals. While the trough reflector marked a great advance in window lighting methods, and dominated the field for a long time, it has numerous defects. There is a great waste of light due to the lack of control of the end-wise light flux, the interference of light flux of adjacent lamps, and the lack of sufficient variation in design to meet the variable conditions encountered in practice. The distribution of light from the trough is not uniform over the trim. The bulk of the light flux is confined to the upper portion of the window, with a consequent insufficiency at the front and bottom. However, the trough is so far ahead of the old systems of exposed lighting, that it deserves very favorable comment in the history of window lighting.

An individual reflector for each lamp prevents much of the waste of light characteristic of the trough, and makes possible a more even distribution over the line of trim. Such reflectors preferably should be non-symmetrical with a distribution of light that cuts off sharply at the edge of the window and at the top of

the trim. Symmetrical reflectors placed at the front of the window in a vertical position are wasteful—practically half the light escapes through the plate



Fig. 3.

glass onto the sidewalk—and do not give an even distribution of light on the trim. The concentration type of symmetrical reflector may be used to advan-



Fig. 1.



Fig. 2.

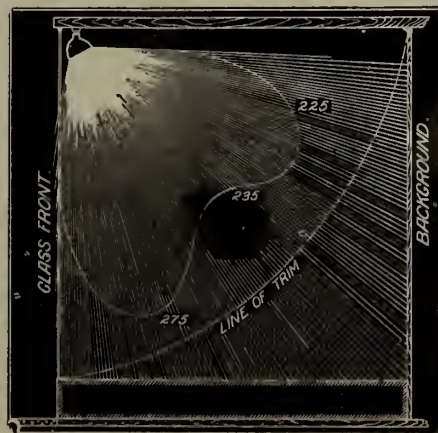


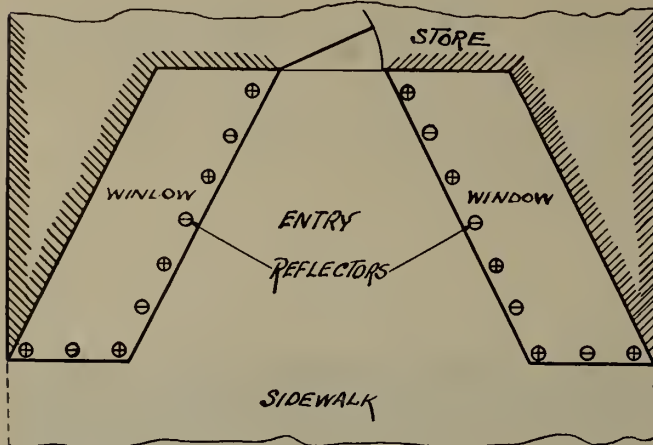
Fig. 4.



Fig. 5.

age when tilted at an angle. By a study of the conditions in any particular case, an arrangement of concentrating symmetrical reflectors tilted at a number of different angles may be secured which will give good results. The installation of such equipment, however, entails constructional difficulties, which are entirely overcome by the use of non-symmetrical reflectors in which the lamps hang pendant.

Specially designed silvered glass reflectors (specular reflecting surface) of the type shown in Fig. 1 are



SYMBOLS; ⊕ SCOOP TYPE, ⊖ HOOD TYPE. USING 60 WATT, CLEAR BULB LAMPS

Fig. 6.

meeting with wide application. They are designed in a variety of sizes and shapes, and cover the field in a most complete manner. Their efficiency excels that of all the other commercial reflectors by a handsome margin. Fig. 3 shows a window illuminated by means of 100 watt tungsten lamps equipped with silvered glass reflectors.

This window was chosen particularly because it is not what might be called a low, shallow window, for which the Hood type reflector illustrated in Fig. 1 is especially designed, nor is it of the nearly square type (height equal to depth) for which the Scoop type (Fig. 2) is designed.

To more graphically illustrate my meaning I introduce Figs. 4 and 5, cross sections of each type of window.

As the "Selz" window illustrated, is a compromise between these two types, it is necessary to alternate the Hood and Scoop types of reflectors. The light from the former being directed almost straight down, amply illuminates the lower front of the window, whereas the Scoop reflectors throw their light straight back, as well as down. This arrangement is best in comparatively shallow windows which are "trimmed high." By imagining Figs. 4 and 5 superimposed, one can readily grasp the point in question.

The diagram Fig. 6 is a floor plan of the "Selz" windows pictured and illustrates the placement of the reflectors.

This method of illuminating windows with reflectors designed on the searchlight principle makes bright windows possible at no increased cost for current, for the light that is usually wasted on ceiling and sidewalk is here all thrown on to the display.

Competent engineering advice may now be obtained without cost and the retailer who avails himself of

this service will insure the perfect lighting of his windows.

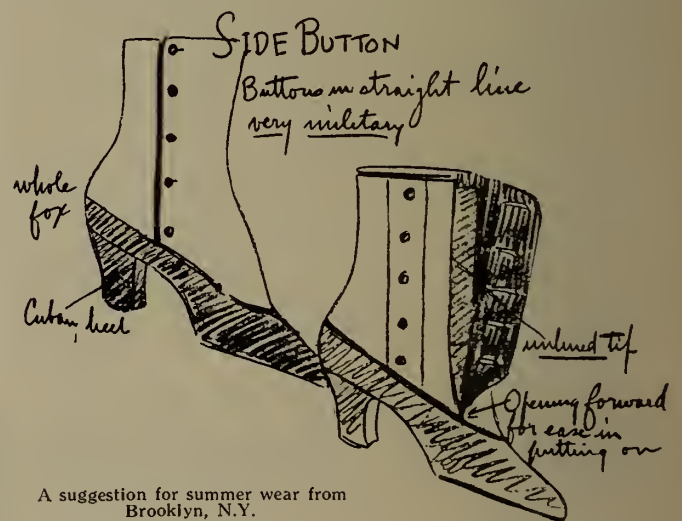
Fall Styles in Men's Footwear

The styles which will be in strongest demand during the fall season will apparently be along the same general lines as the present fashionable lasts, though there will probably be numerous innovations in pattern effects. Heels will be from seven-eighths to nine-eighths inch high, though perhaps with a tendency to be raised a little, and the features of the English lasts—the low recede toes, long vamps and wide shanks, will continue in the stylish lasts, though slightly modified, in that the forepart will not be drawn out quite so long, the toe will not be quite so narrow, and the vamp will be slightly shorter.

While whole-foxed Bluchers will be strong, Balmorals will continue in vogue for high grade wear. Toppings of buckskin and colored cloth, especially grey and brown, in combinations with black vamps are being shown. In these patterns one common feature is eyelet stays varying in width from one-sixteenth to one-half an inch. Glazed kid toppings will also be much in demand; this material has the advantage of wearing well, besides being very stylish in appearance. Fancy tops promise to be in great vogue in Balmorals.

Lace boots will be worn more than before, customers and retailers appreciating that a better fit can be had with lace adjustment, as the stretch can be taken up and the ankle can be made to present a trim, neat appearance which is not so readily secured with button adjustment.

One of the chief features that characterizes the styles for the coming season is the more conservative and sensible lines of lasts; the obvious attempt is being



made in general to secure the happy medium between the extremes of the narrow and the wide, freaky toe.

The most popular leathers in demand will be dull calf, demi-glaze and blacks generally. Probably there will be most call for dull leathers, with tans and kids second. Kids will be especially in favor for more dressy wear, being very serviceable from the standpoint of both wearing qualities and attractive, comfortable fit; kid is being featured in some of the most fashionable, snappy patterns of next season's lasts.



A handsome store.—Note small showcases inserted at sides—Perfect illumination by indirect units of National X-Ray Reflector Company.

Shoe Repairing—Does it pay the Retailer?

Great difficulty in getting men who can do the work—Machinery rapidly coming into use—Will pay if operated on a business basis—The experience of some of our best dealers.

If you handle it as if it were a worth-while part of your business—yes. If you look on it as something simply to be tolerated, to be kept in existence merely as a convenience to your customers and left to run itself—no.

The business of making boots and shoes has undergone big changes in the last twenty-five years and, with it, the business of repairing. Twenty-five years ago, few people thought of wearing anything but a custom-made shoe. This presupposed life-trained and capable shoemakers and repairers. Naturally, the man who made a pair of shoes at his bench could equally well repair them. In those days it was scarcely even recognized that the operation was one requiring exceptional skill attainable only by life-long apprenticeship and a real respect and, in many cases, an ardent admiration, for this work.

But all this has changed. The manufacture of shoes by machinery has now reached such a high standard of speed and efficiency, that the species of custom shoemaker, as we knew him twenty-five years ago, is almost extinct, only recognizable in a very few of the more highly specialized types who owe their existence to their superior skill and their ability to adapt themselves to a specially conservative and discriminating class of trade. The inevitable consequence is that, lacking the demand and training, we can no longer find workmen capable of doing general repairing as it ought to be and used to be done.

One other factor has exercised a very decidedly adverse influence on the shoe repairing industry. That is the tendency of the retailer to discourage it. No doubt the scarcity of skilled repair help is more or less responsible for this, but probably a more powerful reason is that more money can be made in the same time by selling new shoes than by repairing old ones. The tendency against repairing has also been aided by the comparatively low prices at which the factory boot has been obtainable, as well as by the further fact that the quality of the factory article often, in the past, did not justify the same expenditure on repairs as the old-fashioned boot.

What, then, is to be the outcome of the present conditions? We have three factors to consider: (1) the factory boot is now so well made that it will pay repairing, if properly done, almost, if not quite, as well as the custom-made boot ever did. (2) The original cost of boots and shoes is surely working upward, and (3) the public on this continent appear to be losing their aversion to wearing shoes that have been repaired, following, in this respect, the lead of the older continental countries.

But the fact still remains that bench repairing requires men of bench experience and skill, and we no longer have them. What are we going to do? Manifestly, resort to the same alternative which has solved labor inefficiency so often in the history of the past twenty-five years of industrial life—repair by machinery. But does not this also demand skilled labor, you ask. Yes. But this class of skilled labor is available—it is the product of every shoe factory.

We see an unmistakable tendency towards the

use of this solution in practically every repair shop that claims to be run as a business enterprise to-day. Machinery is creeping into the humblest little places; so far with not any too marked success, as a semi-cobbler-machinist is not fully efficient in either capacity, but the success is enough already to point the way of the future and indicate that the doom of the benchman has been sealed.

So much for the mechanical side. Now, what of the business end of shoe repairing?

The conservatism which characterized custom work in general twenty-five years ago has regulated largely the methods of conducting this business up to the present time. Modern methods of going after business have not appealed to the old-fashioned shoe repairer any more than modern methods of making shoes have pleased him. They have had to rely, then, chiefly on the quality of their work to bring their customers back. This has worked out satisfactorily in a very few cases, where the workmanship has been decidedly superior, but, in the main, it can be said that lack of business methods as we know them to-day, has been the cause of almost innumerable failures in the past ten years of shoe repairers to make a decent living.

The Average Repair Shop

Let us portray the average small repair shop. The store front is anything but inviting. Windows are dirty and, if there is any attempt at display, the articles are covered with dust, except such as may have recently been disturbed to show to a chance customer. The window curtain is awry. The door opens with difficulty and the little tingle that announces your entrance introduces you also to a grimy chaos of more dirty boots, dusty leathers, disordered findings, incapacitated furniture, and so on. Then how does the proprietor impress you? Nine times out of ten his appearance is far from impressive, but his manner is often repellent. Uncivil is a mild term. A remarkable case came to the attention of the writer within the past month. A little girl was sent by her parents with a pair of house shoes. She was given special instructions that these were to be half-soled, the soles being sewed on. These instructions were carefully delivered and even impressed on the repairer, by advising him of the necessity of sewing so as not to injure the house floors. The result? The half-soles were nailed on. The excuse? None. The reason given? He hadn't time to sew them. Even this explanation was given very briefly and gruffly. Now in the name of all that is modern, why should the repairer have gone out of his way to such an extent to inconvenience and impoverish people he had probably never seen and consequently could have no grudge against? What reason could he have except that he was determined to nip in the bud any lurking possibility of these same people ever sending repair work to his store again?

All these objectionable factors can be removed without trouble and at no expense. It costs no money to be clean, tidy or civil. On the other hand, these things constitute investments that yield dividends

such as would tempt even a fox farm stock promoter. Is there any sign of improvement in the past few years? Frankly, we do not see it. The shoe repairing business, that is, a large percentage of it, has got into the hands of a class of people who use notoriously careless business methods similar to those outlined above. The solution lies only, as we see it, in the influence of the few good business men who still cling to the profession, in the introduction of an element of skilled mechanics and the application of the same wide-awake, make-a-profit methods of management that we use in our shoe retailing. Where this has been done, we know of many cases where results are highly satisfactory.

Going After Business

Here is a case in point. Three months ago a young man with practically no experience in shoe repairing, but with a few original ideas on how to run a business, started a small shop in a fairly central location in one of our larger Canadian cities. His locality was pretty well chosen, taking into consideration the rental, the space available, and the amount of transient trade likely to be gathered in. He showed his business instincts by installing a couple of pieces of modern machinery—purchased, by the way, on the installment plan, so that it did not weigh too heavily on his initial earnings. Next he had a number of cards printed and distributed, which stated, among other things, that he called for and delivered goods. The results in this case did not satisfy him. So he had postcards printed (addressed to himself and ready stamped for mailing), something like the following:

Please call immediately for repair work at

 Inquire for M.
 NOTE.—No Job is too small for a call.
 Latest Electrical Machinery.

These cards he distributed from house to house in a medium well-to-do locality, using his bicycle for the purpose after business hours.

The result was good. A number of cards came in at once, which he immediately followed up, using his bicycle to collect the goods. The customers were evidently pleased with this convenient way of handling their repairing. Prompt delivery when promised helped to deepen the good impression.

Now, of course, there is always an "if." If there were not in this case, this young man would be deluged with far more work than he could attend to. The trouble was he knew next to nothing about shoe repairing. Had he himself admitted this and employed a competent man, retaining for himself only the business end, that would have spelled success with a big S all right. The secret of this young man's initial success was a knack of seeing what the public actually wanted and of supplying this need in a rather novel way, so that it attracted their notice. It is the modern as compared with the ancient way. If there is one thing on earth the average man or woman does not want to do, it is to wrap up a dirty pair of boots in a

newspaper, which of course tears and exposes the contents, and carry them several blocks out of his way to a dirty little repair shop. Sometimes these boots get carried to the office and lie there a day or two, or it is inconvenient to call for them, and again, there is delay, during all of which time the owner is perhaps wearing another pair that cause discomfort or are not suited to the conditions under which he is working. The difficulties in the way of getting shoes repaired are undoubtedly the biggest reason why so little of it is done, or why it is delayed so long that it is scarcely worth doing. The modern shoe repairer recognizes these conditions and profits by them.

Repair While You Wait

There is gradually growing up in the larger centres a type of quick service repair shop, where one may even have a pair of new soles added while chatting, in your stocking feet, with the operator. To these shops there is generally attached also a special service which means that a messenger will call at your office for your shoes, supply you with a pair of slippers in the meantime, and return the repaired articles in a minimum of time. To a purely office man, this holds out decided inducements, but it possesses disadvantages where one may be called out on the spur of the moment. It is a scheme, too, that demands the strictest attention to delivery on schedule time, as a little disarrangement of your time-table may mean that your customers are unable to get their luncheon or leave for home at the regular time, conditions not calculated to impress them favorably with your repair department.

With the tendency to higher prices for footwear of nearly every kind, the possibilities of better prices for repairing will improve. This will be all the easier, as the quality of the repair work becomes better, which it must do with the introduction of machinery and the employment of skilled factory-trained machinists. This may seem to argue against a repair shop for every retailer, but the skill of the manufacturer is now so great that machines in a great variety of combinations, suited to almost every need, large or small, are available at small cost. A man capable of operating such a machine may be a more highly paid employee than a cobbler, but he is likely to be of a type that can be utilized for other work in the store, for example, as a salesman at busy periods.

A "Real" Department

Other things being equal, there are many reasons why a retailer ought to maintain a repair department—not a "send-out" department, but a real repair shop of his own. It does not impress the customer favorably to have you admit (as you must sooner or later), that you do not do your own repair work. It makes him feel a little bit that you feel you are doing him a favor when he feels that he is paying for all he gets. Then, too, he must know that you cannot be responsible for the work the same as if you did it in your own store. Further than this, it means frequent delay. When you have the means of repairing right by you, it often happens that your customer will wait, and in so doing, offers you the best possible chance to get closer to him and interest him in your stock. Many purchases have been made while waiting for a little bit of repair work to be done, and many a customer has gone away with a new interest in your footwear, because of this little chat you had with him while he waited.

Wherever it is possible, there is, of course, a de-

cided advantage in the man who wants the repairing done, actually meeting the man who does the work. In this way many misunderstandings are avoided and many chances of profiting by expert advice are taken advantage of. However, this cannot always be possible, and the next thing is to follow instructions implicitly.

During the past month, we have come in close contact, both through correspondence and personal conversation, with a number of prominent Canadian retailers and repairers. Opinions are as varied as it is possible to imagine. Two men operating side by side will be found using entirely different methods and getting similar results, or using similar methods and getting entirely different results. For the most part, there is a tendency among the retailers who cater to the better class of trade, to disregard the advantages of repairing, though there are very few who do this openly. As a consequence of these conditions, there are signs of the growth of quite large repair establishments that will cater particularly to the trade of the retail stores which, for their part, will act solely as collecting agencies. In spite of the unfavorable experience of many retailers in their handling of a repair department, there is no denying the fact that we quite often meet the case where the retailer is quite satisfied with results and convinced that he is operating his repair department at a good profit. In the face of such positive evidence, the negative evidence even of the majority is not convincing. We believe that ample proof can be produced to show that a repair department, conducted in a business-like manner by a retailer, can be made sufficiently profitable to be attractive, quite aside from the fact that it would be profitable indirectly as an auxiliary to the retailing of boots and shoes, even if it could not be made a financial success in itself.

Opinions of Good Men

Of a quantity of correspondence received, much has gone little further than to take the position for or against, merely stating that their repair department does not pay and cannot be made to pay or that it is paying. A certain amount of the information received, however, is of a different character and points the way to a decided improvement in the general business of shoe repairing. We reproduce below a number of these letters or such extracts from them as have special bearing on the subject. One of the most important of these, we consider, is that by Mr. Walter Burnill, a man of such wide experience and so well-known in Toronto retail and repairing circles that he requires no introduction from us. Mr. Burnill's article may possibly appear to some as a little conservative in its tone, but there is no question of the success which has attended Mr. Burnill's methods and the proof of the pudding is in the eating.

Another letter of sound principles comes from Dillon & Moore, of St. Catharines. There is no indecision about the statement, "There is not the shadow of a doubt that a well-run shoe repair department is a source of revenue in conjunction with the average shoe retailer." The fundamental principles underlying the proper conduct of such business are promptness, punctuality and good workmanship, to which is added "call for and deliver the goods." Here is the letter,—

Not the Shadow of a Doubt

"Fifty years ago in the shoe business (which was not then the same as to-day, for shoemen were shoemen in the truest sense of the word) there was nothing

known as a separate repair department, while even in this modern day are to be found many merchants who will make up a shoe to measure and repair it themselves. But changing times have endeavored to make the two businesses different, when they should be connected, as the repair is not much the less vital or important of the two. There is not the shadow of a doubt but a well-founded and well-run shoe repair department is a source of revenue in conjunction with the average shoe retailer, as practical business horse-sense has proven it times without number. Many merchants, however, do not encourage it, believing that the old cobbler should be given his bread and butter as he has earned it for the past fifty years. We have tried to secure a department in our store for a number of years, but lack of space or accommodation has prevented it, consequently, our only recourse has been to send our goods out. In our opinion, the fundamental principle, in connection with the correct operation of any shoe-repairing department, whether it be in the shoe store or around the corner, is reliability and promptness. We have found, invariably, that the patron will rather overlook almost anything than the fact that his or her shoes were not done when they were promised—faithfully. Attention to business and smart work, tempered with the knowledge that a little stitch put in occasionally, when noticed by the repairer and not by the wearer will be appreciated and acknowledged by more trade. A thoroughly up-to-date Good-year, or otherwise, complete outfit, given average or good attention and with a little 'push' behind the proprietors is a splendid income these days, as there is a good margin of profit in repairs, providing they are done right and no attempt made to 'skin' the job, simply because the other man may do a soling and heel-ing job ten cents cheaper than you can. Make your price and stick to it, of course, changing when leather, etc., rise, but endeavoring to cater to the good class of trade, who, in lots of cases, do not get their shoes repaired, but whose custom is an excellent trade-getter for others. Call for and deliver the goods and be SURE TO HAVE THEM THERE WHEN THEY WERE PROMISED. Good work and sure work means that the patron will willingly pay extra for the work, which will pay the expenses of a boy and a wheel. How many merchants do not have calls, every week, from their own customers or transients, who ask to have a rip sewn while they wait, but are told it has to be sent out, when an outfit in the rear would pay and also make a friend of the patron for his footwear. But, again, how many retailers have been told by the customer, that their cobbler has told them that a 'turn' job could not be done (because it took too long for medium profit) when a capable practical repairer would make money out of it."

Both Desirable and Profitable

H. S. Campbell, Fredericton, N.B., finds from experience that a repair department is both desirable and profitable. He has demonstrated the value of good repair machinery and is now inaugurating a vigorous advertising campaign from which he anticipates "a still greater volume of business and a correspondingly greater profit." We believe he will get both. Here is what Mr. Campbell writes:—

"I have always had the opinion that a Repair Department could be made a paying part of a shoe business if properly conducted, and so far that opinion has been confirmed.

"Every shoe retailer has to have a certain amount of repair work done for his customers whether he

desires to or not. This is especially true since rubber heels have become so popular, and the sending of work outside takes up time and is unsatisfactory in many ways. Cobblers are usually very independent in their ways of doing business, and it often requires considerable diplomacy on the part of the shoe retailer to get work done on time.

"With the repair department directly under the merchant's control, he is able to give his customers much better service. Then, in every shoe store there are continually arising complaints for imperfections. Oftentimes these can be adjusted by slight repairs made without keeping the customer waiting, if one has a good repair department.

"In regard to our experience, I may say that we started in a small way with only a finishing machine, doing the sewn work by hand. We soon found that it was not profitable to sew soles on by hand, and we have now installed an up-to-date stitching machine. On taking stock at the end of our business year, we found that while we had not attempted to push this department vigorously it still showed a very good profit on the investment. As we are now fully equipped we are starting an advertising campaign, and have every confidence that, at the end of this year our repair department will show a very much greater volume of business and a correspondingly greater profit."

Montreal Retailers Say "Ay"

Mr. Murray, manager of the Central Shoe Store, St. Catherine Street West, Montreal, finds that a shoe repairing department is of great value in securing and retaining trade. The department can be easily managed in one store, and it makes the trade a complete one in the sense that a proprietor is able to accommodate his customers in the matter of new goods or repairing shoes. In addition, it brings a number of people into the store who might otherwise not visit it, and thus widens the opportunities for selling either shoes or findings. To a store doing a family trade the repairing department is specially valuable, in the way of keeping customers together. In addition, it is a source of revenue which is not to be disregarded particularly in times when retailers need all the business they can handle.

Sloan Brothers, St. Catherine Street West, Montreal, express views very much on similar lines. It was essential however to a firm doing a family trade that the repairing should be done with the best materials. "There is repairing and repairing." Much work that was done, particularly in the districts where cheap repairing was done, was of an inferior standard; those who desired good work had to pay for it—and it was more economical in the long run. The repairing business had increased within this last few months, due no doubt to the decreased spending power of the public. Instead of buying new shoes, the old ones were sent to be repaired.

The experience of a retailer of many years' standing with a store on Notre Dame Street West, Montreal, is favorable to a shoe repairing department. In this instance the work is done outside the store owing to want of room, and the profits in consequence are cut down; but even with the handicap, the repairing business has been found of value, especially from the point of obliging customers. There is a great temptation for customers who cannot secure this accommodation to take their trade to a store where the proprietor is willing to do repairing—the latter thus having a substantial advantage over the man who is

simply a seller of boots and shoes. It is true that there is a certain amount of trouble connected with the repairing, but this is more than compensated for by the benefits of the branch.

No Financial Gain

Mr. W. J. Carlisle, manager of the R. Neill store in Lindsay, Ontario, expresses the opinion very strongly that there is no financial gain to be had from a repair department, and that it is useful only from the standpoint of an efficient store service, from which point of view it is practically a necessity. He himself maintains such a department solely for the convenience of his customers.

Had Wonderful Success

To offset this we have a letter from another Ontario town, Zurich, from Mr. S. E. Faust, who is equally decided in favor of the repair shop. Mr. Faust says, "I have had wonderful success with repairing in connection with my shoe store," and in another place he says, "The shoe repairing department is certainly an advantage to an exclusive shoe store."

Toronto "Sends Out"

In the city of Toronto, where we are more particularly in touch with the opinions of the retailers, some very interesting experiences have been recorded. An upper Yonge Street dealer states emphatically that a repair department in connection with the retail store would never pay. He ran such a department in connection with his business for six months, and at the end of that time, had \$1,000 worth of goods on his hands which had not been called for. He does repairing work simply as a convenience to his customers and an inducement to bring them to his store, but he sends this work out.

Another dealer in the same locality did not approve of associating repairing and retailing; felt that the repair business should be entirely separate; it meant a good deal of trouble to have a repair man about the establishment, as often such men are more or less irresponsible and, as they cannot be kept under the eye of the manager constantly, it is unsatisfactory to have them about the place. He is speaking only of the particular location and class of trade to which he caters. This same dealer acknowledged, however, that it would often be of assistance to the selling end of his business if he could have a repair man on the premises and was apparently regretful of the conditions which appeared to make this impossible.

A third middle Yonge Street dealer was not sure that the retailer could make repairing a paying proposition, but found they must maintain a department for the accommodation of their customers. It often assisted, too, in making sales of findings, as well as sales of boots and shoes.

In Hands of Foreign Element

One of the oldest dealers in the Queen and Spadina section used to do a good deal of repairing in former times and even kept two or three men busy. He states that the introduction of the foreign element into the repair business has changed the situation, and that repairing has now become a separate line to a very great extent. He keeps one man in his employ for repair work, but, as there is not even enough to keep him employed, he also acts as an assistant salesman.

Another Queen West manager does practically no repairing work, but stated that in another of their branches, situated in a residential section, quite a lot of work is brought in and a man kept there for repair-

ing all the time. He observed, however, that there are so many small repair shops constantly springing up that the dealer gets comparatively little repair work to do.

A third Queen West proprietor says that shoe repairing is a losing game and is merely done by him as an accommodation for his customers. This, he considers, refers more particularly to the central and more congested part of a city like Toronto, and would not apply in the outlying sections. He also spoke of the numerous repair shops being opened up, many of which were installing machinery with which the retailers employing an old-fashioned cobbler could not compete. This dealer spoke also of the difficulty of securing the services of a good cobbler to-day, as no one now learns the trade. The inevitable result seems to be the installation of modern machinery and the employment of skilled mechanics.

Throughout the central portion of Toronto, one hears the same story everywhere. Repair shops are numerous and a sufficient number of them reliable and managed on a business basis. As a result, the retailers have come to the conclusion that their purpose is better served by having the established repairers call for goods at their stores regularly, perhaps two or three times a day, and make deliveries as frequently.

Even this experience goes to show, however, that the repairing business is profitable. In towns, villages and smaller cities, the only solution seems to be a combination of retailing and repairing. In the larger centres the repair business becomes more highly specialized, but the profit is there just the same. Of the repair store pure and simple, one of the most prominent in Toronto is that of the Balata Soleing Company. This company advertises quite extensively in the daily

press, particularly a specialization of theirs, a whole-sole, in contradistinction to the usual half-sole. This makes a far finer job but is, of course, more difficult to do and rather more expensive. In addition to business secured through advertising, they specialize on work for a large number of Yonge Street and other stores. One of their specialties is that they will call for and deliver goods anywhere in the city. The success of this business seems to be an argument in favor of carrying on the repair business on a large scale, which is possible in the larger cities. This enables the manager to put the different repair men employed at the particular branch of the work for which they are specially adapted.

Narrow Margin of Profits

The experience of another established repairer, proprietor of the Wilton Boot Repairing Shop, is interesting. Mr. Ringler, the proprietor, has been in the business in this city for nine years during which he has built up a steady trade which he draws from a very wide area. He does not believe in advertising and secures his business by endeavoring to make every piece of work he turns out an advertisement in itself. In this way he holds what he has and gradually adds from that class of people who are particular about their repair work. Mr. Ringler complained of the narrow margin of profits which the present range of prices, long established, allow the repairer. He works entirely by hand and considers this far superior to machine work. In this connection it is interesting to compare what Mr. Burnill says in his article, which we reproduce below, to the effect that "We have adapted shoemaking machinery to the repairing of shoes and a decided improvement is the result."

Is A Repairing Department An Advantage?

By Mr. Walter Burnill

Replying to your question—do you think a shoe-repairing department is an advantage to the shoe retailer?

If he is a practical shoemaker or repairer my answer to that question is YES. If, on the other hand, his experience is limited to the buying and selling of shoes he would find his lack of practical knowledge a very serious handicap as he would have to depend on the services of others to manage his repair department for him. Right here is where the greatest trouble presents itself. There is a lamentable scarcity of good workmen and of the few that are available scarcely any can figure prices so as to produce a net profit. There are hundreds of men in every large city running their own repairing shops and earning only the poorest kind of a living. The fact is there are no training schools for practical shoe repairers to-day. The old system of making shoes by hand is a thing of the past. That was the school in which shoemakers and repairers were trained. The passing of this school leaves us lamentably poor in material from which to draw desirable workmen.

We have adapted shoe-making machinery to the repairing of shoes and a decided improvement is the result. Many firms in America and in Britain are making good by doing shoe repairing on modern principles. Some firms in Great Britain have as many as two hundred branches. We may expect in the near

future to see shoe-repairing become a great industry, run on the lines of our up-to-date laundries and dye works. Machines to give desirable results must be backed up by good hand work. The foundation, i.e., the welts and those parts of the shoe that the machine cannot reach must be done by hand and unless that is done and done thoroughly your machines will spoil rather than improve the work. Hand work aided by machinery will give you results never dreamed of by the old-fashioned cobbler.

The improvement that machinery gives to the shoe-repairing business is not so much in the quality of work as it is in the increased output. In fact, the turn-over is the all important part that is required to make shoe-repairing pay under conditions as they exist to-day but you must back up your turn-over by careful management, especially in regard to leather and findings. In 1890, sole leather could be bought for just half the present price. Findings have increased all along the line but not nearly so much as sole leather. Wages, too, are much higher, but the increased charge to the public is not nearly in proportion to the increase in wages, leather and findings.

To make a success of a shoe-repairing department you need:—

A practical shoemaker at its head, a hand sewn man preferred.

Modern shoe machinery co-operating with efficient hand work.

A good turn-over to assure decent profits. And you must know:—

What your material costs for each job.

What your wages cost for each job.

What your overhead charges are.

and you must charge a price sufficient to cover these and yield you a net profit. The above is the basis of success in any business and some men have applied these principles to shoe-repairing and conducted a fairly successful business.

I do not know of a single case of a shoe retailer, who is not also a shoemaker, making a success of a shoe repair department. If you are looking for trouble this is where you will find it. Believe me there is more and easier money in selling shoes than in repairing them.

There is one phase of this question I would like to call the attention of shoe retailers to. That is, consider the advertising effect that good or bad shoe repairing will have on your business when it goes out from your store. Poor work will injure your trade. Good work like good shoes will bring your customers back. You may sell a good pair of shoes to a customer and lose his business by giving him a poor job when they need repairing. If you get your work done by the repair man get the best man available and pay him his price. It will pay you better to do this than to send out poor work from your store, which will undermine your shoe trade.

J. H. McKechnie Elected President of Canadian Consolidated

At the annual meeting of the Canadian Consolidated Rubber Company, Limited, Mr. W. H. Robinson was elected a director. The retiring directors were Messrs. Duncan Coulson, D. Lorne McGibbon and the late Fleetwood H. Ward. At a subsequent meeting of the directors, the following officers were elected: J. H. McKechnie, president; T. H. Rieder, vice-president and general manager; Walter Binmore, treasurer; W. A. Eden, secretary; R. C. Colt, assistant secretary; A. Dwyer, assistant treasurer.

Mr. McKechnie's accession to the presidential chair is a fitting tribute to his ability and worth as a Canadian who has spent almost all of his business life in developing the rubber industry of the Dominion. In 1883, he launched the Granby Rubber Company, Limited, at Granby, Que., which is now one of the associated companies of the Dominion Rubber System.

Mr. T. H. Rieder, vice-president and general manager, will be in active charge of the operations of the company as heretofore. He states that the plant improvements and extensions are well under way, and that the company are experiencing a constantly increasing demand for all classes of goods which they manufacture. The capital of the Canadian Consolidated Rubber Company was recently increased by the issue of \$1,020,000 additional preferred stock, all of which has been subscribed for at par. This money is being used to further develop the company's already large manufacturing facilities, particularly along the lines which will take care of items which have heretofore been extensively imported, such as waterproof clothing, hard rubber goods, druggists' sundries, etc.

U. S. M. Company's Repairing Machinery

One of the great developments in shoe repairing, particularly in the cities, has been the installation of machinery by shoe retailers and also by men who make a specialty of repairing. The business of the United Shoe Machinery Company of Canada has received a considerable impetus in this direction, there being a decided tendency in this line, as in many others, to employ machinery for work which has hitherto been done by hand. There are still many men who are strong believers in hand work, but the users of machinery have been undoubtedly making headway lately, basing their investment in machinery on the ground of economy of production and rapid work. While in the cities there are scores of men, many of them foreigners, who repair shoes in small shops, working long hours, there has been a notable change in this business by the establishment of shops, often in central districts, which depend for their profits on the rapid output of work. Some of these adopt such names as "Shoe Hospitals" and "Shoe Infirmaries," and are equipped with the latest machinery. In some instances, the boots are collected and sent home when repaired. Prices are sometimes cut by such traders. The ordinary shoe retailer who has a repairing department has one decided advantage over the men who confine themselves to repairing—he has a family connection to draw upon, and can also command a good price for his work. Much repairing done by the small man, the foreigner, is not up to a high standard; the retailer who desires to keep his trade together, cannot afford to allow second-class work to go out of his store. He has the best reason to study his customers' needs, and he is entitled to a better price than the man who supplies an inferior article.

Frequent Style Changes

The shoe business seems to get more difficult each year, said a Montreal retailer, speaking to a Footwear representative. The rapidity with which fashions change, the varying wants of the public and the enormous number of lines manufactured, make the trade very difficult to manage. Whether it was the fault of the manufacturer or the fickleness of the public, he did not care to say, but the fact remained that the changes in styles were increasing, and that a retailer had to carry an unnecessarily large stock if he wished to compete against the departmental stores and to satisfy the wants of customers. The result was that, at the end of the season, there was, even with the greatest care, an undue amount of stock which had depreciated and which had to be sold at a sacrifice. To maintain even a moderate stock in the various widths of the many new styles meant the outlay of a large sum, and the chances of keeping clean stock was, of course, seriously diminished by this ever widening circle of goods. The retailer who was able to sell the greatest proportion of staple lines was the man who, generally speaking, made the most profits. The constant changes in styles were also unsatisfactory from the manufacturers' point of view, as they involved immense outlay, increased samples and greater cost, the latter, of course, being ultimately paid by the consumer.

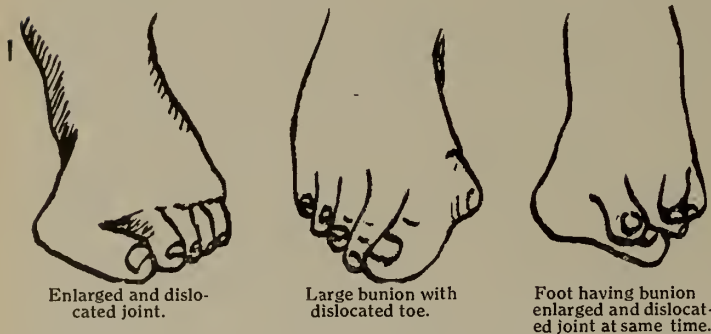
"Footwear in Canada" is only one dollar a year. A single new idea may save you many times the amount.

Bunions, Enlarged Joints and Dislocations

There is a woeful lack of knowledge of the ailments of the feet—Things every retailer should know

By Dr. Robert Ashton

Under the above heading we have three distinct diseases, but a very great mistake is nearly always made by calling them all bunions, any enlargement of the flesh covering the joints at the base of the great toe and the little toe being popularly termed a bunion. It is true that they are exactly alike in appearance to the casual observer, and also that they are each due to exactly the same cause or causes. A person may have one, two, or all three of these diseases at the same time, and the appearance would be similar to a bunion, but each disease requires a different form



of treatment. The cause of each of these diseases may be traced to the wearing of ill-fitting shoes or stockings, rheumatic gout, or to accidental injury.

A **Bunion** proper is an inflammation of the bursa—which is a small subcutaneous sac, containing just sufficient glairy substance to lubricate its walls, and the bones forming the Metatarso-Phalangeal joint of the great toe and of the fifth toe.

Constant pressure from a shoe, or any other object causes inflammation of this bursa—or Bursitis—and this is accompanied with the following symptoms—redness, swelling, pain and heat.

In a true bunion the pain and swelling occur at intervals of from two to four days, or maybe longer, and are persistent for a short or long period as the case may be, but each succeeding attack is usually worse than the preceding one.

The bunion will increase in size as the pressure and irritation of its surface increases, and eventually nature steps in to relieve the pressure by stimulating the growth of cells which form the epithelium or outer skin—a thickening of this skin—a callous—is formed over the bunion, and very frequently small corns will be found distributed about the callous. These small corns (Latin name *Clavus*, meaning a nail) grow downward through the callous and enter the *Cutis Vera* or true skin, where they press on the tiny nerve endings, and are the cause of excruciating pain. To obtain relief each of these minute corns must be extracted with the point of a small fine scalpel.

It frequently happens that all attempts to relieve a bunion fail, until an abscess has formed in the bursa. This should be encouraged to discharge itself through the outer skin. By so doing it obliterates the sac, thus removing the cause, and after the healing of the abscess—provided all discharge has ceased, and the wound is thoroughly cleansed by a good disinfectant to en-

sure a healthy healing process—very frequently after such treatment there is a permanent cure effected.

In some cases both joints may be affected on the same foot.

If a person is wearing a shoe, either too narrow, too short, or too loose in the instep, so as to allow the toes to press forward into the tip of the shoe, he must naturally expect pain and swelling, redness, and inflammation of the joints in question.

A dislocated joint may be cured, an enlarged joint may be reduced, but that bunion proper should be treated by a skilled surgeon chiropodist.

Enlarged joints are sub-lacerated or partially dislocated joints, and they occur principally in the great toe, at its junction with the first metatarsal bone—this deformity may be traced to ill-fitting shoes, especially those that are short, narrow, and with pointed toes. A shoe of this kind deflects the toe inward from its natural alignment. In a normal foot a line drawn from the centre of the great toe should traverse its whole length and along the sole of the foot terminating in the centre of the heel. Any deviation from this line toward the median line, and you may look for subluxation of the great toe joint.

When a toe is kept in this inward deflected position for a considerable time, the ligaments on the outer side of the toe joint become stretched and elongated permanently, and are no longer able to retain the toe in its normal position. The toe being permanently adducted, or displaced toward the median line, we have the condition which is known as "*Hallux Valgus*."

In a case of this kind the head of the metatarsal bone is rendered much more prominent, and consequently more liable to receive undue pressure. This constant pressure on the bone stimulates the growth of bone cells, and the head of the bone gradually enlarges, a chalky matter is deposited at the joint, and



Drawings showing normal and abnormal position of toes in proper and improperly fitting shoes.

this enlargement frequently assumes very marked proportions.

It sometimes happens that the joint becomes ankylosed—that is without movement, owing to the bones forming the joint growing together.

If taken in time the ordinary, uncomplicated partial dislocation may be cured, by wearing a wide shoe, with a straight last that will allow all the toes to lie

parallel to each other without crowding, and thus educating the dislocated tendency of the great toe to its normal alignment. But, in a case that has long been neglected, nothing but a surgical operation can reduce the enlargement.

Dislocated joints are of very frequent occurrence, and as frequently mistaken for and treated as bunions. Unlike the bunion, or enlarged joint (that is the subluxated or partially dislocated joint) this trouble can be cured by proper treatment, that is if the case is taken up at once and the cause removed. This disease is traceable to the pressure from a fashionable shape of shoe, one which is narrow and pointed with a high heel. The foot having been crowded into the toe of the shoe, by the body weight, the shoe being narrow occasions the middle toes of the foot being crowded together, and the joint of the great toe, and frequently that of the little toe, is forced out of its socket.

In the early stages of this injury the joint discharges its lubricating fluid through a wound, which it opens for itself by suppurating. Neglect leads to a stiff joint finally, the only remedy then being a surgical operation.

So very delicate and sensitive is the much abused

foot of ours that even a short and ill-fitting sock will cause dislocation as described above.

Rheumatic Gout, a disease from which many people suffer, is responsible in many instances for an enlargement of the joints of the great toe, by the deposit of a chalky matter in the joint which always takes place, sometimes in such quantities as to increase the size of the joint so greatly that it has the appearance of an aggravated bunion, and many times the accompanying swelling is mistaken for and treated as a bunion.

From the foregoing descriptions it is quite evident that a correct diagnosis should be made in the first instance, so that the treatment for one condition is not carried out when another disease is really present requiring a totally different treatment. As for instance to treat the enlarged metatarsal bone as a bunion will yield no results and the patient will be dissatisfied.

It is advisable to enquire a little into the general health of a patient as to the tendency toward gout and rheumatism, as both of these diseases, especially rheumatism, are responsible for many abnormal conditions in the joints, and other parts of the human foot.

Retailers' Troubles As I See Them

A Manufacturer's View-point—The man who gives best value for least money wins—An address to New England retailers.

By Mr. Charles H. Jones*

Of course, all details have got to be decided by the individual merchant, and whether there is an advantage in having trade-marked shoes, or plain unnamed shoes, is a question each merchant must decide for himself. Personally, I have been very much interested and very much pleased to see the gradual increase in the demand for trade-marked shoes. I know several merchants, independent and successful in every way, that frankly admit the foundation of their business success was laid by the sale of trade-marked shoes. In a good many communities, it is rather hard for a new dealer to gain the confidence of the public if he depends on shoes without a trade mark, and has only his own name and personality, and people have come to know that a shoe manufacturer does not put advertising and stamping, put his name and brand on the bottom of a shoe unless he has got something of a fine brand to satisfy the customer. He is a poor manager and is wasting money if he advertises a poor thing, and I think you will agree with me, generally speaking, this is not done. The smaller towns feel the necessity of inspiring the confidence of the trade that comes with a well-known brand, and they avail themselves of it very generally; while the dealer in the bigger town, the man generally of greater means and with larger personal following, feels independent enough to insist on selling goods only bearing his own brands and stamps. The matter of a decision in this point is one, I say, that each dealer must make for himself. Some of the well-known shoe dealers doing a large business today on named shoes in the big cities, could not have done it without the assistance of the advertising of that name.

Another factor the retail man must decide for himself, and an important one, is whether the price shall be stamped on the bottom of the shoe in connection

with the brand. You know as well as I that ten or fifteen years ago that was done to a great extent, and has been left off utterly of late. The increased cost of shoes, increasing the expense of doing business caused the margin between the manufacturer's cost and the stamp price to be too narrow, and in some cases the manufacturers have furnished their brand without the stamp.

So far as I know, successful retailers have succeeded in obtaining a greater price, and wider margin of profit, and this is certainly wise, because a business without a profit has not place in our economics today. A man must be a success, or he is nothing. But there is one danger connected with that that we must not lose sight of, in these times; in my own experience I have seen the getting of profits carried much too far, and I think it would be fully as wise if some of our associations began to study and urge the members to give values, because the man who wins in the long run in the retail shoe business, or any other, is the man in position to give the greatest value for the least money.

More men would make a success in the shoe business on handling the business on closer margins and giving extra value than in any other one way I am familiar with. And the man who still enjoys his profits is all the time exposed to the risk of some economical, thrifty fellow springing up in the vicinity, and by saving his expenses give better value, and ultimately beat him out. I think the shoe trade lends itself to the economical proposition better than most lines of industry.

You all know that your customers don't know the value of the shoe you present to them. They have got to take it on faith from you. Very few dealers can look at a shoe and handle a shoe and tell exactly what it is worth; they have got to take it on faith.

* President Commonwealth Shoe and Leather Co.

If a man takes it on faith and is dissatisfied, it is not a very good asset for any dealer. It is a whole lot better to have that man come back abundantly satisfied, and it is better to have the shoes ten or fifteen cents a pair more and have embodied in it ten or fifteen cents more actual cost than the other that represents a far greater difference than that in actual wearing value.

For that reason I believe the shoe store should be careful how it puts undue profit on shoes. For instance, as you know, some dealers pay \$2.85 or \$2.90 for shoes to retail at \$4.00; another class of dealers, of



Gun-metal buff., square throat pattern, gray cloth top, fancy fly, torpedo model—Cook, Fitzgerald Co., London, Ont.

different standing, won't pay over \$2.60 or \$2.75; now, the difference of ten or fifteen cents between the two ranges of price represents very largely the wearing value of the shoe; five or six cents added to the outer sole, seven or eight cents to the upper, means the difference between satisfaction and dissatisfaction, between success and failure, as well as the very important argument of giving the man the best that can be had for the money he is about to pay.

From the manufacturer's standpoint, the modern factory system depends for success on the subdivision of labor, and workmen today to earn their wages have got to do a large number of small parts. This is exactly the opposite condition from custom shoemaking, where one man makes one pair right through, himself, and the custom business does not lend itself to the factory system, and the factory system does not lend itself to the custom business. Of course, the existence of stock departments in factories and jobbing house distribution plans make it possible to get rid of the custom business to a large extent, and I am sure the relations between the retailer and the manufacturer are more satisfactory the less custom business the large factory is required to produce. The only way it can be done in the factory instead of running them through the ordinary way, is to have small gangs of men by the day, and all that takes time and increases the cost, and the business is not a desirable one.

A lot of other complaints have come up about the slow distribution of goods, in consequence of the failure of the freights to make good time. Of course, this does not apply to the larger towns, on main trunk lines, but a lot of towns are junction points and they are careless in the handling of freight. That, of course, the manufacturer can help you in to a very small extent.

Without taking any more of your time on that, let us come down to what is accountable for the condition in the shoe trade and that may perhaps be called the rapid change in style. That of itself, in my judgment, is not an evil at all, but it is so closely knitted in with these other difficulties of overstocking, unsalable styles, all parts of the same subject, and becomes what seems to me to be the only real difficulty the New England retailer is called upon to face, and I have heard it suggested at several conferences of retailers that something must be done to decide the styles that will be worn for the coming season, to advise the retailer in that respect. I have been present in meetings of the manufacturers in years past where the matter has been considered. We have discussed in our manufacturers' associations that the styles the manufacturers produce and the salesmen carry in the season, we ought to stand by and not produce anything more. To my mind that would be making a great mistake. What would happen if the only shoes that were made were the shoes needed to shoe the people? More than half the factories in New England would have to close. The ever-changing styles, the rapidly changing style means more shoes, and I think you have proved the illustration of that in the season that has just closed. You all know that women's styles have changed several times during the past season. It means the women's factories have been busy all the season while the men's factories have been closed. I think you cannot, any of you, question that fact.

You are not going to be able to limit the manufacturer on styles, and if you did, you would find some fellow would have the new things, and some fellow would get these new things and you would see the procession going in his store, and your stock would not be touched. You have got to find some other way. The more styles you have, in my opinion, means more business for you and more pairs for you to sell. You can't carry staple lines today and be up-to-date.



Gun-metal seamless bal, mat calf top, blind eyelets, no hooks, torpedo model—Cook, Fitzgerald Co., London, Ont.

The manufacturer, to be up-to-date today, puts in a great many styles every season, and if he gets one that is particularly good he is exceedingly fortunate and pushes it for all it is worth. You have got to change your methods just as we have had to change ours.

I think I have heard someone call attention to the cost of carrying goods from season to season. When he carries over one pair from season to season it costs more than the profit on three pairs he sells; you can't

afford to do it, you have got to get rid of them. This is the fault of retailers to some extent in every part of the country today; so it is your business to have on hand desirable styles, and styles that people want, and sizes that people want, without being overstocked and if you solve that problem you will help the manufacturer.

That is it, gentlemen, as well as you have got to sell them, and it would be presumption for me to tell you how to sell them. The thing to do, the only reasonable thing to do, is that he should be alive and up-to-date; he has got to be up to his opportunities; if he isn't, he should have no place in the shoe trade today; he has got to be fully abreast of the times, or a little ahead, if possible.

Now, the next suggestion is, we will wait, we will not give any advance orders, wait and know what the people want and then order. That is worse than the first, because you then might not get any goods at all, and because the manufacturer has got to run his factory a reasonable number of days every season, or he can't keep his organization together, and if he doesn't it is going to give him lots of trouble. He has got to run his factory and he can't run it without co-operation. Isn't it reasonable you should order small proportions for your needs in your early orders? Some of the manufacturers are going to find a way to keep their help busy, you believe in the factories where you purchase, relying on them to some extent. You can rely to a larger extent on yourselves and on your stock department. I think the stock departments are going to be an important feature in our own business. We have found that after our salesmen have been on the road for a month or six weeks, by a careful examination of their orders, by scanning and arranging their letters, we can form a pretty close estimate of the particular styles for the coming season. It is a significant fact that most of the people in practically



One of the latest products of well known Syracuse firm.

all sections wear the same styles. A certain style or color will take in certain parts of the West and the same thing in certain parts of the East, and if we find a certain color is going, we don't allow ourselves to be out of that color. Don't forget that we have some of the difficulties that you have. We can't get our stock in a day. We try to put on our shelves and make goods that we know people want. We only carry in stock staples that we know are going to sell.

We never put in stock shoes that we don't think are going to be quick sellers. But I have known retailers to do this, and then they must make more effort to get rid of the undesirables before the season closes, so that the next season they will be ready to take on the new goods.

What Would "You" Have Done?

An interesting point in sales policy lately came under my notice, says a correspondent. A store well known in the city as the vendors of reliable shoes recently advertised a sale of their goods. By mistake, a clerk sold to an old customer a pair of shoes for \$3.75



Mahogany tan bal, circular vamp and foxing, Khaki cloth top, recede toe. Hartt Boot and Shoe Co., Fredericton, N. B.

the proper reduced price for which was \$5. The goods were paid for, and were left with the store in order that some small alteration might be made. A day or two afterwards the proprietor discovered the mistake in the price. What should he do under the circumstances? Ought he, as a matter of policy deliver the goods, and say nothing about the mistake, seeing that the customer had paid the price asked, and was entitled to receive what he had paid for? On the other hand, should the proprietor put the facts before the customer, and request that the additional price be paid; or, as an alternative, offer to call the transaction off, and to refund the amount paid? In the case which came under my notice the proprietor explained the mistake to his customer and also offered to refund the sum paid. Was he right, having regard to the question of future business?

Pig Skin Shoes

We have the following inquiry from one of our retail friends. Can anyone among our readers throw any additional light on this subject? We shall be very glad to print it.
Editor "Footwear,"

Sir,—Could you or some of your readers give some information on pig skin shoes? Twenty-one years ago this spring the John McPherson Company put on the market a light-colored tan pig skin shoe. They were a fine wearing leather if my memory serves me right. Now, in the face of higher prices for leather why could not the pig skin be again utilized? I have often wondered and from those I asked was unable to get any information.—Retailer.

Are You Using Paper Shipping Containers?

They save you carrying charges, preserve your merchandise and simplify your handling problems—A few of the advantages outlined

The recent agitation of Canadian railway companies for a substantial increase in freight rates brings home to shoemen once more very forcibly, the necessity of extreme watchfulness in this big item of transportation expense and of the application of every useful modern suggestion for its reduction.

It follows that any system of boxing that will reduce the weight of the packages is of such prime importance as to justify the closest investigation. In this connection we direct the attention of our readers to the comparatively new Canadian industry of the manufacture of corrugated and solid fibre-board boxes, which already has done much to offset the freight and express charges which form one of the heaviest items of expense of many of our shoe retailers. While it is scarcely possible to make a general comparison of the weights of wooden and paper containers, one specific example will serve to give a very fair impression of the possible savings by the use of the latter. A shoe manufacturer in Hamilton who until recently was accustomed to sending thirty pairs of shoes in a wooden box, found on investigation that this box weighed 28 pounds empty. He has now been able to replace this with paper containers weighing only 8 pounds and finds that in a shipment to Winnipeg, he has saved the cost of the containers in freight charges. This is only one instance of many that can be quoted, and demonstrates that paper has a very distinct advantage so far as weight is concerned over wooden containers—sufficient to make their use general, even if they possessed no further advantages.

But the advantage of light weight is only one of many that may be claimed for the paper container. The paper container lends itself admirably to use for advertising purposes. The surface is smooth and even and if necessary, the whole four sides can be used for printed matter, all of which may be printed right on the container. The cost of this form of advertising is infinitesimally small, though considered very valuable by most shippers. Another feature is that, being collapsible, these boxes take up very little room and can be stored in a minimum of space. For this reason, too, they can be ordered in much larger quantities, which enables the purchaser to get a better price than he could by purchasing in the smaller quantities necessary with non-collapsible containers, which take up an undue amount of warehouse space.

A further very important consideration of real interest to the shoeman is the non-pilfering qualities of paper containers. If properly sealed, according to the specifications, they will arrive at their destination with the seal unbroken. If the seal is broken or shows signs of having been tampered with, the customer can immediately detect the trouble and sign his freight receipt accordingly. This avoids the troubles occasionally experienced where wooden cases have been opened, shoes removed and the cases neatly closed again and delivered in apparently good condition. The customer of course has in the meantime signed for his case as having arrived in prime condition and has no claim on the transportation company nor any means of finding out who has tampered with his goods.

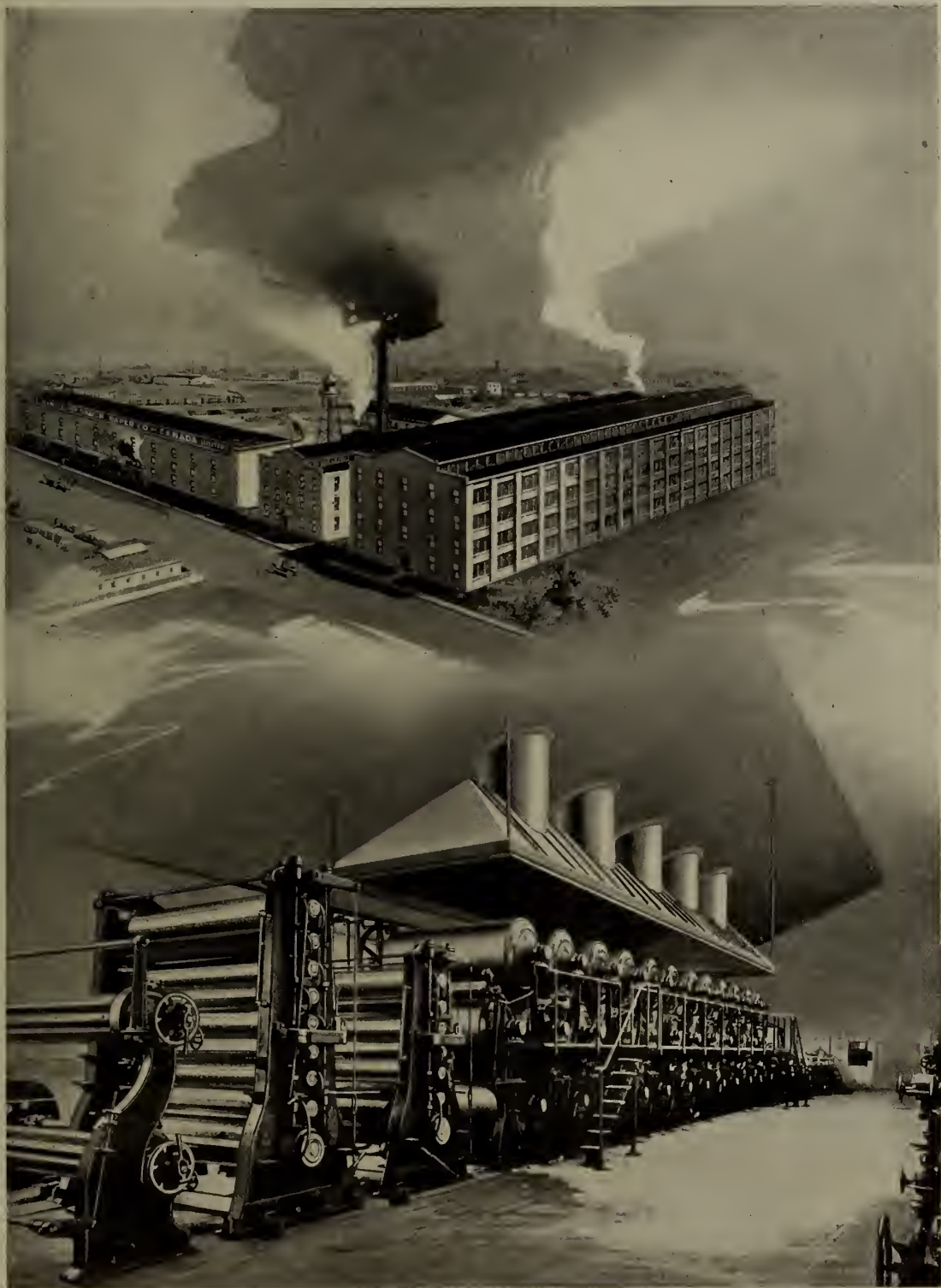
Another item of interest along the same line as the

last is that a container often becomes punctured through careless handling. With the wooden box, especially the cheaper constructions, it is often possible for the cartons within the box to be mutilated without any visible sign of it from the exterior. With the paper container, however, this is not possible, as the condition of the containing box will always indicate the treatment the container has received. This again puts the receiving customer on his guard, and again he is able to sign his shipping bill accordingly.

When properly sealed and neatly printed, the paper container is far superior in general appearance to the wooden shipping case. Railway companies also are decidedly in favor of these containers as they can be handled by one man without the use of trucks, since the weights they contain and the dimensions limit prevent them from being cumbersome and unduly difficult to handle. This feature should appeal also to the manufacturer at his plant as well as to the dealer who receives the goods. The manufacturer will generally have a sufficient force to take care of heavy weights and, if necessary, machinery to transport these, but in spite of this, the lighter weights can be handled much more expeditiously and with less chance of destruction. As to the dealer, it is notorious that he is not at all well equipped for handling heavy shipments either as to men or space. In many cases where large shipments are made, these have to be unloaded on the sidewalk with constant disadvantages to the dealer and passers-by alike, especially if the weather is unsatisfactory. With the paper container, the arrival of a heavy shipment of goods need occasion little more concern than the ordinary express parcel.

These containers are made of either corrugated or solid fibre-board. For the larger sized boxes the heavier material of course is what is generally recommended for shoe containers. Double-faced corrugated board is made up of a great variety of fibres selected according to the use for which it is designed. Its tensile strength is much greater than that of any other form of board of equal weight, and it is very rigid. This board is constructed with two parallel plane surfaces trussed with cross braces like a steel bridge. Certain grades of this board are manufactured into boxes and other qualities are used for interior packing. Solid fibre-board is constructed of three or more plies of special paper, securely glued together making an exceedingly tough and flexible solid board. Solid fibre-board is used for the larger sized containers and where great damage would be caused to the articles contained by puncturing.

The freight classification with reference to paper containers is of interest. In Rule 14, Section 1, of the Canadian freight classification, sub-section 1, there is a ruling which permits the use of solid fibre-board and double-faced corrugated boxes for transportation purposes under certain conditions and requirements taken at the same rate and under the same conditions as wooden boxes. The requirements and specifications are distinctly given in the various sub-sections and sub-divisions of rule 14, also the penalty which the railway company imposes for infractions of any particular ruling. The rulings and specifications include



The home of the Hinde & Dauch Paper Company of Canada, Toronto. Given over entirely to the manufacture of corrugated and solid fibre-board boxes. Lower half of cut shows paper mill with daily capacity of fifty tons of material.

the stamping of the boxes by each manufacturer showing clearly that the different specifications required have been carefully complied with by the manufacturer and other rulings give the shipper distinct instructions regarding gross weight, method of sealing and stamping of bills of lading.

Weights and Dimensions

In sub-section 3, section B, the statement is made that in the case of a double faced corrugated box testing 175 lbs. to the square inch with an outside dimension limit of 60 inches, the gross weight of the box and contents must not exceed 40 lbs. In sub-section C an additional weight of 5 lbs. is allowed if the board tests 200 lbs. to the square inch and the dimension limit outside is 65 inches. These two boxes are the largest containers that are permissible for freight transportation for boots and shoes. The solid fibre-board container will take the same gross weight of goods and dimension limits with one exception, which allows the

gross weight of 90 lbs. and dimension outside of 70 inches. In compiling the outside dimensions, an allowance of 2 inches should be made for the thickness of the board.

We reproduce herewith a photograph of what is claimed to be the largest corrugated and fibre-board box factory in the British Empire, that of the Hinde & Dauch Paper Company of Canada, Toronto. This is the only complete fibre-board box factory in Canada. The plant has been in operation some five years, and the investment represented at the present time is approximately half a million dollars. The entire plant is given over to the manufacture of corrugated and solid fibre-board boxes, the output being some sixty car-loads per month. In the lower half of the cut is shown the interior of the paper mill in the machine room of this company. This machine is 234 feet long and weighs 800 tons, having a daily capacity of 50 tons of material.

Shoe Repairing—Do it by Machinery

Repairing shoes by machinery has become an institution of very generally recognized importance in almost every well populated community. The change from the old-time cobbler with his primitive tools to the use of the modern machinery equipment has been particularly rapid in the past few years—its growth being in large measure due to the more extended information regarding this new, yet old, method and a realization that shoes repaired in this way possess the particular advantage of retaining all the comfort of an old pair of shoes and at the same time, when the whole sole and heel work have been done, of having the appearance (at least from the point of view of the sole and heel) of a new shoe.

The real beginning of this new industry, for it has reached that point, came not long after the first pronounced success of the Goodyear welt system of machines in the late 90's. Then some three shops in Boston leased Goodyear stitchers and solicited patronage on the ground that the method and means employed in repairing were identically those used originally in making the shoe. These concerns made very little progress for many years; a similar shop in Lynn failed after a very short life.

In England, however, the use of machinery took a different form, inasmuch as some machine manufacturers grouped a wide variety of operations on one bench, supplying power from one motive means. When this idea was adopted on this side of the water the industry at once became more prosperous and the use of machinery in this work began to extend very rapidly.

The variety of operations possible under this grouping on one bench and running from one shaft at the present time has been developed to the point where a shoe repairer can secure almost any kind of an outfit he desires, and the whole can be run with perfect economy.

With the present development of the industry it was at first thought, by those who are making the machinery, that the retailer would be the logical one to undertake this work, he being the ordinary means of receiving and distributing repair work—but this did not prove to be the case as very generally the proprietor has, in the first instance at least, been the oper-

ator of the machines, and business running all the way from small incomes per month up to those which aggregate \$10,000 to \$15,000 per year have been established in a comparatively short time.

Within the past few years, however, it has been found that retailers could secure this work profitably and several of the larger of these as well as department stores, on both this continent and on the other side of the water, have undertaken this work with considerable satisfaction and profit, some of the best equipped repair shops being maintained by retailers.

It is difficult to say whether purely economic conditions have been the real reason for this remarkable growth, but it is certain that a constantly increasing number of people are having shoes repaired in this way and that this particular division of shoe work has prospered rather than suffered under the stress of the present times. The future, to those who have well established themselves in this business, looms brighter and brighter.

New Showcase Design

The St. John Desk and Show Case Company have placed on the market a new patented design in a show case, specially suitable for retail shoe stores. The special feature of their case is the cement construction, all corner clips being eliminated. The glass is put together by a special cement process, this making the case absolutely dust, water and damp-proof. In the construction plate-glass is used throughout in the doors, shelves and mirrors; the frames are of solid oak with Tennessee marble base. This company have already placed a number of their cases with shoe stores in the maritime provinces, and are equipped to manufacture in any quantity and to supply the trade throughout the Dominion.

In the United States District Court, by a decision handed down by Judges Putnam, Dodge and Brown, it was declared that the United Shoe Machinery Company was not a monopoly in restraint of trade, and the bill seeking to dissolve the company as a monopoly in violation of the Sherman anti-trust act was ordered dismissed.

The Importance of Good Shoe-Linings

[Farnsworth Hoyt & Company, Boston, recently offered prizes of \$100 and \$50 for the two best essays on "What the shoe-lining does for the shoe." The value of a good lining is, we believe, too little appreciated and the points brought out in the two prize essays which we reproduce below will go a long way towards placing the matter before retailers in its proper light.—Editor.]

"What the Lining Does for the Shoe"

By H. C. Bode

"First of all, the shoe lining, in nine cases out of ten, stamps the quality of the shoe; poor linings are



Gray cloth top, calf outside eyelet facing, recede toe, $\frac{3}{8}$ flange heel—product of a well known Canadian factory.

invariably followed up by inferior trimmings, such as facings, sock-linings, thread and most of the other items used in the make-up of the shoe. Even though the leather be of good quality, the stability of the shoe is weakened. In fact, the foundation and strength of the shoe depend very materially on the quality of the lining.

"Next comes the retaining the shape of the shoe, which depends more on the lining than any other item used in its make-up. The fact is that all leathers stretch, with the exception of horsehide and patent leather; consequently, if the lining is poor, it allows the leather to spread and thus causes the shoe to get out of shape. This is not the case when good linings are used.

"Another very important item dependent on the lining is comfort. Many a person suffering from uncomfortable shoes is not aware of the fact that the direct cause is the cheap, doctored starched-up lining which is filled with a 'dope' which burns the foot, causing irritation for which the poor shoe man gets the blame—for the fitting of the uncomfortable shoe. Finally, this cheap lining wrinkles, wears out in spots and rolls up, causing the purchaser much misery besides putting a pair of 75-cent or \$1.00 hose or socks out of business after being worn but a few times, and many times causing the shoes to be returned to the dealer to have new heel linings put in them, or compelling the dealer to give the customer a pair of heel protectors in order to get out of the dilemma (if only temporarily) after the customer's heels and feet have been

blistered. And there have been cases of blood poisoning caused from the direct effect of shoes with poor linings.

"Another very important item in favor of a good lining is that it will absorb the perspiration of the foot, and everyone knows, or ought to know, that perspiration is very injurious to the leather, as it acts like an acid, and, when constantly coming in contact with the leather injures it, causing it to break as though it were burned. Cheap lining is like cheese-cloth; it has no resisting force against perspiration; consequently, the leather, no matter how good a quality, is affected by it, as it will not resist perspiration. Hence, a good lining adds very materially to the life and wear of a shoe.

"As a strong talking point (having sold shoes at retail for thirty-six years) I found no argument which appealed to a lady customer (who, by the way, can judge a good lining from a cheap one) like the one of pointing to the quality of the lining, and invariably I was successful in convincing a customer of the great difference and in getting from 50 cents to \$1.00 more for the pair of shoes made with a good lining.

"Passing on the merits of a shoe (as a retailer and wholesaler) I invariably started to judge the quality of the shoe by examining the lining. If it was cheap, it at once put me on the guard for other items of similar kind.

* * *

Value of Good Shoe-Linings

By R. E. Whitman

"Primarily, shoe linings are not to be considered as embellishments. Consequently, from the cold-blooded viewpoint of appearance they do not occupy a conspicuous position, either in footwear construction or in footwear merchandising.

"Yet a flimsy, shapeless, characterless shoe lining may detract tremendously not only from the appear-



Matt calf top, recede toe, $\frac{3}{8}$ flange heel—Canadian manufacture.

ance of the shoe, but by also lessening its value commercially.

"It is getting on the inside to write about shoe linings, and the inside of a shoe is such a highly important adjunct to successful shoe manufacturing that it is well worth while to dig down deep into the 'very

bowels' of this commodity. The more thorough the examination, the more satisfactory will be the results.

"A good lining—a quality product—just naturally seems to be part, and is a part, of a high grade shoe. But its usage should by no means cease there, for, barring the outersole and innersole, there is no part of the shoe subjected to greater wear than the lining.

"There is a logical argument in favor of using good linings in all grades of footwear, from the standpoint of economy. When the lining of a shoe becomes badly



Men's gun metal Oxford, grey cloth top—Tetrault Shoe Mfg. Co.

worn one can almost see the ash collector coming for the remains.

"It is unfortunate—particularly unfortunate—that the plain people suffer most from poor shoe linings. Their inability to purchase the higher priced shoes, by reason of a shortage in the exchequer, makes it incumbent to buy what they can afford to buy. Yet—if they only knew that careful consideration of the inside of the shoe would prove an appreciated economy—the obstacle caused by the slight difference in price would be easily overcome.

"A person who stops to consider the importance of shoe linings must consider their important relationship



A pair of Brooklyn's latest.

to the finished product. The lining must stay the upper vamp. It must keep the shoe in a shapely condition; it must absorb acid perspiration, and by doing this one thing adds immensely to the service—the wearing qualities of the leather, besides resisting fractional wear.

"The shoe lining which fails to measure up to such standards is a misnomer—a counterfeit, if you please.

"But there are other reasons, vitally important both

from an economic and hygienic standard. Imagine, if you will, the 'hunched up, bunched up' fabric which wouldn't pass muster for a minute if shown more prominently. They escape criticism by concealment. It isn't a matter of conjecture, for too many of us can vividly recall the hours of discomfort experienced under just such a condition. Recall the unsanitary conditions which must result from perspiring feet, acid-eaten fabrics, and other unhygienic conditions readily to be avoided by the use of good shoe linings, scientifically constructed from proper materials intended for the purpose, and then ask yourself if "Good Shoe Linings Are Not Worth While."

"Hosiery manufacturers are doubtless the gainers from the use of poor and unserviceable linings—and the public—the dear public—pays the freight. This is not theoretical to the slightest extent, for it invariably follows that torn or worn shoe linings are entirely responsible for the gray hairs of some of these guaranteed hosiery manufacturers.

A hole in the lining makes a hole in the stocking at the point of contact. This is a certainty. Cheap



The new side-lace Gipsy pattern just added to their line by the Selby Shoe Co., Portsmouth, O.
—An excellent fitter.

shoe linings are used only to meet price conditions, and the saving thus effected, taking into consideration the increased expense for hosiery, is no saving at all, but an expensive step in the other direction.

"The consumer—and after all the consumer can make or break a proposition—will eventually become 'wised-up' to the great importance of the inside of his shoes, and once he is wise, woe to him who smuggles in an inferior product and by so doing adds more difficulty to the constant struggle to get away from the 'Higher cost of living' bugaboo.

"As a retail shoe dealer I can see no good reason for the use of any but reliable shoe linings. Shoe manufacturers would suggest perhaps that 'price' is a reason. But that is not so. A lining that makes it possible to keep down the cost of the shoe also makes it possible to make that particular shoe so inferior that it will render only half the amount of service reasonably required of it.

"To summarize:—there are many reasons in advocacy of good shoe linings, and no argument whatever in favor of the other kinds. In buying a new line of shoes I usually inspect the Linings first."

Co-operate—Competition Means Warfare

President John S. Kent, Before the New England Retailers' Convention, Warns His Hearers that Warfare of Every Kind is Unprofitable

"The old adage, 'Competition is the life of trade,' is not accepted as readily to-day as it was twenty-five years ago, for while the splendid development of business in the last quarter of a century is one of our country's proudest records, and this old saying truly expressed the spirit of the times, we have learned much by our experience.

"We recognize the fact that while competition is a business stimulant, an overdose will prove disastrous, and weakness, disease and death result.

"Competition means warfare, and warfare of every kind is unattractive and unprofitable. Competition is selfish and encourages individualism at the expense of mankind in general.

"To-day men do not consider themselves enemies because they are engaged in the same business. They have found that the strength of an individual is not equal to the strength of a number of individuals, and that the man who helps his neighbor helps himself.

"The greatest progress that business men have made in the last decade is in breadth of vision; recognition of interdependence; development of standards of business morality and the co-operation of the business man with his fellows in the same field. We are learning that there is no antagonism in interest between those who manufacture, those who distribute and those who consume the product. One cannot prosper without the others sharing in his success. We have learned to pull together instead of pulling apart.

"Business methods are changing rapidly and what was successful in the past may not appeal to the business man of the future. Out of many let us consider a few of the policies of business that are being modified and adapted to the times.

"Campaigns of National advertising of staple commodities like shoes have lost their force and a lavish expenditure of money in printers' ink no longer insures the success of the merchant or manufacturer who takes up this method of pushing his sales and forgets that in the end 'quality counts.'

"A fixed percentage of cost in shoes should be figured for publicity, but it should never be enough to encroach upon the allowance for good material and good workmanship.

"I believe that the great majority of progressive manufacturers are convinced that the old idea of ignoring the retailer in advertising and going direct to the consumers in order to create a demand that will force him to buy at prices and terms that are not always acceptable is giving way to co-operative effort of manufacturer and retailer to produce and sell on merit backed by the combined endorsement of each.

"No one is better fitted to study what is required in a particular locality than the man who is a part of that community and who knows the business in which he is engaged. A well-equipped and competent manufacturer and a wide-awake, intelligent retailer can combine their efforts for mutual benefit and successful service.

"I think perhaps proper recognition has not always been given the retailer by the manufacturer in catering to the wants of a particular locality. The trouble has

arisen from the natural selfishness of men and from customs that prevail in our particular line of business.

"Most dealers think too much of the price they pay and too little of the price they can get. They see the cost in big figures and forget to look for quality as the measure of value. Retailers are buying at as low prices as they dare and selling for a price that is fixed by habit and trade custom.

"The shoe dealer has no chance to exercise his ability as a merchant when he cannot make the price for which he can sell his goods. He should buy and sell on the principle of value and with a recognized trade mark on the goods as a guarantee to wearer, retailer and manufacturer. There is no reason why shoes should be sold at fixed prices such as \$3.50, \$4.00 and \$5.00 per pair. We thought, a few years ago, that \$3.00, \$4.00 and \$5.00 were the only popular prices for men's shoes, and a sudden increase in the cost of leather forced retailers to make a new figure at retail and the establishment of \$3.50 became the most popular price at which shoes were sold for years after.

"Many popular lines are sold at retail at \$4.50 and several very strong lines have for years featured \$5.50 as a popular price. There is no reason why shoes should not be sold on merit and bring what they are



Ritz-Carlton—a cloth top, whole vamp Oxford—
Edwin Clapp & Son, Inc., Weymouth, Mass.

worth, whether \$4.00, \$4.25, \$4.75 or \$5.00, or any other price that good merchandise and efficient distribution may warrant. A trade mark should be a guarantee of quality and not a method of fixing a retail price.

"More evils of retailers would fade away with this change in fixing prices than by any other plan that can be proposed. Have but one price, and that marked in plain figures on the price tag, but don't have prices one dollar apart when the cost will not make it necessary.

"It would encourage enterprise, develop salesmanship, widen the field for the retailer and make surer a fair return for his investment of brains, time and money. It doesn't take a big man to buy a staple article at a fixed price, place it on his shelves all labelled for delivery to his customers upon learning the size and width required to fit his feet. Scientific merchandising means more than this.

"We must be careful not to put the dollar sign above the mark of quality. Substantial success cannot be won by shoddy methods.

"A legitimate profit is every business man's right,

and we should help him get it. Most of all, we are responsible for the prosperity of those from whom we buy and to whom we sell.

"A retailer cannot permanently succeed by selling goods purchased from a manufacturer who does business at a loss; and a manufacturer cannot prosper if his customers fail to make a fair profit on his goods. Neither retailer nor manufacturer can prosper if the ultimate consumer of the goods does not get full value for his money. Profit to one does not mean loss to the other. Co-operation in business means successful effort to distribute the benefits of industry and trade to every person who takes part in the production, sale or use of the things we need. As individuals, we must pull together for the greatest good of the greatest number; as manufacturers and merchants, we must work in harmony in order to work efficiently; as business men, we must co-operate with all our fellow citizens in distributing the prosperity and happiness that flows

from successful commerce and industry, the measure of which is in the number benefited rather than the aggrandizement of a few.

"There is no danger to the public in united effort in trade organization, as long as it is confined to improvement of general conditions, elimination of unbusinesslike methods, protection of the weak from the oppression of the strong, and in guaranteeing a fair field for individual endeavor.

"The men who make up the organization of an industry are its protectors, advocates and prophets; its historians; its warriors; its statesmen and its benefactors. As individuals they go unrewarded, but collectively they link their lives with their work and are ennobled by noble effort. To have helped lift the industry that has claimed your best thought and effort even a little higher in standards, in serviceableness and in prosperity, is doing something for your fellows, for posterity, and in furtherance of the infinite plan."

Correct Lighting Fixtures for Shoe Stores

There is No Part of Your Store Equipment that Means so Much as the Illumination
—It Improves the Appearance, Adds to the Comfort of your Customers
and Increases the Work Capacity of your Staff

By S. C. Hibben, E.E.*

The requirements for the illumination of shoe stores differ somewhat from those of the ordinary sales or display rooms. In the shoe store it is necessary first to secure ample illumination not alone on the show cases, but also on the walls or on the shelves where shoe stock is arranged in boxes. A large part of the clerk's time is taken in selecting certain boxes from those on the shelves, and to do this rapidly necessitates his being able to read the box labels easily. Often, too, the labels are stamped with pale colored inks that are not easily deciphered from the floor, and again, the boxes are usually covered with sized or glossy paper that reflects light directly into the eyes and decreases the ease of vision, especially when light sources are very brilliant or are close to the shelves.

In addition to good illumination of shelves another essential requirement is a well-diffused light over the lower portions of the room and on the floor. The advantages of good looking lighting fixtures are also self-evident, and the wisdom of economy of current need not be elaborated upon here. However, as to the matter of the life of the lamps used in the lighting fixtures much can be profitably said, for a neglect of proper provision for this item has resulted in considerable dissatisfaction in the early application of the gas-filled tungsten lamps to store lighting.

In general, two types of lighting fixtures have best met all of these requirements. The inverted bowls or translucent glass dishes have given good service where ceilings are light in color, where no balconies were found, and where the spacing was symmetrical with respect to ceiling panels and columns, etc. The pendant globes, more or less elaborated, have also given satisfaction, perhaps better than the bowls, and especially with the gas-filled lamps.

The brilliancy of the high efficiency lamp makes it inadvisable to use this unit in an open reflector. The enclosing globes are therefore good from this unit in an open reflector. The enclosing globes are therefore good from this standpoint of optical protection. Fur-

thermore, the natural distribution of the light from the properly designed globes is such as to illuminate the

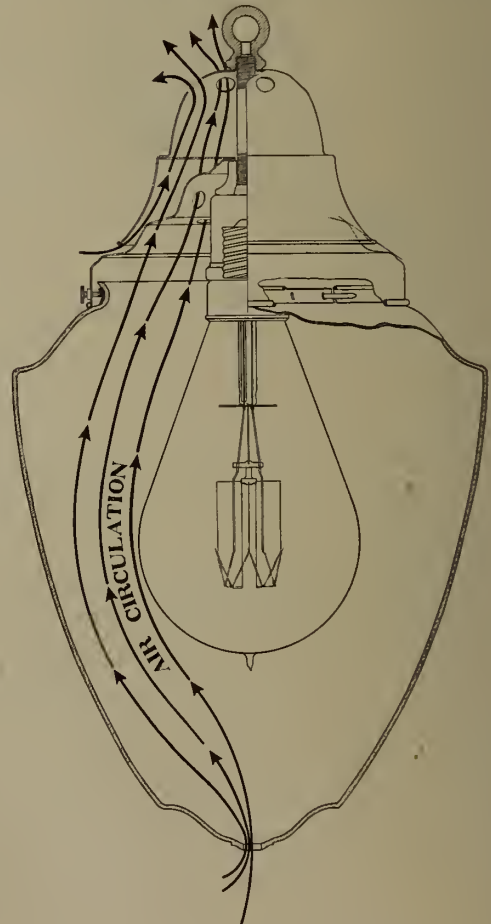


Fig. 1—A well ventilated and safe store fixture.

shelves properly, and to supply light without sharp shadows throughout the room.

The efficiency of the unit depends on itself—its

* Macbeth-Evans Glass Co.

absorption of light in the glass globe, its ventilation and its effect on the lamp life, and on the placement.

In these days of perfection of glass manufacture, no diffusing globe is excusable that absorbs more than fifteen per cent. of the light of the lamp. A few good classes cause a loss of still less than this, and yet they diffuse the rays so that the lamp filaments are never visible. It is also quite true that no proper glass will allow the filaments to be seen, and so the range in

ried by convection, or by circulating currents of heated gas from the filament to the glass and to other parts of the bulb. From the bulb this heat must therefore be carried by secondary air currents, to prevent overheating.

One type of specially ventilated fixture is shown by Figs. 1 and 2. The shape of the globe is proper for good illumination and ventilation, and the cap or holder is drilled and provided with off-set vents to allow air currents to pass, but preventing light from "leaking" upward. A hole in the bottom of the globe provides for air circulation as indicated by the arrows.

The heating of the glass has, under some conditions, endangered the safety of persons beneath, due to the failure of the glass lip of the globe under the set-screws that hold it. This, in large globes, should be provided for by having a metal collar into which set-screws fasten.

In a store where the color of the objects on display will influence their sale, the color quality of the light is vital. The use of the gas-filled lamps in globes that do not absorb certain colors of light so as to change the original color of the illuminant, is the safest practice. Colors of light caused by colored glassware should be very carefully used, considering the loss of efficiency and the effect on decorations and displays. One should not forget that the colors in which the walls and ceiling are painted will materially influence the colors of all light reflected from them.

Finally, the fact stands out clearly from a study of most cases, that good store lighting costs less than poor lighting, and that the original investment in well-designed and efficient fixtures will be saved many times over.

The Miner Rubber Company have just issued "something new" in the way of a catalogue, which shows not only all the leading shoe lasts, but also how to fit a proper rubber to each shoe. This is a kind of information never attempted before in a catalogue, and should be of splendid value to every retailer.



Fig. 2—A design that adds a distinctive air to your store at the same time that it gives you the desired lighting effect.

which a proper glass globe must lie is narrow, between transparency on one side, and too dense a glass on the other.

When the gas-filled lamps are enclosed in a globe, there must be special provision made for ventilation, else the lamp will prematurely darken or there will be trouble from overheated metal and charred insulation. This is a feature that was and is often neglected, perhaps because it was not necessary with the vacuum lamps. Two lamps, one a gas-filled and the other a vacuum lamp, both of the same wattage and having the same power input, need to be taken care of in different ways. Some people have wondered why the gas-filled lamp is apparently so much better than the vacuum lamp of the same size, when both must be radiating the same amount of power. The reason is that the heat sent out from the vacuum lamp is that known as "radiant heat," passing directly through the vacuum and the glass walls, and not being retained there, while the heat from the gas-filled lamp is car-



The Retailing of Shoes in Small Towns

Does not necessarily mean being a small man or doing business in a small way.
An interesting story of one man's growth.

By Mr. H. D. Barrows*

Well, small store, small office, small desk, small advertisements, small man, small hat, everything small except the stock; spring lines on the shelves August 1st and winter shoes and rubbers on the shelves March 1st. O, pshaw, what's the use trying to build a shoe business in a small town? Not much, if any, when one-half your stock is passe, when the window displays have not been changed in a month, when your adv. in the newspaper, if you have one, has become useless and you are forever and ever only thinking of the chance in the big town.

If the chance came in the big town would you know how to handle it? You say "yes!" You are entirely mistaken. For your conditions for success are easier in the small town than in the large city because there is less competition.

In the days I have been in the shoe business I have come to believe that the small man lacks enterprise. He's not half alive and he even doesn't know that. He doesn't know how to inspire or attract people by his advertising. He doesn't know how to buy. He doesn't know how to scheme and if this association can devise plans to get this party enthused, then it's a work to be commended.

Thirty years ago I knew a man who started, like thousands of others, in the shoe business in a small town, hoping for success, but with absolutely no plans how to do business and he lost nearly every dollar he invested in it. Why? To console himself (you know

always prepared for any change in the weather. They plan in advance what to do on a hot day and they are prepared to serve you accordingly. Now if this small dealer to whom we call attention had his stock, inside and outside of his store, and his advertising plans prepared in advance, what would happen? Sufficient results would come to produce enterprise, new life and new inspirations; and it appears to me he would begin a profitable career which would not only make him successful in the little town, but in a larger field, likewise.

There is absolutely no standard set of rules to follow to achieve mercantile success. You cannot buy it, but you can get an inspiration from this, and other



The graceful lines and lack of ornamentation recommend this design.



An exceedingly popular Brooklyn design

misery always likes company), he would make periodical visits to his competitors and they, like him, would agree that business was very dull, and hoping when the weather got warm that business would increase, or when the snow came, that the same result would happen. Those small men are never prepared for either.

I'm told the leading restaurants in the country are

conventions of shoe merchants that will live in your life as long as you ought to live, and if you get the right kind of inspiration you will live longer than some of your competitors want you to.

Now if there are no standard rules, there are various viewpoints to consider. A Frenchman at Niagara Falls said, "Wonderful, beautiful, marvellous, magnificent. What an inspiration for an artist." An Irishman who was near the Frenchman, said, "Be jabbers, what a place for a saw mill." There are various viewpoints, but I maintain, with proper enthusiasm, with push, enterprise and common sense, the Frenchman would make a success, and likewise the Irishman.

If you consult the mercantile reports regarding small town shoe retailing conditions you will find the majority of dealers are rated from \$300 to \$500, with a credit standing of double D, double O, X, Y, Z. Now I have in mind an acquaintance who struggled with all the horrors of daily running behind for some few years. Why? He was so small he could not see the opportunity in the small town, but imagined he could see the chance in the large one, so he just waited for trade. He sold out, having enough left to buy railroad tickets for his wife and daughter to the house of his mother-in-law. He had saved a little of his capital,

* Before New England Retailers' Convention

but he had lost considerable and also a few years' time and labor.

Now I come to the point which I hope may be an inspiration and of future service to this convention. This man began to think (and it's never too late to do this), and to plan and to scheme. He sought the advice of successful merchants. You know if you go into an enterprising store and compliment the proprietor and ask his advice, he will always invite you into his office, especially if it's a woman, and you will come away with an inspiration. Now if it happens to be a woman, you will come away with two, and in six months, we read about conversion and miracles, es-



Gray Ooze Calf, patent heel, fox and lace stay, narrow patent vamp and top stay, short vamp, new diamond patent tip, leather half Louis heel, welt.—
Utz and Dunn Co., Rochester

pecially thinking the latter is a lost art, but as sure as the sun rises both happened to this man and in twenty-five years he has been transformed from a little, insignificant shoe dealer in that little, small town, under those small conditions, to a man who to-day is worth thousands upon thousands of dollars.

Let me tell you how he did it. To begin with, he raised capital sufficient to pay for his merchandise when it came due, and I'm only going to use just one buying illustration to show how he planned. Over 20 years ago he went to Brockton one day, doing so



Patent Turn Oxford, evening wear—a Wakefield, Mass. product.

on the advice of a friend in a small town who was a shoe jobber. Now watch the inspiration and the results of that instruction.

He arrived in Brockton, entered the office of a shoe manufacturer who sold the jobbing trade exclusively, as they did in those days, and inquired for floor goods. He was shown 20 cases of a shoe named the "Mo-

hawk" which was jobbing at \$1.60 and was made for Hosmer, Coddling & Company, of Boston. In an instant this man knew the shoe, for he had paid Hosmer, Coddling & Company \$1.60 a pair for many cases of them, in that little former small town, where he was doing business in his little, small way. Well, he said, "What does Hosmer, Coddling pay for this shoe?" "\$1.45." "What's the trouble? Tag made out wrong; heel and shank are black, but otherwise all right." "How much for the lot?" "\$1.20, regular discount," and that man's lack of method in doing business was such that he didn't know how much seven off was. Now gentlemen, seven off from \$1.20 is \$1.11. Without making any further reference to any other future days that man returned home, not a small retailer, although in a small town, but a big man in the small town. Why? Because of an inspiration, because he saw a chance of future success and no possible chance



Battleship gray Kid top, patent circular fox, narrow patent lace, top and vamp stay, short vamp, plain toe, leather half Cuban heel, welt.—
Utz and Dunn Co., Rochester

for anything else. He could give his customers for \$1.75 a \$2.00 article and make a profit. The realization of this fact caused him to change the size of his adv., it changed the character of his adv., it changed the enthusiasm of his adv. and it changed the entire atmosphere of that little store. I am not making any reference to regular goods; I know he must have them, but carrying and handling them did not need the enterprise because there is less profit in them and the responsibility for getting rid of them proportionately greater.

That gentleman's little, small store, in a little, small town began to be talked about and the people began going there. He had been converted. A miracle had happened. If you are on the right road and you know it, you cannot help make a success of a little store in a little town, you can make a success of a half dozen little stores in little towns, or even a dozen big stores in big towns—and this is just what happened to my friend.

He began to carry a small jobbing stock and he bought from the trustees a half dozen stores with the fixtures thrown in and the stock at about 50 per cent. In every instance he has made the stores pay about \$2,000 each per annum, thus making \$12,000 a year. Multiply that sum by 25 years and you have \$300,000 made from retailing in small towns, by a small man, yes, one who was always complaining about small town conditions, but who since he became converted is now very enthusiastic to recommend them the small town as a good place to make money.

The Inefficiency of the Retailer

A few reasons why the shoe dealer fails—Discussed at the Pennsylvania Retailers Convention
—Watch your location, window displays, newspaper advertising and store "service"

By Mr. M. G. Harper

The several factors which constitute a successful retail business can be roughly listed as,—location, display and advertising, store service, merchandise and the style element, expense costs and turn-over. There may be some question as to the relative importance of each, but these pretty well cover the items which should be constantly before the head of the business. That some of them are considered only spasmodically is, in my mind, the greatest cause of inefficient work.

I will not try to cover every item under these headings but confine my remarks to the first three, on which I may be able to present a little different point of view.

Location

Location is undoubtedly important. The most frequent cause of error is in considering merely how much more rent one location costs than another, in place of figuring the difference such cost would make in total expense of doing business. All expense other than rent is likely to remain the same. It is the number of possible buyers who pass a given location which should be the determining factor, for a difference of one-third or half of a rent cost would be foolishly saved if traffic were proportionately reduced. Usually the advertising value of the front of the higher priced location more than offsets the additional cost.

Window Displays

Advertising and display cannot be passed with any such single comment, for here is one of the greatest fields of inefficient work. Most retailers spend hours over problems in detail store work to every minute they give their windows.

Many spend a great deal of time on newspapers, circular letters and neighborhood schemes and leave their windows, their Silent Salesmen, so silent it is pitiful. They look like branches of a deaf and dumb asylum. The largest expenditure in practically every store which makes a definite advertising appropriation is rarely as large as that part of their rent which is paid for windows and store front.

Consider the dealer who makes no appropriation for advertising other than what he spends in rent for location. His show window is the only medium he has to reach most of his prospective trade and he is the very man who most neglects his window work.

Such lack of attention to their own advertising medium is why these small dealers stay small. It costs nothing but a little gray matter to put life into any window or location or form of advertising taken up. But we have already paid for the space in our windows and it costs additional money to buy space any place else. Other forms of advertising are taken up and dropped from time to time, are spasmodic in fact, while window displays work all the time. The few minutes a day we give them, every day I mean, for no day should be considered finished without some attention being given them, produces more actual results in dollars than any other form of supervision. Talk to your trade through your windows. Tell them of the new arrivals, the new leathers and fabrics, the style trend, about your store policies. Price your goods and tell them why they are so priced. If we do

this and keep close account of window calls we will find them the greatest aid to our merchandise and buying policies. If followed consistently, this intensive window work will help solve every question as to what to buy and how much, when to get busy on new things and when to drop the old ones, for every one of these questions is answered by the demand from our windows, if we use them properly and take account of what they tell us. I've seen windows which have had no new idea in them from one end of the season to the other. I've seen windows which never change the groupings of the shoes displayed. Windows which consistently change their cards and talks are rare indeed. But those which do are always telling about some specialty, some new arrival, some timely style development. They look alive, up and doing and giving just that impression of the store to every frequenter of the neighborhood.

Newspaper Advertising

Newspapers present the other important factor in the advertising campaign. Newspaper space is about



Woman's welt button—Ames-Holden McCready, Limited.

the easiest thing I know of to buy. But to use to advantage, so as to get back the money invested, is another matter and about as difficult as any problem facing the retailer. I've seen so much copy on the order of what one dealer announced, "The Best and Most Up-to-date shoes in the World." If that fellow had as much nerve and money as Cyrus Curtis I don't believe he would ever make that an acceptable slogan for pulling trade. Unfortunately such examples are by no means rare in shoe advertising. To pay good money for space to fill with that kind of dribble is not only poor advertising but is positively foolish. The professional ad. writer helps but does not solve the problem. For the big operator, who can pay large

enough commissions, the best brains in the ad. writing field can be obtained and usually with good results.

But for the fellow with a limited amount to spend, the available talent does not know the shoe business, nor any of the points of merit of the particular dealer. And, as a matter of fact, most shoe men are dissatisfied with the talent they employ, confess their own inability to write ads. and a most decided inability to know whether the money invested in newspaper work, pays or not. It seems to me, that for most dealers there is one safe place to put their effort, and until this medium is worked to the limit, one safe place only. Windows and display cases first, last and all the time. But it must be first, last and all the time, and I am sure that with proper and persistent displays of the things which best appeal to your neighborhood, plainly priced and their fitting qualities, style or other points of merit described and a careful tabulation kept of all calls, your business will not only be increased at very little cost in money, but you will know what to do with your doubtful lines and your style try-outs, you will know which to drop and which to put pressure on to turn into a winner, your buying will be better regulated and the merchandise end of your business will be placed on a firmer and surer foundation.

Store Service

In Store Service the results of inefficient work are so disastrous, I advocate real schools of shoe practice.

Schools in which anatomy and orthopedics will be taught, some schooling in shoe construction and the fitting features of various types of lasts and their relation to corresponding types of feet. No one should be permitted to fit shoes without some such knowledge. The public will insist on making cripples of themselves fast enough with all the intelligent advice we can give them, as it is. An inefficient sales person is so unprofitable that I don't see how any merchant employs one through a false sense of economy.

I believe the time has come when shoe purchasers prefer to wait for someone who knows their business

than to be waited on by a Maverick. And if they don't, it is up to us to teach them. There is no money in the fellow who loses business through failure to impress his customers with his knowledge of his profession. Of course we want courteous salesmen and courtesy is a fine thing and almost indispensable in selling, but courtesy does not excuse ignorance and ignorance, not discourtesy, is at the bottom of most of our inefficient selling. Ignorance of most every detail bearing on the intelligent practice of shoe fitting; ignorance of lasts, of patterns, of special fitting features necessary to fit the varying types of feet and an entire ignorance of the foot and foot structure. Don't misunderstand me as advocating, at this time, any extended university course, nor anything which is not practical to start to-day. This work can be done through our associations as some of the larger stores already do in a limited way, only in a broader scale and more effectively. What I want to drive home is the importance of the professional side of our business.

The purely business end seems to get all the best brains in the country while this professional side is left largely to manufacturers of so-called corrective devices. Devices made necessary by poor shoe practice and devices applied in many cases in a manner very discreditable to the shoe trade.

There is no more profitable field for our efforts than in knowing what our customers' feet require to keep them sound and serviceable, to have the kind of shoes on our shelves to meet their requirements and most important of all, such intelligent fitters on our floors, that customers can be kept out of unwise selections. This kind of service can be charged for, puts an end largely to questions of little differences in competitive prices and saves money for the consumer. A real knowledge of this end of our business is profitable in money, profitable in self-respect, profitable in added standing in our communities and profitable in placing the fitting and selling of shoes at the head of all retail merchandising, for that is where its importance ought to place it.

The Successful Family Shoe Store

Make your clerks feel that they are part of the store by treating them as if they were—
Have a children's department and put someone who loves children, in charge—Please your customers by attention to little details

By Mr. D. P. Jerauld*

Did you ever enter a store where you were almost instantly impressed that this is a safe place to buy? An indescribable feeling took possession of you that inspired confidence in the store and its merchandise.

Did it not have an influence on the volume of your purchases, yes even on your criticism of quality and price? You seemed to feel "at home" and somehow had confidence in the statements made by the clerks. You said the atmosphere of that store was pleasing.

You have entered other stores where you sort of felt a chill go over you—you could not tell why—you made a small purchase and went out. You had no criticism to make on the furniture, fixtures, arrangement of stock, service or attention of clerks, quality or price of the merchandise—one store the equal of the other. In one you felt at home, in the other uncomfortable.

Now, what made the difference? You said the atmosphere of that store was not pleasing. If this indescribable thing we call the atmosphere of a store is such a potent factor for weal or for woe—if it may be the thing that in a large measure determines whether the family shoe store is to be successful or unsuccessful then it is worthy of our serious consideration.

How shall this pleasing atmosphere be secured? Here are a few suggestions. I will begin at the head of the concern, because I believe he is responsible to a very large degree for the atmosphere of his store.

Secure the respect and co-operation of your employees by deserving it—not commanding it. The Sea Captain or School Master methods were relegated to the rear years ago, although we now and then find a man trying to make them work.

Don't enter your store in the morning as though you were "the Lord of all creation," or as a friend of

* Before Pennsylvania Retail Association.

mine puts it, don't have that "you go to hell" look on your face that many have when riding in their new touring car.

You will never spend time more profitably than that you take to bid a pleasant good morning and exchanging a few pleasant words with your employees. This means heads of departments to bootblack and porter.

Consult with your employees and encourage them to offer suggestions, and should the suggestion be impractical don't humiliate them by bluntly saying so,



An attractive cloth top button—Made in Auburn, Me.

but show them it will not work. You thus encourage them to think and perhaps the next suggestion will be valuable. They have brains—why not encourage their use—many valuable suggestions have been made by employees in humble positions.

It is told of Mr. Hershey, the chocolate king, that a favorite expression of his when talking with his employees is "tell me what I can do to aid you in your work." With a spirit like that in the proprietor is it any wonder he has built up the wonderfully successful business he has and that you never hear of labor troubles at his plant?

Encourage the family spirit by having all the employees feel they are members of the family, and therefore anything that tends to the success of the store is of deep concern to them and you will be surprised to discover that their interest in the store extends beyond the amount in their envelope on pay day. You will soon discover that they will speak of the store as "Our store."

I have been told that this familiarity will destroy discipline if not breed contempt. I answer, do we find it necessary in our families to eliminate all familiarity and depend on discipline to have harmony in the home? I throw out these few suggestions not for you, of course, for I well know that the best of harmony exists in your store, but for you to tell that "other fellow" who comes to you for advice.

As the family shoe store will be visited by every member of the family preparation must be made for their accommodation.

Let's start with the children. A fatal mistake is

made by many, I fear, in not giving this department the attention its importance demands. In a short 25 years of selling shoes I am selling the children of the children I fitted at the beginning. A mother telling me of the coming marriage of her daughter proudly remarked, "she never had a pair of shoes on her feet that were not bought at your store."

Hundreds of your customers have passed away in the last 25 years and every year adds to their number. How do you expect your clientele to grow or even keep on an "even keel" if you do not have the children saying your store is "their shoe store?"

Have a separate children's department—no matter how small your store is—managed entirely by women—buying and selling. Not a man in a hundred knows how to buy children's shoes. Shoot the first man that attempts to sell a pair from that department—he doesn't know how—and this applies to the proprietor. Don't have a lady clerk there that does not love children. They must be "little darlings" not "brats" to her. Don't try to make a fortune out of that department. You win if it shows a clean sheet. It's the seed time of your business.

I am perhaps taking advanced ground when I say the public are not looking so much for price as they are for service.

Let me illustrate my point. Two men are selling peanuts side by side, same quality—same price—5 cents. One provides bags to put his peanuts in—that's service. The other reduces his price to 4 cents but does not provide bags. Which will have the biggest business?

Your answer settles the question as to whether you agree with my proposition or not. In a town where the custom was not to fasten buttons on shoes on Saturday, one store employed a boy on Saturdays to do nothing but fasten buttons on shoes, and it soon became known that one could get buttons fastened on Saturday even in the evening gratis—no matter whether the shoes were bought at that store or not. Result—some of the other shoe stores and department stores would tell their customers "no we cannot fasten buttons on Saturday, but you go to Blank's and they will fasten them on for nothing." Do you think it paid



A promising design for the coming spring. Manufactured in Auburn, Me.

—the proprietor of that store says it does. That's service.

I might enumerate instances without number all-most of the little things we can do for our patrons and my observation is that the shoe store that pays the most attention to these little things seems to have the largest trade.

What Does the Retailer Look For?

In a Consignment of Shoes—Stock as Nearly as Possible Like the Samples—
Shipments on Time Goods, above all, that "Fit"*

The rain falls on the just and on the unjust alike. We are apt to look upon a whole community as being of the same stamp because of the sin of an individual in that community. So with retailers; the manufacturers are apt to put all of them in the same class for the shortcomings of a few. But listen! Retailers are four:

First: There is the retailer who knows not and knows not he knows not; he is a fool—shun him.

Second: The retailer who knows and knows not he knows; he is asleep—wake him.

Third: The retailer who knows not and knows he knows not; he is simple—teach him.

Fourth: The retailer who knows and knows he knows; he is wise—follow him.

Now then, the up-to-date retailer—the one who knows—is the one with whom I propose to deal, in the main. While an alert proposition who wants all there is coming to him (you can't blame him for that), you will find him, as a rule, reasonable as well. He knows the frailty of human nature, and therefore does not expect absolute perfection, although at times he may seem to.



Misses' Welt Ankle Tie—Wakefield, Mass.

It will not surprise me if you dispute the retailer's eligibility to sainthood, but please wait until I have finished before you throw any bricks. You wouldn't want me to tell you what the fool, or the one asleep, or the simpleton, expects. I probably could not if I tried. None of them could tell you himself. So the only one left for us to consider is the wise one. Of the others I shall say a word in passing.

What the retailer John Jones expects in shoes is in very large measure the result of what John Jones' customers expect of shoes bought at his store, and this furnishes one of the whys for John Jones' demands upon the manufacturers.

The retail customer does not know shoes, so he appoints Jones, so to speak, to go out into the markets of the world and select the best shoes that the latter's knowledge and experience can dictate.

The retail customer does not hold the manufacturer for any defects that develop in a pair of shoes. He may not think of the manufacturer. He looks to Jones for redress. Jones in turn looks to the manufacturer, and expects him to make good. In case a retail customer writes in, complaining about a pair of

shoes, what does the manufacturer do? Why he refers him back to the retailer. So, you see, the retailer is a rather important person, whose expectations deserve consideration.

Briefly stated, the retailer expects:

First: Case goods that will be approximately up to samples, because he wants to do the biggest possible volume of business, and he knows that good-looking shoes are a prime necessity.

Second: Good fitting and standing-up qualities, because he knows that these qualities make for permanent customers.

Third: Details carried out to the letter, because he knows what will sell, and he cannot afford to accept goods that he knows will prove to be shelf-warmers.

Fourth: Goods free from damages, because he has trouble enough with perfect goods.

Fifth: Goods "on time," because he has learned through hard experience that the explanation to his customers that "the goods are not in yet but they are coming in" never put any money into his cash drawer.

Sixth: Best prices and discounts, backed by a liberal policy—so that he will be able to sell at reasonable prices and make a living profit for himself.

So far I have had in mind the up-to-date retailer. Just a word about his antithesis—the retailer who is actually ignorant when it comes to shoes, and who, as a merchant, is a dead loss. If he knew the shoe game, or if he were familiar with the rudiments of business, he would not do some of the things of which he has been guilty.

He'll buy a dozen pairs here and a dozen pairs there, so that in the aggregate he is buying from a greater number of manufacturers, on a thirty thousand dollar business, than the large city buyer whose sales will run into the hundreds of thousands. He'll buy more in a single season than he can possibly sell in three.

What's the result? Why, some manufacturers are going to get back a lot of goods, returned as not being up to sample, or on some other pretence; while the truth of the matter is that this retailer has simply overstocked himself, and he has got to get rid of the goods somehow. He has bought not wisely, but too well. This is the piker who is responsible for the low estimate of the average retailer held by many in the manufacturing end of the shoe business, but who is not the average retailer by any means.

Twice a year, or oftener, salesmen representing various manufacturers visit Mr. Retailer in an effort to get him to put in their line. Each salesman swears his goods are absolutely the best, that his house never turned out such fine goods, while every other manufacturer making the same grade has either stood still or gone back.

"Jack" with the "Black Diamond" line comes along, and, with his winning ways and slick samples, manages to get the retailer interested. The samples apparently justify all of Jack's eloquence spent on them, but the retailer ventures to suggest that he won-

* By Mr. A. W. Payne in the Shoeman.

ders how near like the samples the house can send in case goods.

Jack knew this was coming, so he is prepared. "Why, Jones," he says, "if the goods we deliver don't beat the samples I'll eat them." The house may or may not be prepared to back up a salesman's representations beyond a certain point; but, strictly speaking, it is not up to the retailer to raise that question. Jack's is a reputable concern, and, while the retailer has never had any dealings with it, knowing manufacturers as he does, he feels quite sure he is in good hands.

Making allowances for a salesman's outbursts of enthusiasm (and, after all, the salesman who isn't enthusiastic over the line he is selling ought to get some other line over which he can wax enthusiastic) the retailer expects the goods delivered to resemble the samples somewhat. (I mean in quality and finish). Mark you, somewhat.

To certain buyers and retailers whom I recently interviewed, I put this question: "Do you expect case goods to come up to sample?" Every one of them said he discounted samples from fifteen to twenty-five per cent. If the goods should come in above this average these men would be agreeably surprised.

One buyer told me of a manufacturer who surprised him on several occasions by sending in case goods that were actually better than the samples. This was a surprise to me, too. I thought to myself that a niche in the "Hall of Fame" would not be too great a reward for a shoe manufacturer who could boast of that record.

In talking with the buyers and retailers I just mentioned, I supplemented the question of case goods compared to samples with this question: "As a rule, do the goods come along as you expect them or are you often disappointed?"

Two said they were quite often disappointed. Whether they expected too much I don't know, but I think not. To the disappointed ones I said: "What is your procedure in such cases; do you send the lot back?" One said he did. The other said he made it a rule never to return a lot, but that he ever afterward withheld his business from that manufacturer unless—and this is interesting—he liked the salesman personally, that then he might give the house another chance.

He made me feel that, if I were on the road, I should like to cultivate his acquaintance, because as he is a large buyer I could no doubt land some good orders. He mentioned an instance where he had given one manufacturer three chances just because of his strong personal liking for the salesman representing that house. His limit, however, is three chances, and after that "never again."

I was told of a salesman who had been selling a big retailer practically all the goods this retailer bought of a certain grade. The account was a very desirable one in many ways. It meant big volume, and there was no small amount of prestige for the manufacturer in selling this retailer. As is often the case, salesman and retailer became very friendly—in fact, intimate. The latter's methods and requirements were so well known to the salesman that there was not the least doubt in his mind that he could take this account with him to a new manufacturer, with whom he decided to go.

Samples of the new line were submitted, and the retailer gave his friend a small trial order—an order that would be a whopper for some retailers to give—

but when the goods arrived they were so far below the samples that the entire lot was sent back.

Unlike my friend who seems to buy personality as well as shoes, this retailer has no further use for the salesman who gave him this "steer." And as for the poor manufacturer, he will never even get a "look-in" again.

My point here is this: The salesman is a mighty factor many times in getting a line into a store; but in the last analysis it's up to the manufacturer to keep the goods there, for the goods themselves have got to "make good."

In taking leave of the sample question there is just a thought I wish to leave with you, which is this: Please remember that the retailer who is worth his salt does not expect case goods better than samples. If the manufacturer sends them in better than eighty per cent. as good as the samples, he will be giving about all that can be expected, or more than the majority do expect.

I formerly had an idea that one of the greatest weaknesses in the average factory was getting the goods to the retailer "on time." As a quasi-retailer, I know the importance of having the goods in your store when you figure on their being there. All of



The Russian boot—Extreme military style for ladies' and misses' street wear.

those buyers and retailers who were good enough to "lend me" their "ears" when I called to interview them declared that when those styles, which every clerk in the store seems to be calling for, are not in the store, it's a safe bet that the order for them was one of those "eleventh-hour," "rush" affairs put in by the retailer, and, therefore, the fault lies with the store and not with the manufacturer.

Even though it may come hard, the retailer has got to pay the manufacturer a deserved compliment in this. The system of getting goods through the works—one of the most important links in the shoe manufacturing chain to-day, and probably one of the strongest as well—seems nearest to approach the retailer's expectations.

Goods in a retail store when the retailer counts on having them mean several things: They mean pleased customers and increased sales for the retailer. They mean more orders for the manufacturer. They mean the retailer's good-will toward the manufacturer, and, therefore, general good feeling all around. Lax methods, in any part of the factory, that tend to pre-



Top Row.—E. A. Chalk, North Shore; W. E. Wing, Sales Manager; J. S. Lovell, Northwestern Ontario; E. E. Code, Ottawa Branch Manager.

Second Row.—J. S. Townsend, Hamilton City; J. M. Snyder, Head Accountant; A. R. Kaufman, General Manager; E. J. Hill, Head of Order Department; W. S. Wood, Niagara District; J. E. Fawkes, Southwestern Ontario.

Front Row.—S. G. Amero, Manager London Branch; J. H. Roedding, Factory Superintendent; J. C. Bryant, Central Ontario; L. B. Hutchison, Manager Toronto Branch.

Heads of Departments and Ontario Salesmen of The Kaufman Rubber Company, Limited

vent goods coming through on schedule, bring about opposite results.

Nowadays the retailer expects shoes that will fit. Back in the nineties it was the custom of a store I heard about to hold up payment on a shipment until a sufficient number of pairs had been sold out of a lot to satisfy the retailer that they were fitters. These were cheaper grades; but all along the line fit is taken for granted.

The retailer presumes that the lasts and the patterns have gone through the experimental stage, and that when the goods are offered to him there will be no doubt about their fitting qualities.

Given my choice between the two evils—a line of good quality but poor fit, and a line of poor quality but good fit—I would choose the latter, without a moment's hesitation. I feel this way more strongly today than I did then.

If there is one thing the average clerk in a retail store will fight shy of, it is a poor fitting line of shoes. You can't blame him, for his salary is based almost entirely on the volume of his sales; and, if he spends his time trying to fit shoes that will not fit, his explanation that the reason he has not made a better showing in the amount of his sales is that he has been trying to work off this undesirable merchandise may not carry the weight with the boss it ought to carry.

Or, there may be a premium of a quarter a pair offered. The clerks may make a few attempts and conscientiously try to think of getting these goods out. But in spite of themselves they will, ninety-nine times out of a hundred, work along the line of least resistance and sell those goods that sell easily because they fit.

Who is the sufferer in the long run; is it the retailer? No, sir! He may be inconvenienced, but he can manage fairly well by substituting something. Again, it's the poor manufacturer who suffers. He'll

be lucky if the goods are not eventually sent back. At any rate there will be no duplicate orders, and the retailer may think twice before he tries the line again.

To look into the future: The clerk of to-day is the buyer or the merchant of to-morrow. Impressions of a line of shoes gained in the youth of one's career are generally lasting.

A certain concern making fine goods advertises the "built-in quality" of its shoes. That's another thing the retailer expects in shoes—their ability to stand up under the conditions he had in mind when he ordered them. The term, "standing-up quality," includes pretty nearly all there is to a shoe. If the shoes are not fitters—assuming, of course, the retailer fits them as well as they can be fitted—they won't stand up. If the workmanship, materials and labor are not consistent with the grade of shoes, they won't stand up. So there you are.

The average retailer knows about what to expect of each make in this respect. He may make allowances when it comes to the cheaper grades, but of those lines that retail at \$5.00 and over, he expects reasonable standing-up qualities.

I know of some manufacturers who send in the most beautiful goods to look upon, but that's as far as the shoes go. Let them be worn under the most favorable conditions a short time, and there isn't a suggestion of their original beauty left, or they go to pieces.

A retailer expects that the details he specifies will be carried out. Any one person who has ever been identified with a retail store will bear me out when I say that details determine almost entirely whether a line proves saleable or remains on the shelves. The manufacturer may think the man who ordered the line was crazy, but the retailer must be given credit for knowing what his trade wants.

The custom, in laying out a line for a coming season, is for the buyer or retailer to go among his as-

sistants and clerks to get their ideas as to what will sell. He spends days, and sometimes nights, going over these suggestions, until he decides on what basis he will place his order. He has a picture in his mind of just how each shoe will look.

When the goods come in he will look them over and take a good deal of pride in those lots that look especially good, because he feels he has created them. Other styles in the lot may not look just the way he figured they would, but if his details have been carried out he knows he has no kick coming. Whereas, if these disappointing ones vary a fraction from the specifications, he blames the factory for his disappointment.

The retailers on whom I recently called cannot understand—nor can I—why it is that so many manufacturers, who put in an original order absolutely correct as to details, fall down when it comes to a duplicate order. So far as I am able to learn, the average factory errs most often in edge-trimming in these cases. The pity of it is that a difference in two lots of the same style will often mean the loss of a sale in a store.

The retail system may be all wrong in this particular, but the facts remain that a damage is not discovered in most instances until the shoes are tried on the customer's feet, and then nine times out of ten it is the only pair of that size in the house and the only style the customer will consider.

The retail customer often expresses himself about like this: "Why, that pair of shoes should never have been allowed to leave the factory." This is precisely the way the retailer feels about it. You may wonder why each pair is not examined upon receipt of a lot. Well, in the average retail store in a large city like New York, this is not the custom. In fact, in some of the very large stores, it would be almost a physical impossibility to examine every pair—while in the smaller stores which buy from hand to mouth the goods are so badly needed they begin to sell almost the minute they arrive, so there is no time for examination.

It should be remembered that in a retail store shoes are sold by the single pair. In handling goods in the



Side lace—Gourlay & Fogelberg,
Berlin, Ont.

Storm calf prospector's boot—T. Sisman Shoe Co.,
Aurora, Ont.

Fits the Arch
An ornate top suitable for wear with
unusually short skirt.

For instance, a clerk may be trying on a customer size 6B of the original lot, which proves to be small, and when he tries the next size it happens to be a pair of the second lot. The customer will not take it because it has greater extension than the first pair.

You may think he is a mighty poor salesman who couldn't sell a man on so small an objection, but I have seen the best retail salesman I know lose a sale under these circumstances.

The retailer abhors substitution. If he specifies patent kid, and the manufacturer agrees to give it to him, he expects patent kid—not some imitation. If a manufacturer is unable to supply the exact stock specified, he ought to advise the retailer and get the latter's consent to use something else.

Some retailers, depending on how badly they need the goods, may accept a lot very much below the standard of the sample, three weeks late in delivery, of questionable fitting qualities, with an error or two in the details, but I have yet to meet the retailer who will accept damaged goods at full price. I do not refer to an entire lot; I mean a few pairs here and there.

quantities which the factories do, averages are dealt with. With the retailer it is different; each individual pair has got to stand on its own bottom with him.

Mr. Angus Moved to Montreal

Mr. W. M. Angus has been appointed assistant general sales manager of Ames-Holden-McCready, Limited, and has now taken up his duties at the head office, Montreal. Mr. Angus was previously manager of the St. John, N.B., branch of the company, and was very successful in working up a very large business—the turnover for the spring trade being, in fact, one of the best in the history of the branch. The company have a very fine office and warehouse, which has been fully described in Footwear. Mr. A. Angus, the brother of Mr. W. M. Angus, who has been connected with Ames-Holden-McCready for many years, is expected home from London some time this month. He has been representing the Canadian Shoe Manufacturers' Export Association in England in connection with British and foreign army business for Montreal shoe manufacturers.

That Findings Department

Many a retailer realizes a neat little profit each year from his findings department. In this connection, there is no added expense, as the space occupied is very small and the time required to make sales is inappreciable. The J. L. Sommer Manufacturing Company, of



"Elite" Slipper Tree

Newark, are featuring a number of useful advertising novelties in this line, such as the slipper tree illustrated herewith. The use of trees in this and other styles is becoming increasingly popular, and we believe the retailer will be well advised who gives them a prominent position among his findings. The products of this manufacturing company may be obtained through any jobber.

"Trent Valley Oak"

The Breithaupt Leather Company, Limited, in addition to their well-known hemlock tannages of sole leather, the "Penetang" and "Eagle" from their tanneries at Penetang and Berlin, respectively, have also been producing for the last two years at their tannery at Hastings, Ontario (the Hastings Tannery Company, Limited), a strictly non-acid sole light-weighting leather known as the "Trent Valley Oak," which they claim has no superior in Canada. An important contributing agency to the successful tanning of leather at Hastings is the fresh flowing water of the Trent River on the banks of which the tannery is situated and whose waters have been found to possess invaluable properties. The excellent grain, strong fibre and general good working and wearing qualities of the Trent Valley Brand has made it popular and in keen demand for both home and export trade.

Business Has Improved

Inquiries among the manufacturers of Montreal and Maisonneuve indicate that business has lately improved in a very satisfactory way. The disinclination of many retailers to place their spring orders early in the season resulted in a considerable rush at the last moment, the goods being required in the shortest possible time, in order, in many instances, to meet the demands of the Easter trade. The factories were in consequence hard pushed to get out the orders, especially as there was a shortage of raw material in certain lines. There was, in particular, good buying of women's goods with colored cloth tops. The manufacturers of staple shoes also report that trade is better, the orders from the country districts coming in at a good rate. Many jobbers have visited Montreal and Maisonneuve, placing orders for the Fall. The shoe findings section is on up-grade.

Star Shoe, Limited, Reorganized

The Star Shoe, Limited, Montreal, having been reorganized, Mr. Peter Doig has been appointed sales manager. Mr. Doig who was formerly of the leather department of Fisk, Limited, has with him the following staff of energetic travellers: Messrs. W. S. Pettes, Eastern Ontario; W. E. Myers, Western Ontario; Jack Duggan, Maritime Provinces; John Scott and J. A. Maclean, Western Canada; J. G. Riel, Province of Quebec; J. A. Malboeuf, Montreal. The company's products comprise a complete and well balanced range

of goods, from which retailers are able to secure lines suited to their particular class of trade. The lines include babies' and infants' turns, children's, misses' and growing girls' shoes in McKays; boys', youths' and little gents' in McKays, all these being made in various combinations of leather.

Opened Regina Branch

The Williams Shoe Co., Ltd., Brampton, Ont., have opened a branch at Regina, where they will carry a large and well assorted stock of their different lines. Geo. W. McFarland, a director of the company, will be in charge, and there will be associated with him five men, who cover from Fort William to Victoria, B.C. They also report that the branch which they have opened at Truro, N.S., has proved a good move, and find their customers appreciate their quick delivery service. This branch is in charge of Messrs. Killam and Semple.

At the Panama-Pacific International Exposition the manufacture of boots and shoes is to be carried on in full view of the public in the Palace of Manufactures. The display will be a working exhibit, showing all of the process in the manufacture of shoes from the treatment of the raw hides to the turning out of the finished product.

Attractive New Store

On Thursday, March 25th, Mr. W. J. Thurston opened his new boot and shoe store in Stratford, Ontario, which will be one of a chain of stores now being organized by him in the province. Mr. Thurston, who is now making his home in Stratford, comes from Guelph, where he is continuing to conduct a boot and shoe business, which was established in 1869. The store front of the new premises is very attractive, being finished in quarter-cut oak. The interior of the store is very handsomely equipped with mahogany fittings and an extensive stock of the most up-to-date styles of men's and women's footwear will be carried.

An Informing Catalogue

The American Shoe Machinery and Tool Company are distributing a very informing catalogue describing and illustrating the various types of machinery they are now placing on the market; also a supplement describing and illustrating further "American" hand and motor-operated outfits. The firms which have installed the machinery of this company include some of the best known and most successful retailers and repairers in the United States and Canada. Their Canadian agents are the Jones & Moore Electric Company, Toronto, and the Dominion Leather & Shoe Finding Company, Montreal.

Will Mean Better "Service"

Utz & Dunn Company, of Rochester, N.Y., announce that they have lately instituted 16 to 18 days deliveries on shoes to be made up. They believe that this is going to help retailers everywhere to get their selling lines filled and also to keep up with the style changes, which are increasing in frequency. They claim that this better service on shoes to be made up, together with their delivery the same day of stock orders, will mean a great deal to retailers in helping them to better serve their customers.

Fall Styles of Cook-Fitzgerald Company

Cloth tops of varying colors and textures are found very strongly featured in the line of samples for Fall and Winter being shown by the Cook-Fitzgerald Company, Limited, of London, Ontario. There are gun metal, patents and tans in bals and buttons in pleasing combination with fawn, sand, dreadnought and other shades that have caught the public fancy. The genius who took up cloth and pushed it for topping material when leather mounted so high in price, created a demand for fabrics that has kept the wheels of many a mill in motion through a period that has been conspicuous for its dullness in many other channels of trade. While women have taken hold of the new fad more strongly than the men, cloth never was so conspicuous in men's footwear as it is to-day. The London shoemakers are showing some very pretty gaiter effects—a bal severely plain, of gun metal and dreadnought, and a button shoe with large flat buttons that give the boot a touch that will catch the fancy of the young man who, after all, is the mainstay of the retailer who keeps abreast of the times. Most of the cloth-topped models have stays but some have the severely plain lines that make for elegance. All have the shoemaking excellence that would be looked for from the home of Astoria, Liberty and Tecumseh shoes.

Among the new models is one that should prove sensational, particularly with the young man who wants something different from the other fellow. This is the "Shorty," which as its name would indicate, is a short vamp, high arch, high heel effect that is smart to a degree, whether in gun metal, patent or tan bal. Montreal, for example, which is strong on short vamps, should welcome the "Shorty" with open arms. There are also many heavy, substantial shoes with

good shoemaking and lots of style to relieve the appearance of clumsiness which most full-double soled boots possess. There are examples of black and tan winter, one with a plain toe and heel plate, somewhat similar to the army model that is now quite extensively worn by civilians who want an enduring boot for rough work. There are also shown vicis galore with "Tenderfoot" and cushion innersoles and gun metals with wool and fleece lining and felt and chrome soles.

The line contains shoes that will retail at from \$4.50 upwards. This enables the retailer to offer shoes at popular prices and the man to-day who can satisfy the customer who has \$5.00 and no more to spend on a pair of boots is the man who will command the business, particularly if the merchandise he is offering is backed by a reliable maker's guarantee.

As in former seasons, J. G. McDiarmid will cover the large towns in the Northwest; A. A. Orendorff, Western Ontario; J. T. Sutherland, Toronto and Quebec; L. W. Johnston, the Maritime Provinces and a portion of Northern Ontario; Edward Sait and John Lauffer, the Northwestern territory not touched by Mr. McDiarmid, while T. C. Murray, with headquarters at Prince Rupert, B. C., will take care of the far Northwest.

Trade Enquiries

Name and address of enquirer may be obtained on application to "Footwear in Canada," Toronto.

458. **Boots**—A party in France is open to purchase Canadian boots, must be waterproof.

460. **Hides and leather, wool**.—A firm in the south of France is asking quotations and offers from Canadian producers.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

A shoe repairing shop has been opened in Cheverie, N.S., by Mr. Fred. Salter.

The Public Benefit Shoe Store has been opened on Queen Street West, Toronto.

The firm of Charbonneau & DeGuise, Montreal, P.Q., have had new machinery installed in their plant recently.

A new boot and shoe repair establishment has been opened by Mr. W. H. Butler, in North Battleford, Sask.

Mr. G. E. Mills, shoe dealer, Norwood, Ont., is discontinuing business.

Messrs. Freele & Son have opened an attractive new boot and shoe store in Strathroy, Ont.

Eaton's Shoe Market was opened recently at 370 St. Catherine Street West, Montreal.

The Model Shoe Repairing Company, 315 Bleury Street, Montreal, have had a U. S. M. Goodyear shoe repair outfit installed in their plant.

A new boot and shoe store has been opened by Mr. W. Warwick on Danforth Avenue, Toronto.

The United Shoe Machinery Company have installed a Goodyear shoe repair outfit in the plant of the Progressive Shoe Repair Company, 797 St. Catherine Street West, Montreal.

Mr. P. W. Wood, formerly proprietor of the Hub Shoe Store, Red Deer, Alta., is discontinuing business; the store is being taken over by Mr. W. Stock, of Crossfield, Alta.

A boot and shoe store has been opened at 294 Danforth Avenue, Toronto, by Messrs. O. A. Gray & Company.

The United Shoe Machinery Company recently installed a Goodyear repair outfit in the Boston Shoe Repairing Company, Barrington Street, Halifax, N.S.

Mr. Boulette, formerly of the John McPherson Company, Hamilton, has been appointed superintendent of the fitting room of the Perth Shoe Company, Perth, Ont.

Messrs. T. H. Stewart & Son, shoe dealers, Owen Sound, have dissolved partnership; the business will be continued by Mr. Earl Stewart.

The Murray Shoe Company, London, Ont., having had complete equipment installed for the manufacture of women's high grade McKays, are now showing samples for the coming season, which are very stylish and attractive.

Mr. R. J. Tretheway, of London, Ont., has accepted a position with the Blachford Shoe Manufacturing Company, Toronto, as travelling representative of that firm in Western Ontario.

Messrs. J. B. Drolet & Company, Quebec, have made several improvements in their cutting room; Mr. Jos. Faber is now in charge of the pattern department.

Messrs. Caron & Lefavre have opened a shop in Quebec and will manufacture children's shoes.

At the recent annual meeting of the Ontario Boot and Shoe Manufacturers' Association in Toronto, Ont., Mr. A.

Brandon, managing director of the Brandon Shoe Company, Brantford, was re-elected chairman of that Association.

The New York Shoe House, Winnipeg, Man., has dissolved; Mr. J. W. Pearson is retiring from the business.

Thornton's Limited, dealers in hides, etc., Brantford, Ont., recently suffered fire loss.

Mr. Joseph B. Deans, boot and shoe dealer, Toronto, is discontinuing business.

Mr. R. Pearce has started a shoemaking business in Innisfail, Alta.

Mr. H. Martin, who has been conducting a shoe repair business in Berlin, Ont., has moved into new and larger quarters.

Mr. D. McDougall is opening a boot and shoe store in Livingstone Block, Forest, Ont.

Mr. H. Breslin, formerly of Oshawa, has purchased the shoe business of Hr. S. E. K. Walker, Port Hope.

We are pleased to report that Mr. J. A. McLaren, of McLaren & Dallas, Toronto, who has been ill for some time past, has now entirely recovered and was on a business trip to Montreal and Quebec recently.

P. Hector's Shoe Store, Winnipeg, Man., recently suffered fire loss.

Mr. J. A. Sharpe has been appointed representative of the Eagle Shoe Company, Limited, Montreal, covering the territory west of Toronto.

Mr. J. A. Cyr, shoe retailer, 2803 St. Hubert Street, Montreal, has recently purchased the shoe stock of Mr. A. Mantha, of Verdun.

The United Last Company, Limited, Maisonneuve, Que., has been incorporated.

Mr. A. E. Cudmore, Barrie, Ont., whose boot and shoe store was burnt out recently, has removed to another store in that town where he will continue the shoe business.

An attractive new store front has been installed by Messrs. Gendron & Fitzpatrick, boot and shoe retailers, Midland, Ont.

Mr. A. R. Trudeau, who formerly managed the two Brockton Shoe Stores, Toronto, is now in Montreal; Mr. D. J. Lynch, who was in charge of the Brockton store at 264 Yonge Street, has accepted a position with the Regal Shoe Store, of Toronto.

Considerable loss was sustained from a fire which broke out recently in the boot and shoe store of Mr. Emmanuel Topp, Collingwood, Ont.

The stock of the men's furnishings and shoe store of Mr. S. Wagner, Arnprior, Ont., has been sold.

The boot and shoe store of Mr. W. D. Allanach, Moncton, N.B., recently suffered loss by fire and water.

Dame Emilie Riendeau has registered in Victoriaville, Que., and will carry on a women's and men's furnishings and shoe business under the name of the Maison Bissonnette.

The Foot Komfort Mfg. Company, of Winnipeg, have removed to Calgary, Alta.

The Marshall Shoe Company is succeeding Mr. Mackay Marshall, boot and shoe retailer, Moose Jaw, Sask.

A new boot and shoe store has been opened on Bloor Street West, Toronto, by Mr. Robt. Collins.

The Great West Felt Company, of Elmira, Ont., have recently added some U. S. M. machinery parts to their plant.

The U. S. M. Company recently installed a complete McKay equipment in the plant of the Murray Shoe Company, London, Ont.

Mr. H. H. Lightford, formerly of the Perth Shoe Company, Perth, Ont., has been appointed superintendent of the factory of J. M. Humphrey & Company, St. John, N. B.

The Westboro Shoe Store, Westboro, Ont., was burnt out recently.

The stock of the James Street North boot and shoe store of Squires & Dickenson, Hamilton, was purchased by

Mr. George Findlay, 23 North MacNab Street, of that city; the latter is disposing of the goods by means of a clearing sale.

The Progressive Shoe Repair Parlor has registered in Montreal, Que.; Messrs. Percy C. Price and Maurice A. Owens, proprietors.

The Red Star Shoe Hospital Company have registered in Montreal, Que.; Telesphore Allard, manager.

The dry goods and shoe store of Mr. J. D. Guay, St. Jerome, Que., was burnt out recently.

The Wilkinson Shoe Store, Windsor, Ont., suffered slight loss by fire recently.

Mr. E. H. Dickenson has purchased the stock of the boot and shoe store formerly owned by Squires & Dickenson, 103 King Street East, Hamilton, Ont.

On March 15th the attractive new store of H. & C. Blachford, Limited, at 288 Yonge Street, Toronto, was opened. A clearing sale was held in the old store, 114 Yonge Street, to dispose of discontinued lines.

Mr. C. F. Rannard, of the Rannard Shoe Company, Limited, Winnipeg, Man., was re-elected treasurer of the Winnipeg Branch of the Retail Merchants' Association of Canada, at their recent annual meeting.

Mr. Geo. P. Zeigler, formerly with the McKellar Shoe Company, Berlin, Ont., has accepted a position as traveller with Chas. A. Ahrens, Limited, Berlin.

Mr. L. S. Waldren, formerly with Sterling Bros., London, Ont., has accepted a position on the sales staff of Chas. A. Ahrens, Limited, Berlin.

Mr. Fred. P. Beemer, of Toronto, will represent the Blachford Shoe Manufacturing Company, Toronto, in the Prairie Provinces during the coming season.

Mr. W. J. Dougherty has purchased the boot and shoe business of Mr. J. H. Salter, Hagersville, Ont.

Mr. Frank O'Neill has discontinued his harness and boot and shoe business in Moose Jaw.

The stock of the boot and shoe store of Mr. W. H. Butler, North Battleford, Sask., was sold recently.

Damage was caused by a fire which broke out recently in the Boston Shoe Repairing Shop, 790 Main Street, Winnipeg, Man.

Messrs. Johnston & Murray, of London, have purchased the boot and shoe business of Jas. Houston & Son, of St. Thomas, Ont.

The United States District Court at Boston has dismissed the suit of the government to dissolve the United Shoe Machinery Corporation on the ground that it was an illegal monopoly in restraint of trade.

Mr. P. A. Doig, formerly in charge of the leather department of Fisk, Limited, Montreal, has accepted the position of sales manager of Star Shoe, Limited, of that city.

The Foster Shoe Store, Medicine Hat, Alta., have had an electric shoe repairing outfit installed recently and Mr. Foster is devoting a great deal of attention to the repairing department.

The Deer Park Shoe Store has been opened at the corner of Yonge Street and St. Clair Avenue, Toronto, by Mr. J. A. E. Snider.

Mr. John J. Tilt, of Toronto, has been appointed to represent the Brandon Shoe Company, of Brantford, Ont., in Western Canada.

The stock of the boot and shoe store of Mr. Eugene Muncey, Montreal, Que., has been sold.

Messrs. Aronoff & Whitehouse, boot and shoe dealers, Halifax, N.S., have dissolved partnership.

The Edward Stark Shoe Company, Limited, Vancouver, has removed from 623 Hastings Street West to new premises at 566 Granville Street, opposite the Gordon Drysdale departmental store. The new stand is elaborately fitted up, and the company undoubtedly have one of the most up-to-

date shops in the West. To enable them to start with an entirely new stock of the best lines, a clearing sale was conducted at the old store.

On March 20th, the Quality Shoe Store was opened at 92 Queen Street West, Toronto. The windows have been attractively trimmed and a handsome display of stylish men's and women's footwear is shown.

Messrs. Paul Gaudry, Lionel Gaudry and Mederic Guibault have registered in Montreal, P.Q., as manufacturers of shoe varnishes; they will carry on business under the name of the American Gloss Company, Reg.

Mr. E. J. LeDain has succeeded to the grocery and shoe business of Mr. T. H. Hughes, Boissevain, Man.

Mr. E. Mason, shoemaker, Killarney, Man., has discontinued business.

On March 29 the assets of the McDermott Shoe Company, Maisonneuve, insolvent, were sold by public auction. Bids were first invited for the assets en bloc, with the option of renting the premises at \$1,500 per annum. Twenty-four cents on the dollar was bid, but as this was deemed insufficient, the stock and machinery were offered in lots. The leather, shoes, and material, valued at \$5,474, were sold at 35 cents on the dollar to Mr. W. Davidson, of the Marlatt and Armstrong Company, Limited, leather merchants, Montreal. The machines, valued at \$2,913; machinery, fittings and fixtures, \$5,341; and office furniture \$113, were divided into small lots—owing to the absence of bidders for the lots in bulk—and were sold to a large number of buyers.

The retail business carried on by the late Mr. Joseph Panneton, 835 St. Lawrence Boulevard, Montreal, has been purchased by Mr. P. Robitaille, the owner of a shoe store at 397 Notre Dame Street East.

The many friends of Mr. James Robinson, Montreal, will hear with pleasure that his health has lately considerably improved. He is now in Florida, and is in such good shape that he is engaged in golfing and other outdoor pleasures.

Mr. Nap. Tetrault, of the Tetrault Shoe Manufacturing Company, Montreal, has been on a visit to Boston.

Mr. A. Trudeau, superintendent of Dupont and Frere, Maisonneuve, recently underwent an operation for tumour, and at the time of writing his condition was so serious that

the outcome was uncertain. His many friends will regret to learn that, in any event, Mr. Trudeau will lose the use of his voice.

Obituary

On March 13th Mr. Fred Kibler, a well-known and esteemed boot and shoe retailer of Berlin, Ont., died while on the way to business, as the result of the bursting of a blood vessel. Mr. Kibler was sixty-three years of age and had been suffering from ill health for some time previous to his death. He started in the boot and shoe business in Zurich and later located in Brampton and Listowel. He was an active member of the Retail Merchants' Association of Canada and was vice-president of the Ontario Shoe Retailers' Association which was formed some years ago.

Mr. Wm. Burrill, of the firm of William Burrill & Company, Yarmouth, N.S., passed away recently.

Many of our readers will hear with regret of the death of Mrs. M. L. T. Galipeau, wife of Mr. Theo. Galipeau, of Dufresne & Galipeau, shoe jobbers, Montreal. Mrs. Galipeau was 32 years of age.

Mr. Chas. Whitman, formerly a general storekeeper in Emerson, Man., passed away recently.

Mr. Peter Halarewick, general storekeeper in Ottho, Sask., died recently.

Mr. Robert Dack, manager of the boot and shoe firm of R. Dack & Sons, King Street West, Toronto, passed away on March 28th at the home of his father, Mr. Robert Dack, Teddington Park Avenue, Toronto, after three weeks' illness. Mr. Dack was thirty-two years of age. He entered his father's business at the age of sixteen. He was unmarried and is survived by his parents, two sisters and three brothers.

Mr. G. E. Michaud, general storekeeper in St. Alexandre, Que., passed away recently.

Mr. Chas. T. White, of the general store and lumber business of Messrs. Chas. T. White & Son, Limited, Sussex, N.B., died recently.

Mr. J. H. Hager, general storekeeper, Hagersville, Ont., passed away recently.

Mr. James A. Niles, of St. John, N.B., formerly a boot and shoe dealer in that city, died recently in Lynn, Mass.

General Store News Throughout Canada

Where the Shoe Manufacturer May Find a Customer

Alberta

The general store of Messrs. Sector Bros., Scott, recently suffered loss by fire.

The general store of Mr. Aaron Singer suffered fire loss recently.

Manitoba

Messrs. A. Nelson & Company have purchased the stock of the general store of the Estate of Mr. F. W. Rinn, Kaleida.

Mr. Ed. Comeault has purchased the general store of the Estate of Mrs. Comeault, St. Jean Baptiste.

Mr. John Fergus has taken over the general store business of Mr. William Gemmill, Cartwright.

Messrs. S. F. Graham & Son have succeeded to the general store business of Mr. S. F. Graham, Deerfield.

Messrs. Portnuff Bros. & Slobinsky have succeeded to the general store business of Chisholm & Rogers, Morris.

Mr. J. J. Story has purchased the general store of Messrs. Gibson & Burns, Wawanasa.

Mr. Israel Maltensky has purchased the stock of the general store of the Estate of Mr. R. Maltensky, Calienta.

Messrs. S. Ostrey & Sons have purchased the stock of the general store of the Estate of Johannson & Nordstram, Lac du Bonnet.

Messrs. Kroecker Bros. have succeeded to the general store business of Mr. J. B. Dyck, in Winkler.

Messrs. Wright & Swift have succeeded to the general store business of W. A. Wright & Company, Bethany.

Mrs. Samuel Korman has succeeded to the general store business of Mr. N. Korman, Haskett.

Messrs. Betts Peace & Company have purchased the general store of W. H. Grant & Company, Melita.

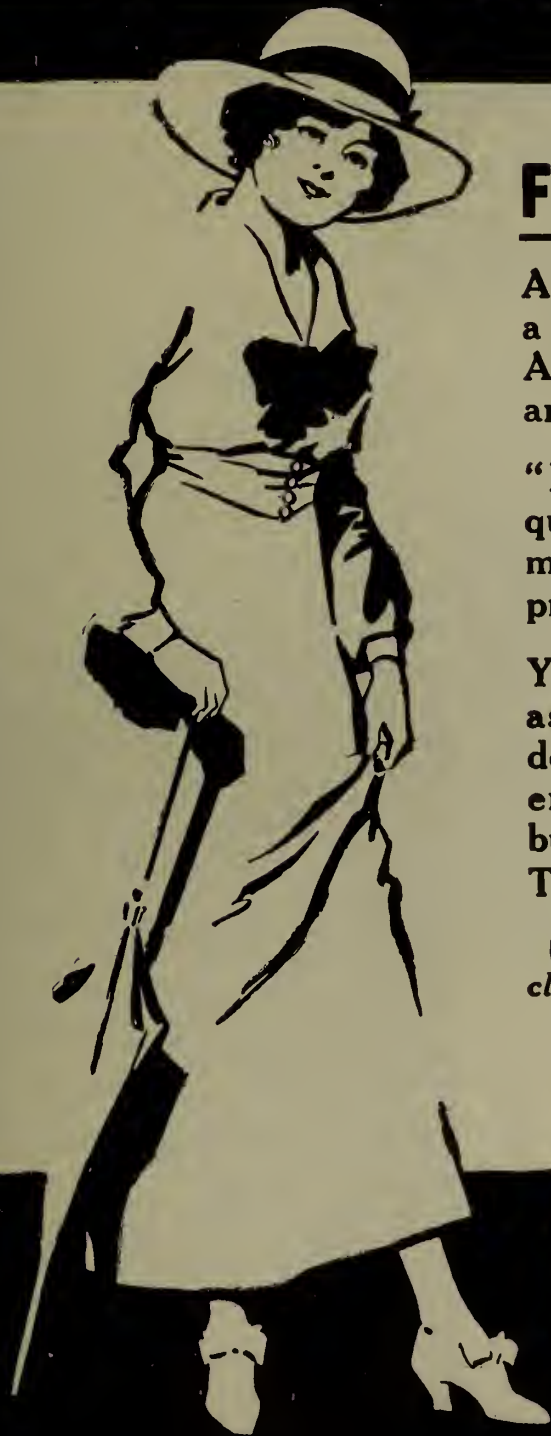
The stock of the general store of the Estate of I. Rosenstock, Ridgeville, has been sold.

Messrs. Smith & Morton, general storekeepers, Wawanasa, have dissolved partnership; the business will be continued by Mr. J. L. Morton.

Messrs. Chisven & Koffman have succeeded to the general store business of Mr. F. G. Leggett, Bender.

Messrs. S. Ostrey & Sons, general storekeepers, Lac du

“BLANCO”




FOR WHITE SHOES, Etc.

A “BLANCO” buyer is always a pleased customer
 A pleased customer is always an asset. *verb. sap.*

“BLANCO” sells itself—it sells quickly too. Quick turnover means bulk Bulk means profits *verb. sap.*

Your customers know “BLANCO” as well as you know it. You don’t need to spend time and energy in persuading them to buy it.

Time is money *verb. sap.*

 Widely appreciated because it is cleanly in use and easily applied.

SOLD BY ALL JOBBERS.

Manufactured by
JOSEPH PICKERING & SONS, LTD., Sheffield, England.

Bonnet, have opened a branch at Winkler, Man., in the store formerly owned by Messrs. Bright & Shapero.

Nova Scotia

Messrs. A. Willis, and S. A. and Arthur L. Ernest have registered in Mahone Bay; they will carry on a general store business under the name of J. Ernest & Son.

The general store of Mr. John M. Perry, of Hebron, suffered fire loss recently.

Ontario

Messrs. Shaw & McKerral, general storekeepers, Ennett's Station, have dissolved partnership.

Mr. E. Lavigne has succeeded to the general store business of Mr. A. Pilon, St. Anne de Prescott.

The general store owned by Mrs. F. M. Simpson, Ouvry, has been sold.

The stock of the general store of Mr. Nathan Ginsberg, Cobalt, is advertised for sale.

The general store of Mr. S. S. Johnston, Southwold Station, has been sold out.

The stock of the general store of Mr. Nelson G. Wilson, Vittoria, has been sold.

Mr. Wm. F. Smith has purchased the general store of Mr. A. B. Smale, Port Ryerse.

Mr. G. I. Boileau has succeeded to the general store business of Boileau & Pilon, Clarence Creek.

New Brunswick

The general store of Mrs. Engenie Levesque, Eel River Crossing, was completely destroyed by fire recently.

Quebec

The assets of the general store of Mr. J. B. St. Laurent, St. Flavie, have been sold.

The assets of the general store of the Estate of E. L. Dion, St. Pierre les Becquets, have been sold.

Messrs. Bussiere & Thibaudeau, general storekeepers Deschaillons, have dissolved partnership.

Messrs. James Lemay and De C. Thibodeau have registered in Lake Megantic. They will carry on a general store business under the name of Jas. Lemay & Company.

Messrs. Clement & Cie., general storekeepers, Rock Island, have dissolved.

The assets of the general store of Mr. J. E. Lapointe, Fraserville, have been sold.

Messrs. Adelard Dubrule & Benoni Rheanne have registered in Montreal. They will carry on a shoe and clothing business under the name of the Cordonnerie de l'Onvrièr.

The general store of Mr. Narcisse Lemieux, Jr., Montmagny, suffered loss by fire recently.

The assets of the general store of Mr. Charles Leclerc, St. Anne des Monts, have been sold.

The assets of the general store of Mr. I. Sigler, Buckingham, were sold recently.

The assets of the general store of Mr. G. Gagnon, Thurso, have been sold.

Saskatchewan

Randall & Douglas Limited, general storekeepers, North Portal, have been incorporated.

Messrs. Goodman Bros. have succeeded to the general store business of Mr. C. Thorburn, Saskatoon.

Messrs. Kirstiuk & Moroz have succeeded to the general store business of Mr. D. Kirstiuk, in Theodore.

Mr. Max Teitlebaum, dealer in men's furnishings and

boots and shoes, Saskatoon, has removed his clothing stock to North Battleford.

Mollberg Bros., Limited, have been incorporated as general storekeepers in Valor.

The general store of Mr. G. W. Capling, Bengough, suffered fire loss recently.

The W. G. King Company, Limited, have been incorporated as general storekeepers in Elrose.

Mr. D. W. Rea, general storekeeper, Hardy, has discontinued business.

Messrs. Schropp & Geisinger have purchased the general store of Mr. C. H. Palmer, Holdfast.

Mr. Isaac Goody, general storekeeper, formerly in Maple Creek, has moved to Bienfait.

Messrs. Cavanagh & Scammil have sold out their general store business in Pathelow.

Mr. S. Levine has purchased the stock of the general store of the Estate of Messrs. Kay & Sant, Yorkton.

Mr. H. H. Buxton has purchased the general store stock of the Estate of Holland & McDonald, Aneroid.

The general store of Mr. R. Cain, Foam Lake, was burnt out recently.

Messrs. Shatsky Bros. have succeeded to the general store business of Mr. A. Bay, Pelly.

Mr. J. H. McDonald, general storekeeper, Veregin, is discontinuing.

Mr. Forwyth McCall has sold out his grocery and shoe business, in Frobisher, to Messrs. Riddell & Company.

Mary Kopass, general storekeeper, Leross, is discontinuing business.

Messrs. Osberg & Company are succeeding to the general store business of Anderson & Osberg, Preeceville.



This is the best type of Rolling Ladder for shoe stores and warehouses—but we make all kinds.

Ladder shown above is ball-bearing and noiseless. Cannot jump rack. Costs no more than ordinary ladder, because it is Made in Canada.

RICHARDS WILCOX CANADIAN CO., LTD., London, Montreal

S I S M A N ' S
 O L D I D
 H O E S

*The Best
 Everyday
 Shoe*



Rain or shine, wet or dry the "Everyday" shoe lives up to its name. We make the entire shoe ourselves employing only the best solid leather and strong findings.

If you wish to give your customers the most complete solid shoe satisfaction—sell the "Everyday."

Write us for samples.

T. Sisman Shoe Co.

Limited

Aurora, Ont.



Foot Power

VICTOR MODEL "H" Outsole Stitcher

HAND, FOOT or BELT POWER

The machine that will meet every demand and do stitching equal to that of the highest price stitchers.

Developed and built especially for the small repair men, who are not prepared or lack the space to install large, expensive power machines, but who have to compete with the large power shops in price, speed and quality of repairing to retain their customers.

The Victor Hand and Foot Power Stitchers are Simple, Strong, Efficient and Compact.

Have Curve Needle and Awl. Will stitch from 4 to 10 stitches per inch. Can sew hardest leather or softest rubber from 1/4 to 11/16 inch thick without adjustment. **Positive Lock Stitch.** Heated by alcohol or gas. Will stitch in channel, groove or aloft. Has greatest table clearance of any machine known for sewing in shank of shoes. Length of stitch can be changed instantly while running. Has no thread tensions. Speed 175 stitches per minute.



Hand Power

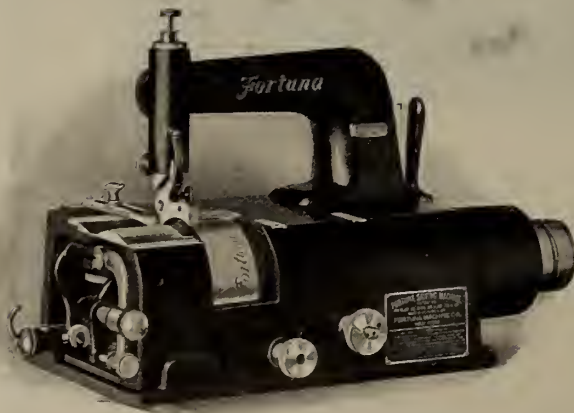
Prices in U.S.A.—Hand Power, Cash \$150.00, Time \$173.40 F.O.B. Factory. Weight crated 75 lbs.
 “ “ “ Foot or Belt Power, Cash \$175.00, Time \$205.00 F.O.B. Factory. Weight crated 250 lbs.

Write for our new Catalog of complete line—We manufacture all kinds Shoe Machinery used for rapid shoe repairing.

Victor Shoe Machinery Co., 1-3-5-7-9-11 Willow St.
 LYNN, MASS., U.S.A.

Fortuna

We can furnish Skiving Machines for every purpose



Model G

- Model C for upper stock, felt and medium leather box toes Capacity 1 1/4 in.
- Model G for upper stock, felt . . . Capacity 2 in.
- Model E for heavy box toes and counters Capacity 1 1/4 in.
- Model F for heavy box toes and counters Capacity 2 in.

And each model possesses everything that goes to make a perfect machine. No detail has been overlooked.

If you are having trouble with your skiving or would like to do work your present equipment cannot handle refer the proposition to us; it will not obligate you to buy. We are skiving specialists with experience covering every grade of work from paper to rubber.

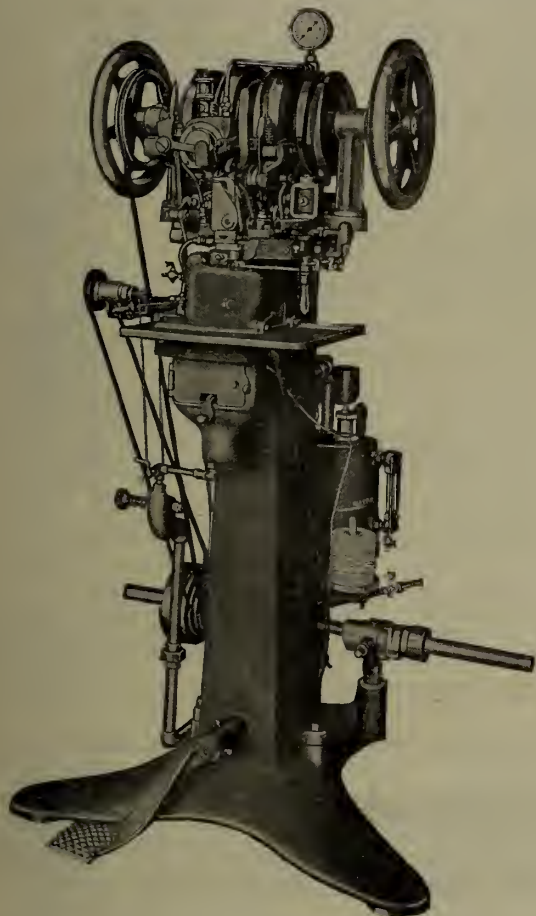
Can you make use of our experience?

We also sell Rubber Cement made especially for us.

Fortuna Machine Co.

127 Duane Street, New York

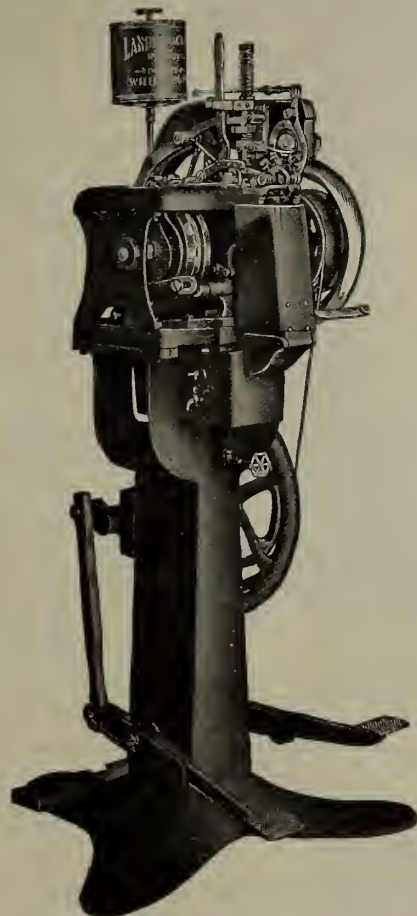
Landis Curved Needle and Awl Shoe Soling Machines



PRICE AND TERMS
LANDIS NO. 12 STITCHER

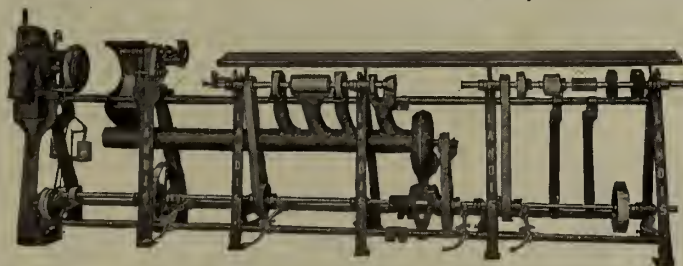
Weight, crated—About 750 lbs.
Head only, crated—About 500 lbs.
Price—Complete with Stand, power only, \$500.00, F. O. B. St. Louis.
Head only, \$475.00, F. O. B. St. Louis.
Terms—15% discount for cash.
Time Payments—\$50.00 cash and \$15.00 per month.
Deferred payments to be closed by notes without interest.

Sold Outright—No Royalty



PRICE AND TERMS
LANDIS NO. 10 STITCHER

Weight, crated—About 700 lbs.
Head only, crated—About 300 lbs.
Price—Complete, with Stand, foot-power or power, \$400.00, F. O. B. St. Louis.
Complete, with Stand, combination foot-power and power, \$410.00, F. O. B. St. Louis.
Head only—\$375.00, F. O. B. St. Louis.
Terms—15% discount for cash.
Time Payments—\$25.00 cash and \$10.00 per month.
Deferred Payments to be closed by notes without interest.



Model 22 Landis Shoe Repair Outfit, Left Hand
Manufactured by LANDIS MACHINE CO., St. Louis, Mo.

Landis Machine Company

St. Louis, Missouri, U. S. A.

WE ALSO MAKE THE LANDIS HARNESS MACHINES. ASK YOUR HARNESS MAKER ABOUT US

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Finest Quality

Whittemore's Shoe Polishes

Largest Variety

The Oldest and Largest Manufacturers of Shoe Dressings in the World.

"GILT EDGE"

The only black dressing for ladies' and children's shoes that positively contains OIL. Softens and preserves. Imparts a beautiful black lustre. LARGEST QUANTITY. FINEST QUALITY. Its use saves time, labor and brushes, as it Shines without brushing. Sponge in every bottle so Always Ready for Use.

Also for gents' kid, kangaroo, etc.
25c size.



'ROYAL GLOSS'

For Ladies' and Children's Black Shoes.

Restores the color and lustre to all faded or worn black shoes, softens and preserves the leather. Apply with sponge attached to cork. Always ready for use. Shines without brushing.

10c size.



If You Have Never Sold

shoe polishes you should at least give them a trial. You will make no mistake in doing this because it is the almost universal experience of grocers and general merchants that they sell readily and quickly. A counter display alone will sell large quantities.

Ask Your Jobber's Salesman About This

"ELITE BLACK COMBINATION"

The only polish endorsed by the manufacturers of Box Calf leathers.

Contains oil and positively nourishes and preserves leather and makes it wear longer. Blacks and polishes. Cover remover attached to each box.

10 & 25c. sizes.



"OIL PASTE"

For ALL kinds of Black Shoes

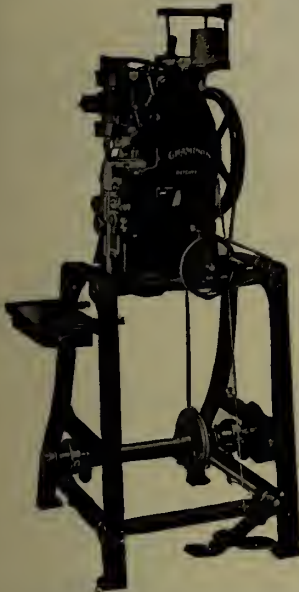
Blacks, Polishes and Preserves. Contains no acid to injure the leather. Will polish Wet or Oily shoes. Boxes open with a key (see cut).

Also tan oil paste.



CHAMPION SHOE AND REPAIR MACHINERY

The Largest and Most Complete Line in the Market



Champion Standard Straight Needle Shoe Stitcher.

When you get ready to equip yourself with shoe repair machinery, bear two important features in mind—Working Efficiency and Selling Conditions under which you can equip yourself with the machinery you want.

Champion Standard Straight Needle and Awl Shoe Stitcher

is expressly designed for the repair shop—It has working features such as no other machine in the market. You don't have to trim down a sole in advance and then stitch it. That's one big feature on this stitcher. It saves time and that's what counts.

Champion Ideal Stitchers

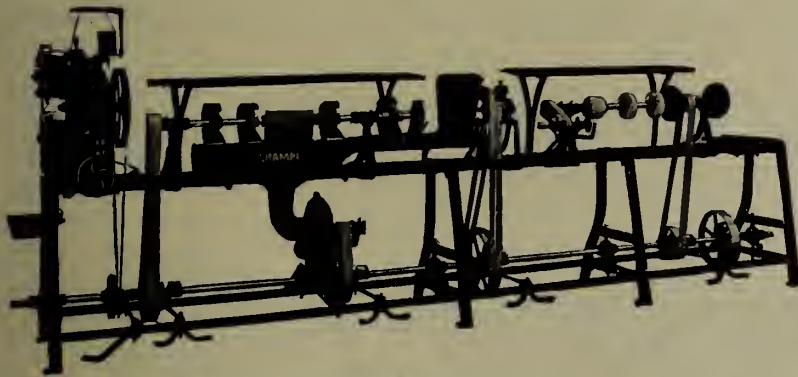
Especially designed for new custom work and for repairing. This machine has the proper radius on needle and awl, and a large stitching range, consequently every class of work can be properly taken care of—from the heaviest to the finest.



Champion Ideal Model Curved Needle and Awl Shoe Stitcher.

Champion Shoe Repair Outfits

are equipped with the best and most complete equipment on both scouring and burnishing shafts.



Champion No. 35 Shoe Repair Outfit.

Champion Power Loose Nailers and Power Metallic Fastener or String Nailing Machines

Profitable and indispensable in the repair shop. Soles are waterproof when nailed on properly—Both these machines will take care of a great deal of trade, that maybe you now let go by.

Champion Combination Harness and Shoe Stitchers

are just the machines for that shop where harness is stitched and shoe repairing work is done.

CHAMPION Machines are not sold on royalty—They are sold outright, for cash, or on time payments.

Write us for catalogue, prices and terms.



Champion Metallic Fastener Machine or String Nailer.

Cut this out and send in.

Champion Shoe Machinery Co.

Please send me particulars on.....

.....

Name.....

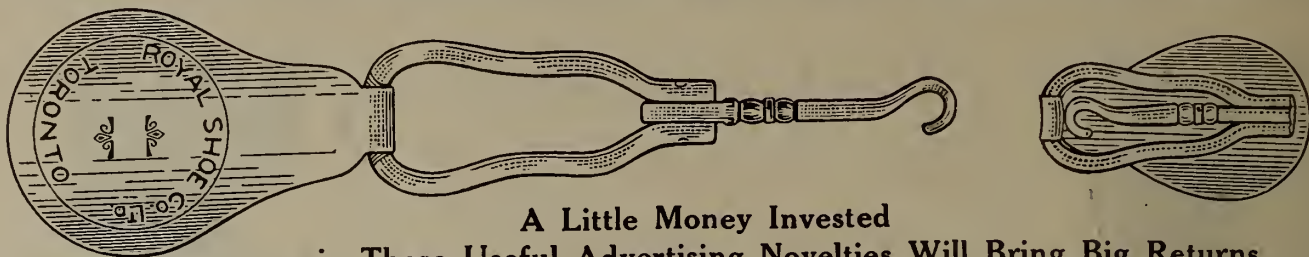
Address.....

FOOTWEAR IN CANADA

Champion Shoe Machinery Company

3727-3741 Forest Park Blvd., St. Louis, Mo., U. S. A.

The J. L. Sommer M'f'g Co., Newark, N. J.



**A Little Money Invested
in These Useful Advertising Novelties Will Bring Big Returns**

Persistency in advertising pays, every successful advertiser admits that, and such persistency as brings success need not cost a fortune. Hand to your customers these useful advertising shoe specialties and let them work for you. Every time they are used they bring to mind the superior goods and courteous treatment obtained at your store.



Sommer's Arch Prop
Catalogue page 78

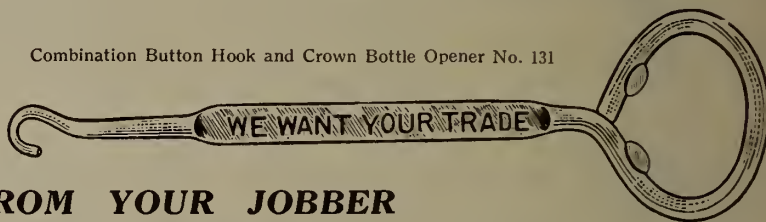
"Elite" Slipper Tree

Write your jobber for prices on the new Jack Knife Closing Button Hook No. 68, and the Thumb and Finger Grip Shoe Horn and Combination Button Hook and Crown Cork Bottle Opener.

When giving your order for Shoe Horns be sure and ask for the Thumb and Finger Grip Style. You will like it. Costs no more.

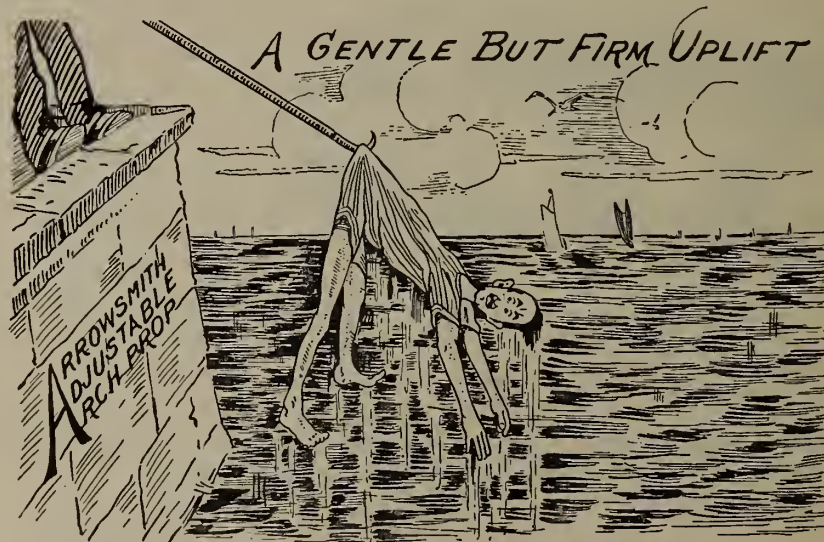
The
J. L. Sommer M'f'g Co.
Newark, N.J.

Combination Button Hook and Crown Bottle Opener No. 131



CAN BE HAD FROM YOUR JOBBER

- Arch Prop
- "First Aid" Foot-Restur
- Surgeons' Foot Brace
- Anterior-Metatarsal
- "First Aid" Bunion Shield
- Toe Strate
- Heel Cushion
- Foot Powder
- Insyde Heel Grip



will be secured by the use of Arrowsmith Arch Props and Supports. We supply to Shoe Dealers handling our foot specialties, cuts and outlines for newspaper advertising, window display cards, circulars and blotters bearing dealer's name, alabaster foot display mo-

dels and all kinds of catchy material for advertising purposes.

Do not sell the same Arch Support at \$2.00 per pair that the druggist next door is selling for \$1.50. We refuse to sell druggists our goods. We sell to the Shoe Dealer only.

Canadian Arrowsmith Mfg. Company, Limited

Main Office and Works, Niagara Falls, Ont.

OUR TRADE WILL LAST AS LONG AS BABIES ARE BORN WITHOUT SHOES



A Row of Kings for the King's Canadian Children

Little Miss King feels sure that each of her little friends in Canada would be pleased if they had a pair of the famous King Shoes.



Little Miss King

Mrs. A. R. King
Manufacturers

Nineteenth and Brown Sts
Philadelphia, U.S.A.

Chicago House:—
206 W. Monroe Street

*Adequate Stocks for
immediate shipment.*

Catalogue for the asking.

New Footwear For The Fall

Specializing only on Women's
McKays for the jobbing trade.



S. H. Parker

Manager

Solid Leather Shoe Co., Limited

Preston, Ont.



This year we will have a stronger line than ever in Gun Metal, Patent and Dongolas. All the latest Military Bals, Cloth Tops, Piped and Patent Eylet Lacings, etc.

See our line before placing your orders.

Shoe Machinery

For Every Department from Lasting to Finishing

TRADE



MARK

**Goodyear
Welt and Turn
Systems**

**Consolidated
Hand Method
Lasting Machines**

**Model-C
Ideal Clicking
Machines**

**Rapid Standard
Screw
Machines**

**Davey
Horn Pegging
Machines**

Heel Protector, Driving, Heel Compressing, Loading and Attaching Machines, Heel Trimming, Breasting, Scouring and Finishing Machines; Loose Nailing and Slugging Machines; Cementing, Buffing and Skiving Machines; Gem Insole Machines; Eyeletting Machines; Eyelets, Shanks, Brushes, Etc.

United Shoe Machinery Company of Canada

122 Adelaide Street West, TORONTO

MONTREAL, QUE.

492 St. Valier St., QUEBEC.

American Shoe Machinery

Guaranteed to be the **BEST** and **Cheapest** at the Price
NO MATTER WHAT THE PRICE

Canadian Leather and Findings Jobbers are our Sales Representatives—Give them your Orders.

MIDGET JACK, to sit and work, can also be placed on box to stand and work.



Height 24 inches.
Height 27 inches, with last and block attached.
Position for sewing, trimming and finishing. Cut shows last and block attached.

Height 41 inches.
Height 44 inches, with last and block attached.



Position for sewing, trimming and finishing. Cut shows last and block attached.

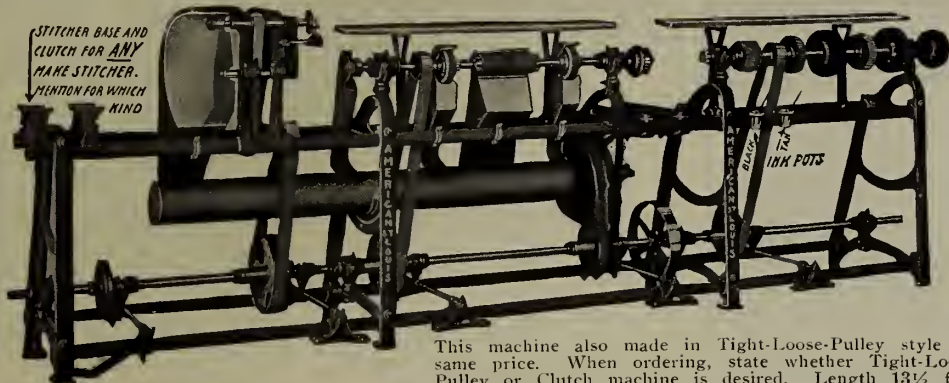
Send for complete "American" catalog to your jobber, or firm who sells you leather and findings. If you cannot secure same from them, write us.

American Shoe Machinery & Tool Co.

Dickson St., ST. LOUIS, Mo., U.S.A.

"AMERICAN" Clutch Finisher, Model 20—Special

Including Complete Stitcher Base and Clutch. Specify what make Stitching Machine you have that we may know kind of Base to furnish.



Width 24 inches. Weight crated 1200 pounds. Requires one horse power motor. Equipped with the following parts: SELF-ADJUSTING EDGE TRIMMER, Shank Trimmer, Grinding Attachment for Edge and Shank Trimmer Cutters, 4 Sanding Wheels, Adjustable Edge Setter, 3 Burnishing Rolls, 3 Bristle Brushes, Powerful Airtight Exhaust Fan, 2 Ink Pots, Base for Stitching Machine, Complete Clutch for Stitching Machine. An Extra Clutch for Operating Blower Individually.

This machine also made in Tight-Loose-Pulley style for same price. When ordering, state whether Tight-Loose-Pulley or Clutch machine is desired. Length 13½ feet.

"AMERICAN" Space-Saver No. 3

With or without Motor

For shops where space is limited. This machine sets close to the wall or anywhere in shop. Stands are designed very massive—no need of bolting to wall. Equipped with necessary sanders, burnishers, etc., for both black and tan shoes. Width only 14 inches. Length 6 feet. Weight crated, 340 lbs.



Send for complete "American" Catalog which describes 35 additional models—both clutch and tight-loose-pulley machines.

"AMERICAN" Midget Skiving Machine

This Skiving Machine will skive heavy upper leather as well as heaviest, thickest, hardest, toughest or thinnest sole leather to perfection and to any width level up to 1 7/16 inches.

CANADIAN REPRESENTATIVES:

- Jones & Moore Electric Company, Toronto, Ont.
- The Great West Saddlery Company, Winnipeg, Man.
- The Great West Saddlery Company, Calgary, Alta.
- The Great West Saddlery Company, Edmonton, Alta.
- Wm. Watson, 103 King Street, London, Ont.
- Storey & Campbell, Vancouver, B.C.
- B. C. Leather Company, Vancouver, B.C.
- Dominion Leather & Shoe Finding Co., Montreal, Que.

Cut this coupon out and mail

AMERICAN SHOE MACHINERY & TOOL COMPANY,
St. Louis, Mo.

Gentlemen:
Please mail catalog and particulars to

Mr.

Address

My Jobber's name is

Address

Footwear in Canada

CHANDLER'S PERFECTION "FLEXO"

BOWS

Can be bent to fit the shoe. All up-to-date patterns, Concave, Plaited, Tailored, Hand-tied, butterfly and small Pinch Bows. Flexo Pump Bows have become the most popular bow on the market. Their conforming feature makes it possible to bend them to fit the curve of any shoe. They are now used by many of the leading manufacturers and retailers throughout the country. Materials, Satin and Gros-grain in both fine and coarse wale, also braid effects.

Fancy Colonial Combinations

Pattern D-20—Combination with Black or White. Double Pointed Bow with Rhinestone Ornament. Grosgrain or satin ribbon as ordered.

Pattern D-21—Combination with Hand Tied Bow.

Pattern D-22—Combination with Shirred Satin Bow with Rhinestone centre.

We have other adjustable tongues in a great variety of materials, such as Patent Leather, Gun Metal, Calf, Satin, White, Nu-Buck and Canvas. With them may be used any buckle shown in our catalogue.

Small Vamp and Side Ornaments and Buckles

This is the day of the small ornament. There is a great demand for this type of decoration for shoes, which is constantly growing. We have many styles in stock.

Send for 1915 Catalogue

C. A. Browning & Co.

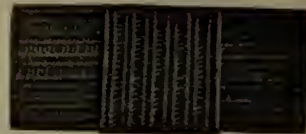
Exclusive Selling Agents, 32 Franklin St., BOSTON, MASS.



Pattern 517—(Exact size of cut.) Made of coarse silk Grosgrain.



Pattern 611—(Exact size of cut.) Moire Grosgrain.



Pattern 173X—(Exact size of cut.) Coarse Braid.



AIRD & SON, Montreal

New Lasts New Heels
New Styles

- ☞ Jobbers are invited to call and see our new samples when in Montreal.
- ☞ They include new styles, new heels and new lasts in McKays and Turns for men, boys, youths and women.
- ☞ They provide a good margin of profit and are All footwear.

WRITE OR CALL.

Year After Year

The LARGEST MANUFACTURERS of RUBBER SOLED SHOES IN THE WORLD *buy their* rubber soles and heels from the LARGEST MANUFACTURER of RUBBER SOLES IN THE WORLD—and are continuing to do so.

TWO HUNDRED of the leading manufacturers of the United States and Canada have this year ordered their rubber soles from

The Essex Rubber Co.

Trenton, N. J.

—The best is the cheapest—Write To-day.

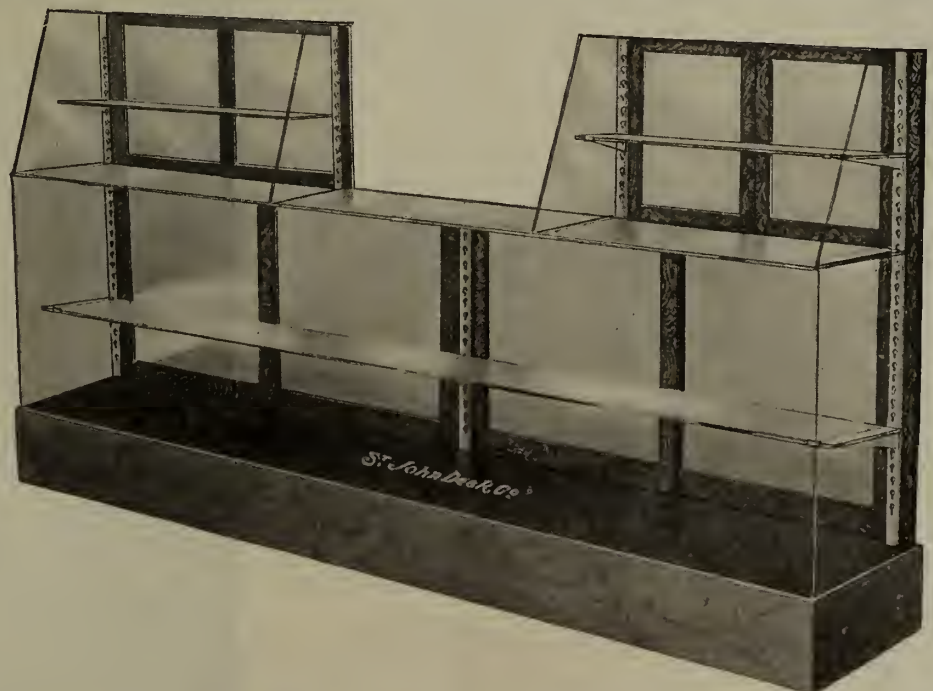
A DAMP-PROOF SHOWCASE

The special patent feature of our showcases is their construction. A specially prepared cement is used to secure the glass joints. This eliminates the possibility of the glass opening at the joints and renders the case dust-proof, water-proof and damp-proof.

Plate glass is used throughout for doors, shelves and mirrors. Frames are of oak. Base of Tennessee marble.

We also make a flat top case 42 inches high.

Write us for circular.



St. John Desk & Showcase Company

274-276 Pitt Street, Saint John, N. B.



**NO DIAMOND
TRADE MARK
NO FAST COLOR**

**NO DIAMOND  TRADE MARK
No Fast Color**

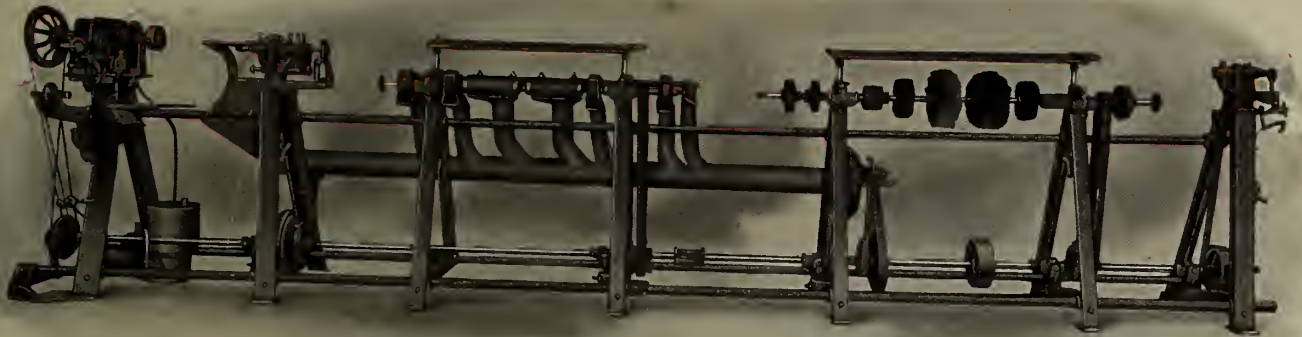
Get this fact firmly fixed in your mind. It may be the means of saving you considerable annoyance and inconvenience; for, if you will insist that the diamond trade mark shall appear on the surface of the eyelets in the shoes you order, you will be entirely free from any complaints regarding "Brassy" eyelets. Fast Color Eyelets are the only kind that cannot wear "Brassy." They enhance the good appearance of shoes more than any other accessory used in their manufacture; and, made as they are, with celluloid tops of solid color, they do not grow old but retain their bright, new appearance long after the shoes are worn out.

The diamond trademark is a sure cure for all eyelet troubles. Only the genuine Fast Color Eyelets have it.

**United Shoe Machinery Company
Of Canada
Montreal, Que.**

122 Adelaide St. West, Toronto 492 St. Valier St., Quebec

22-Foot Goodyear Shoe Repairing Outfit



MODEL N.

THIS Outfit represents the highest development in shoe repairing machinery, and meets every demand of modern shoe repairing. It embraces all the essential processes for making new shoes from old ones, giving the maximum of equipment and efficiency in the minimum space. The Outfit has the Goodyear Stitching Machine with all its improvements, including a new style steam generator which uses gas or gasoline for generating the steam, and operates automatically, thereby insuring a uniform heat for keeping the wax in proper condition and requiring little attention from the operator. The Edge Trimming Machine has the new feature of the two shafts being operated by a single belt, and the cutter grinder is attached directly to the main shaft. This arrangement gives better results with less power.

The Buffing and Scouring Machine has a shaft 57 inches long and carries the following equipment:—

- | | |
|--|------------------------------|
| 2 Split Bottom Buffing Rolls | 1 Heel Breast Scouring Wheel |
| 2 Flat X-Ray Heel Scouring Wheels | 1 Pin Wheel Pad complete |
| 2 "C" Shape X-Ray Heel Scouring Wheels | |

A powerful Blower System removes the dust resulting from the trimming, buffing and scouring operations, and is designed to overcome certain objectionable features of other blowers.

The Finishing Machine has a 78 inch shaft which has all the necessary equipment for black or russet work:—

- | | |
|--|-------------------------|
| 2 Corrugated Rubber Shank Finishing Wheels | 2 Heel Brushes |
| 1 Corrugated Rubber Heel Finishing Wheel | 1 Stitch Cleaning Brush |
| 1 Corrugated Rubber Bottom Finishing Roll | 1 Levelling Roll |
| 2 Shank and Bottom Brushes | 1 Bead and Wheel |

At the end of the Outfit is the Oscillating Edge Setting Machine which is fitted with union irons and in its motions duplicates hand workmen with quicker and better results.

Each of the machines is operated independently by a friction drive pulley, so that it is necessary to use only those machines which the operator may require. This feature means a saving of power.

All the machines are firmly mounted on legs and driven by a countershaft with carefully adjusted bearings, so that the Outfit runs with very little vibration, and is in every way most efficient.

Full information furnished promptly on request.

United Shoe Machinery Company of Canada

MONTREAL, QUE.

122 Adelaide Street West, TORONTO

492 St. Valier Street, QUEBEC



Charles A.
AHRENS Limited
 BERLIN, ONT.
 Manufacturers of
 Solid Leather Shoes

For \$1.50 per year we will mail you free the journal:—

THE SHOE MANUFACTURERS' MONTHLY (2/-),

and the directory:—

THE SHOEMAN'S GUIDE (3/6).

Both are concerned with the British Wholesale trade. (Exports of footwear 1913 over twenty million dollars.)

The "Monthly" does not advertise boots and shoes, but machinery and materials only. Will keep you posted on what is going on in Great Britain, the World's open market.

The Guide tells you what the thousand British manufacturers produce. Also gives facts as to makers of leather, machinery, inks, stains, mercery, findings, etc.

The Halford Publishing Co., Ltd.

26 Corridor Chambers
 LEICESTER, ENGLAND



Footwear Warehouse

**5 Floors To Let
Adelaide St. W.
Toronto**

This warehouse building is the most attractive in the city.

It is well situated for footwear or finding stocks.

Centrally situated

Light on four sides

Passenger and freight elevator
Vaults

One block from four car lines

Floor area 6,300 sq. feet, each floor.

For further particulars ask

Hugh C. MacLean, Limited

347 Adelaide St. West, Toronto

Phone Adelaide 2700

CAT'S PAW CUSHION RUBBER HEELS



Cat's Paw Rubber Heels are known everywhere for their excellent wearing qualities. Our patent canvas friction plug positively prevents slipping without affecting the buoyancy of the rubber.

For sale by all leading jobbers throughout Canada



Walpole Rubber Co., Limited
8 McGill College Avenue, MONTREAL

TOES

High grade box toes for Goodyear work

Also combination toes of all kinds

Men's, Boys' and Women's Heels
All Grades



Write for Prices

The Montreal Box Toe Co.
321 Aird Ave., Montreal



A More Efficient Shipping Service To Your Customers—At Less Cost

The Thompson-Norris Packing Method

with their safety mailing devices will put your SHIPPING DEPT. on an efficient basis. THOMPSON-NORRIS PACKING saves time, labor, floor space, prevents loss from damaged goods, saves money on freightage room 20% to 50%, and protects your customers from annoyance, delay and inconvenience of damaged goods being returned.

Let us make you free samples for your product and show you how to reduce the cost of packing and shipping.

When writing state size of case and weight of contents.

Booklets on request.

Thompson & Norris Co. of Canada
Limited

Niagara Falls - Ontario



The logo consists of the letters 'USMC' in a stylized, bold, black font, enclosed within a double-lined rectangular border.

**We Can
Supply Anything
From a Tack
To a Full Factory
Equipment**

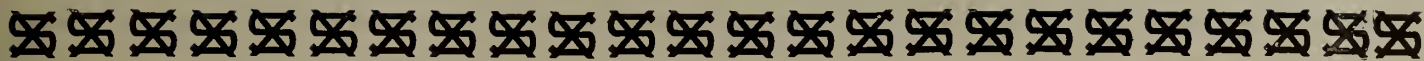
**If there is anything
you want, write us**

United Shoe Machinery Company of Canada

MONTREAL, QUE.

Toronto

Quebec



ESSEX RUBBER SOLES

Essex Rubber Soles are soles of honor. Quality has always been the first consideration.

That is why *we sold last year over 8,000,000.*

Essex Rubber Soles this year have the same high quality.

Write us your full requirements and let our large equipment and experience serve you.

We are now making also the Essex Fiberized-Rubber Sole.

They are sturdy and tough and light in weight.

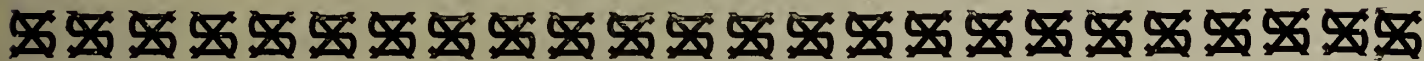
They will not crack, spread, or kick off at the toe.

Made by the makers of Essex Heels

ESSEX RUBBER CO., Inc., Department 4
9-A-15 Makers of most of the rubber soles used in America. Trenton, N. J.



ESSEX
Blue List Cobbler



Kenworthy Brothers Company

We sell cut

Felt Heel Pads

in several grades of felt and colors to match any size at practically the cost of piece felt.



Felt Slipper and Shoe manufacturers would find our felt and prices to their liking.

Box Toe Felt

Felt Heel Pad

Send for Samples and Prices.



Send for our Ken-Kote Imitation Leather.

Cushion Felt

110-112 Summer Street, - - Boston, Mass.

Learn Scientific Chiropody

BY MAIL

A considerable increase in your weekly income may be obtained after studying for this profession.

A thorough knowledge of the anatomy and physiology of the human foot, of the cause and cure of corns, callouses, bunions, etc.

The correct fitting of arch supports.

The worst case of a suppurating, ingrowing toe nail always succumbs to my methods.

The experience of 15 years of successful teaching and operating on foot troubles in London, England, and New York, U.S.A., given in a course for which most schools charge \$100, may be had for a limited time at less than half price. Write

Dr. Robert Ashton, D.P., M.T.D., Opt. D.,
RICHFIELD SPA, N.Y., U.S.A.

Are you Looking for Help?

The surest and quickest way to secure

SHOE FACTORY HELP RETAIL SALESMEN
TRAVELLING SALESMEN OFFICE ASSISTANTS

is to insert a small advertisement in the "Wanted and For Sale" Department of FOOTWEAR IN CANADA.

Great results come from little want ads.

Try one next issue.

Footwear in Canada 347 Adelaide St. W.
TORONTO

ORDER NOW

"Nugget" White Cleaner

Just As Good As Our Polish
And
The Best White on the Market.

For
Buckskin



Or
Canvas

This is going to be a big year for White shoes. Do not be caught without a stock of "Nugget" White Cleaner on hand. It dries a pure white and **will not rub off**; it is therefore a line you can safely recommend for babies' shoes. Like all the "Nugget" goods it gives satisfaction to your customers and leaves you a good margin of profit.

Make a showing in your window. Showcards sent on request.

The Nugget Polish Co. Limited

9, 11 and 13 Davenport Road, Toronto, Ont.

Full of
Bull Dog
Tenacity



A Lace
For Every
Purpose

The "Flag" Boot Lace

Well worthy the name. A soft silk finish, lustrous lace. Second only to our Orient quality. Costs under 2c. pair, sells 5c. pair.

Empire Made Laces



The Diadem Boot Lace

A good, medium-priced quality, meets with a large sale. Banded in pairs, 1 gross fancy boxes. A popular, profitable 5c. lace.

GOOD strong and durable laces can do as much for the success of your store as good stylish footwear.

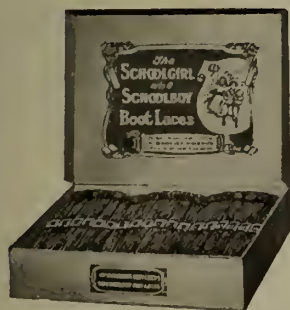
Increase your reputation for reliability by selling our brands of laces. The brand names are well known and their qualities always maintained.

These lines made by Brough, Nicholson & Hall, Limited, Leek, England.



City Boot Lace

Ordinary tags, put on to stay. A real good lace. To retail at 5c. pair, very profitable.



Schoolgirl, 43-in. boot lace.
Schoolboy, 36-in. boot lace.
Assorted 1/2 each to 1 gross box. Banded 3 pairs to a bunch. Good and strong. Suitable for rough wear. Can be retailed at 10c. band of 3 pairs.

E. W. McMartin

MONTREAL TORONTO
45 St. Alexander Street 20 Wellington St. W.

Fraser Mather Co.,
WINNIPEG

W. H. Vass,
VANCOUVER



Royal Lace

Ladies' and gents' boot. Well made, fine quality, with neat and secure spiral tags. An attractive 5c. per pair.



The Seal of Excellence Marks Union Footwear

Here and there, throughout the United States and Canada are certain men who have done certain things especially well.

And distinctive marks of excellence have become identified for all time with their works.

Hence, when one says "Stetson" our minds turn to hats, and the word "Steinway" is synonymous with piano.

To mention "Oliver" is to think of plows, and the word "Tiffany" symbols the highest art in jewelry.

Thus today, in the world of shoes, the stamp of the Boot and Shoe Workers' Union has attained a similar distinction and prestige.

It is the one and only mark of a Union Made Shoe.

It is the one and only mark on shoes made by expert workmen, producing the finest shoes possible at the price, in factories where the sane rule of arbitration always prevails.

Retailers who desire the trade of Union men, and who wish the best value in footwear, insist on Union Stamp footwear.



Boot and Shoe Workers' Union

Affiliated with American Federation of Labor

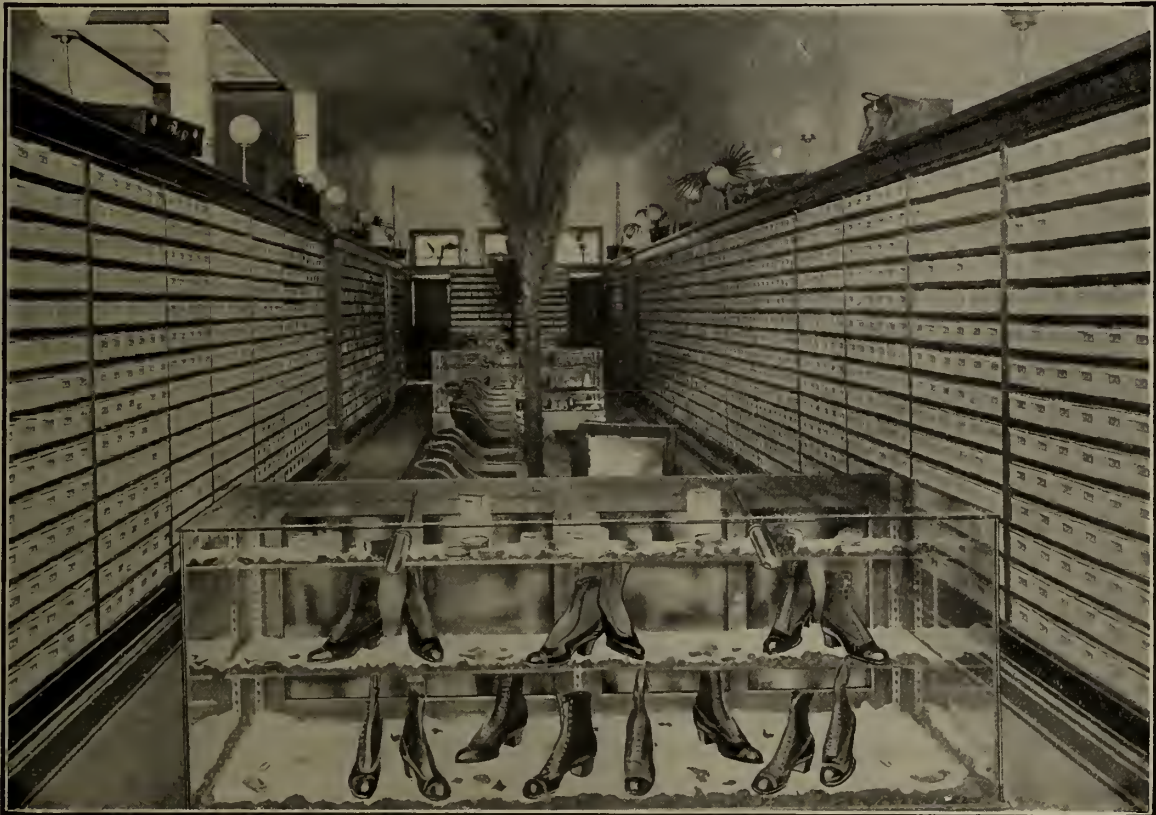
246 SUMMER STREET, BOSTON, MASS.

JOHN F. TOBIN,
President

CHARLES L. BAINE,
Secretary Treas.

WHEN ORDERING SHOES INSIST THAT THEY BEAR THE UNION STAMP

ATTRACTIVE STORE FIXTURES



We make a specialty of high-class shoe store fixtures and furniture. The illustration shows one of our many attractive installations—the shoe store of Clinkskill Limited, Saskatoon, Sask.

Among our lines we may mention fitting stools, chairs and settees, wall display cases. These are carried in stock or can be made to special order. We also make to order shelving, office panelling, cashiers' desks and window panelling.

We will be pleased to quote on our stock goods or to your specifications. Write us.

The Walker Bin & Store Fixture Co.
Limited
Berlin, Ontario

*New
Season*



*New
Method*

Pressure Vulcanization

For Maltese Cross Rubbers

A new era in Rubber Shoe making

The greatest improvement in the method of manufacturing Rubber Footwear since the process of vulcanizing Rubber was discovered, is what is called the "Pressure Cure," that is, vulcanizing Rubber Boots and Shoes under pressure instead of by the ordinary open heat method still almost universally employed.

After exhaustive research work and tests to prove its value, we have installed this new system, involving a large expenditure for the necessary equipment.

The marked superiority of goods made by this new process is obvious.

The various parts of the Boots and Shoes are bonded more firmly together, and the porosity or sponginess of the soles and heels, so common heretofore, is entirely eliminated. By this new process they are made as solid as the tough treads of Automobile Tires.

This insures a maximum of durability and wear-resisting quality.

"Maltese Cross" representatives have samples for your inspection.

Gutta Percha & Rubber, Limited

Factories: TORONTO, CANADA

COUNTERS and BOX TOES

We manufacture all kinds of Union and Leather Counters, Leather Box-Toes.



Let us submit samples of these. A test will convince you of the value of our counters for your shoes.

Lamontagne, Racine & Co.

115 Arago St., Quebec

TORONTO Rep. R. Lewis, 21 Scott St. MONTREAL Rep. V. Champigny, 1276 Ontario St.

BOX TOES THAT COME ALIKE

Made in leather, split, combination leather, canvas and felt.

HEELS

that will not check, all grades, denominations and heights—a full line.



INDEPENDENT BOX TOE CO., 102 Christophe Colomb, MONTREAL

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 29 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued every Saturday Morning 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.



For Children

embodies more selling points than any other line of juvenile footwear.

The Ideal Shoe is bench-made in Patent, Gun Metal, Box Calf and Dongola. No cut off tips used.

Discriminating retailers will select Ideal Shoes for 1915.

The Ideal Shoe Co.

Limited

ELMIRA, ONTARIO

We want to BUY for CASH all the PIECED HEEL STOCK you make

BROCKTON HEEL COMPANY
BROCKTON, MASS.

Cheaper Satisfaction



Your customer's customer will pay less for more satisfaction if you put Guay All-Leather Counters in your shoes. It pays.

All Leather

Prices and Samples on Application.

EUGENE GUAY, 230 St. Marguerite Street MONTREAL

We also make Union, Standard and Leather Board Counters. TORONTO REPRESENTATIVE—638 Shaw St.

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

Children's Shoes
good turn sewed shoes.



JOBBERs,
LARGE DEALERS'
trade solicited, samples made to
order, write the manufacturer.

A. B. Rolland : Montreal



**It Pays to
Have an
Attractive
Store**

A System of the
Milbradt Rolling Step
Ladders will pay for
themselves in a short
time by enabling you to
wait on more trade, save
the wear and tear on
your fixtures and goods,
as well as bring the
appearance of your store
up-to-date. Write for
catalogue which shows
various styles of ladders
we manufacture.

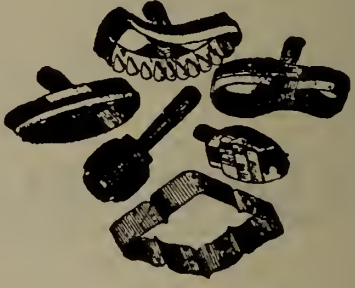
Milbradt Mfg. Co.
2410 N. 10th Street
ST. LOUIS, MO.

Dominion Die Co.

MANUFACTURERS OF

Cutting Dies

of Every Description



For Cutting
**Leather, Rubber, Paper
Cloth, Etc.**

ALL WORK WARRANTED

321 Aird Ave., Montreal

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

McLaren & Dallas

Wholesale Distributors of

**FALL
1915**

Boots, Shoes, Rubbers

30 Front St. W., Toronto

**FALL
1915**

Protect Yourself By Ordering Early

This is the time for early placing, to cover your reasonable requirements for Fall delivery.

The war has unsettled the prices of the leather market and in consequence has created an unrest as to the future cost of footwear.

AN ATTRACTIVE DISPLAY

Our range of samples is unusually attractive, being replete with "up to the minute" and popular lasts in all leathers and fabrics.

"Trickett's" and "Parker's" World-Famed English Felt Shoes and Slippers

The old reliable British quality is responsible for the popularity and wear of these goods in all parts of the world.

Our salesmen are also showing Elmira Felts, Moose Moccasins,—Lumbermen's Knit Sox, Oil Tan Larrigans,—Hockey Boots and Men's Fine Leather Slippers.

**Kant Krack
Royal**

Rubbers

**Dainty Mode
Bull Dog**

SUMMER SORTING ORDERS

Our large stock is "On Call" for rush delivery of your sorting up requirements. Try our "Rapid Transit" shipping service. It will make you a regular customer. Letter and phone orders receive attention on the minute.

THE "IMPERIAL" SHOE

for men and women, in all fine leathers, Goodyear Welts and McKay Sewn.

"BEAU BRUMMEL"

A shoe for the 'dressy' young man—made on up-to-the-minute lasts, with the very best materials. Goodyear Welts.

"LITTLE CANADIAN"

A popular line for Misses and children.

We also sell the

"SPORTSMAN"

Boot in 10, 12 and 15 inch leg, made in Chocolate, Pearl and Black Calf and Smoked Elk. The perfect Boot for Hunters and Prospectors.

"BEAVER" BRAND

Men's Goodyear Welts for your best class of trade.

"VARSITY" BRAND

For men, boys and youths. A medium grade light shoe. McKay sewn and standard screw.

"MAPLE LEAF" BRAND

working shoes. Solid leather throughout. Every pair guaranteed.

Agents in Canada for the famous

"WITCH ELK"

Hunting and Sporting Boots.

McLaren & Dallas

30 Front St. W., Toronto

PHILIP JACOBI

Headquarters for Shoe Store Supplies

NON-RIP SANDALS



Infants
Childs
Misses
Boys
Womens
Mens

Order
At once
and
Insure
Prompt
Delivery

Ladies' *So-Cosy* Boudoir Slippers

In all shades of Plain, Kid and Suede
Leathers, with Silk Pom-Poms

The Ideal Shoe for Children Hurlbut Welt PROCESS PATENTED Cushion Sole

Angle Strap—EE. Width

A FULL RANGE
OF EVERY
STYLE ON
HAND



No. 3028 Patent

A Real Welt
Not a Stitchdown

TACKLESS
and
NOISELESS



Sole Distributor

PHILIP JACOBI

5 Wellington East
Toronto

Footwear

In Canada



The New Miner Catalog

In the illustrations of our new catalogue we have compiled a most useful volume of information for every man who sells rubbers.

This catalogue shows all the latest shoe lasts with the proper Miner Rubber fitted to each shoe as per the above illustration.

Address us at 72 St. Peter St., Montreal, and we will send you a copy.

The Miner Rubber Co., Limited

Granby

Quebec

Montreal

Ottawa

Toronto



THE "PANTHER" TRADE MARK IS YOUR GUARANTEE

Panther Fibre Soles invariably give satisfaction. They stitch, trim and finish like leather—they are the lightest, strongest—the most durable fibre soles made—they are leaders in every sense of the word—Get them!

We absolutely guarantee to refund the manufacturing cost price of shoes to which "Panther Fibre Guaranteed Soles" are properly attached, provided such soles crack, break or tear through any manufacturing imperfections.

And Panther Rubber Heels carry the same sweeping guarantee, "Two pair for one—if they go wrong." Made in sizes in Black, Gray, Tan and White, in both whole and half heels. These heels are sold by every Jobber in the United States and Canada. Ask your Jobber or Findings Dealer to quote you prices.

PANTHER RUBBER MFG. COMPANY SHERBROOKE, QUE.

Factory: Stoughton, Mass.

Trenton, N.J.





28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.



SUMMER TIME

IS

FLEET FOOT

TIME

Worn by Every Member of the Family.



Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.

28 "Service" Branches Throughout Canada





**Bostonian
Shoes
are
Made
in
Canada**

The Logic of Quality and Patriotism

Patriotism alone will often make one sale to an inexperienced buyer but will not establish permanent business. Our claim to a liberal share of your orders is, firstly, that our Bostonian shoes are equal to any imported footwear. This standard of quality coupled with their being "Made in Canada" entitles them to your consideration.

Bostonian shoes for Fall offer exceptional value at a moderate price. They possess quality and style that is sure to please the most critical customer.

If you do not handle this line—write us for samples.



James Robinson
MONTREAL



Robinson's Perfect Service

In claiming perfection for our service we mean that our stock of all kinds of footwear and rubbers is complete. Our system of handling orders insures practically an immediate shipment. The quality of all our goods is the very best, having been obtained by old and experienced buyers. Our prices are always as low as the lowest, consistent with quality. In our square business methods you will find few faults.

*Do you use Robinson's
perfect service?*



JAMES ROBINSON



James Robinson
MONTREAL

A Favorite Boot With Military Officers

GUELPH, Ont., April 9, 1915

Messrs. Valentine & Martin,
Waterloo, Ontario.

Gentlemen :

Enclosed please find cheque for Four Dollars (4.00) for special boots ordered some time ago.

These boots are so much in favor that three officers have asked for the same style.

Please make up two pairs size 6, width F. and another pair the same size but narrower.

Yours very truly,
(Sgd.) Harry W. Scryton.

A boot that can can "make good" in the army is equal to any test.

Valentine & Martin - Waterloo, Ont.

The Man Behind the Arch Support Idea



James Wilson Arrowsmith

is the President of the Canadian-Arrowsmith Mfg. Co. Limited, of Niagara Falls, Canada, and is the pioneer inventor of the present day arch support. All up-to-date styles of arch supports are manufactured along the lines of Mr. Arrowsmith's letters patent. He is a prolific inventor and patentee. More letters patent have been granted him than any other specialist in this particular line. Having practiced for years as an orthopedic specialist, the arch supporting device was a very natural outcome of his wide experience.

For more than seventeen years Arrowsmith Arch Supports have stood the test, and today this trade mark

TRADE

 MARK

is a guarantee of the materials and workmanship employed in the construction of "Standard the World Over" Arch Supports and other Foot Specialties.

Arrowsmith Specialties are not sold by Drug Stores or by any Price-Cutters.

We sell to the Shoe Dealer Only

Canadian Arrowsmith Mfg. Company, Limited

Main Office and Works, Niagara Falls, Ont.

THE **M** SHOE

THE **M** SHOE

THE **M** SHOE



Special Features of This Boot
 Absolutely Smooth Inside
 No Counter Lining to Irritate the Foot
 No Back Seam to Rip

PATENTED 1913. MADE BY
VALENTINE & MARTIN Manufacturers of **WATERLOO, ONT.**
 Boots and Shoes

For Fall 1915

The Famous Brands!

"MURRAY MADE" and "DERBY"
are still the leaders in what is best
Men's Fine Goodyear Welts.

They comprise style, wear, and super-fitting qualities and are shoes to tie to for your fall requirements.

It means profits to yourself and satisfaction to your customer.

Our Women's "Cleo" Brand

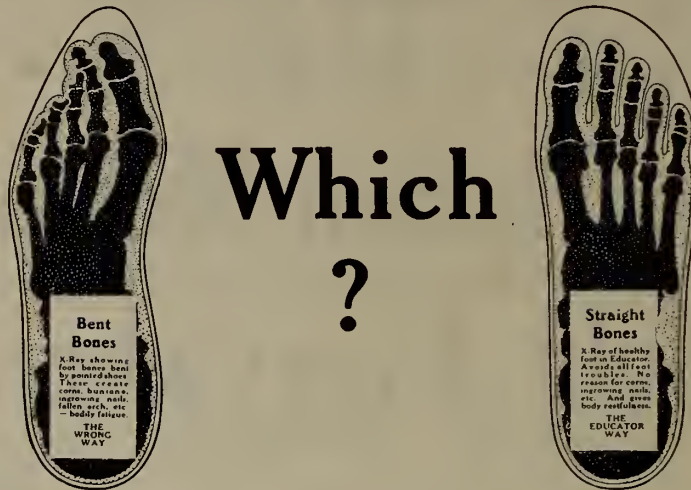
made in Goodyear Welts and McKay, are unsurpassed for style and attractiveness and bear that tailored appearance so indispensable to the well dressed woman.

The Murray Shoe Co.

Limited

Head Office :
London, Ont.

Branch Warehouse :
Montreal, Que.



People are coming to realize more and more each day how important to the bodily health and temperament the shoes are. "Room for five toes" is coming to be a slogan that stands for greater efficiency. *Are you getting in tune with this demand?* The way to do it is to carry the **Rice & Hutchins Educator Shoe** with its "room for five toes." Made "for every member of the family." We shall be very glad to tell you all about the **Educator** proposition. It has proved mighty attractive.

**EDUCATOR
SHOE** 

RICE & HUTCHINS

Incorporated

24 High Street : : : Boston, U. S. A.

Canadian Distributors

Western Shoe Distributing Company

719 Main Street : : : : Winnipeg

SELBY SHOES—IN STOCK



No. F 22 Welt
Patent Button on 247 Last with Putty Dreadnought Cloth Top.
No. F 23—Same in Dull Calf. AA to D. 3 to 7. Price \$2.75.



No. F 27 Welt
Dull Calf Military Lace on 254 Stage Last, with Putty Dreadnought Cloth Top.
No. F 26—Same in Patent—Sand Top. AA to D. 3 to 7. Price \$2.75.



No. F 28 Welt
Patent Military Lace on 247 Last with Sand Dreadnought Cloth Top.
No. F 29—Same in Patent.



No. F 891 McKay
Patent 4 Button Oxford, Dull Top on 516 Last.
No. F 886—Same in Dull Calf. C, D and E. 3 to 8. Price \$1.85.



No. F 647 Welt
Dull Calf Military Lace Oxford on 254 Stage Last with Putty Dreadnought Cloth Top.
No. F 646—Same in Patent, Sand Top. AA to D. 3 to 7. Price \$2.40.



No. F 893 McKay
Dull Calf 4 Button Oxford on 526 Last, Low Heel.
No. F 892—Same in Patent. C, D and E. 3 to 8. Price \$1.85.



No. F 627 Welt
Patent One Eyelet Colonial on 235 Last.
No. F 655—Same in Dull Calf. AA to D. 3 to 7. Price \$2.35.



No. F. 656 Welt
Patent Two Strap Oxford, made on 516 Last, at \$2.35.
No. F 698—Same in Dull Kid at \$2.25. AA to E. 3 to 8.

Here is an opportunity to get the latest styles from stock upon the **instant** and the shoes you receive will have the SELBY Snap and Style, and will be of such unusual value that every pair you sell will be a permanent advertisement of your store.

Send us a trial order on the above styles, all of which can be shipped same day your order reaches our office.

THE SELBY SHOE COMPANY
Portsmouth, Ohio, U. S. A.

What's Your Store Front Doing?

IS your Store Front *pulling* people into your Store and making more sales, or is it merely keeping out the snow and rain? Your Front is valuable only in proportion to the amount of business it produces. Your show windows have the best location to make sales — are they making good?

This isn't the first KAWNEER ad you have ever seen — we have been making and advertising KAWNEER STORE FRONTS for nearly nine years and as a result more than 40,000 have been installed — in both big cities and small towns. And the only reason why such an army of retailers have put in KAWNEER FRONTS is because they *pay for themselves* by the sales they make. One Merchant in a town of 3,900 population says: "We are enjoying an increased business, are hearing words of praise concerning our Front from far and near and sincerely believe that this improvement will pay the best interest on the investment of any undertaking we have so far made." Another Merchant in a town of 800 increased his business more than 25% with a KAWNEER FRONT. One Merchant put in a KAWNEER FRONT and in five months it paid for itself — another Merchant says his Front paid up in eight months. We have any number of such *facts* on record and if you want the names just ask us — we much prefer to have the past performances of KAWNEER STORE FRONTS stand as our proofs — rather than factory samples of sash or corner bars, which really prove nothing except metal gauges.

Kawneer STORE FRONTS

It's a Complete Construction

Back in 1906, when KAWNEER was placed on the market, we had some difficulty to get "under way" because the use of a construction of this nature was an entirely new departure. A Front here and one there, in all parts of the country, serve as the seed from which more than 40,000 have grown — all doing business — all standing up — all living up to what we claimed. But this success is not a happenstance — it's a success because KAWNEER is designed and manufactured to *fill* your requirements — made of either solid copper, brass, bronze or aluminum, will not rust or rot, needs no paint, sash incorporates the system of ventilation which enables you to flood the windows with cool, dry air in cold weather, and make the sash dust-tight in summer. Glass set in KAWNEER is protected — not merely held. If you will first signify your interest in KAWNEER, we will be glad to give you a complete description which is not possible here on account of limited space.

550

Store Front Book

"Boosting Business No. 25" has been compiled and printed for you to profit by — it contains photographs and drawings of *actual* sales-producing Fronts. See what other Merchants have done to boost their businesses. And, after you have read the book, we have a branch near you to help you decide on the details of your Front. Each KAWNEER salesman is a specialist — trained to give you authentic suggestions and information. This book is not a picture book for your errand boy, or a window trimming book, but a serious, authentic Store Front book for you to read and profit by. Just send in the coupon — the book is free.

Kawneer Manufacturing Company Limited

Francis J. Plym, President

Dept. R.

GUELPH, ONT.

Coupon

Kawneer
Manufacturing Company
Limited
Francis J. Plym, President

Dept. R, Guelph, Ont.

Please send us "Boosting Business No. 25" without obligation.

Name.....

Street and No.....

City or town.....

Business.....





Trade Mark

Buying in Canada is Fighting for Canada

There is a big commercial struggle taking place in Canada, the success of which is essential to the greater struggle in Europe. Most Canadians have enlisted by insisting upon "Made in Canada" goods in every purchase, however small.

If you expect their trade—cater to them by selling Tebbutt "Made in Canada" footwear.

In addition to Tebbutt style and quality our Doctors Shoes have special non-perspiro and antiseptic features that make them popular everywhere. Every pair is stamped on the soles with our Cock o' the North registered trade mark.

The Professor line is a light weight, cool, Summer shoe, with Thermal Soles also antiseptic.

If you do not already handle these popular lines order a trial shipment of your jobber.

Tebbutt Shoe and Leather Company, Limited Three Rivers Quebec

*THE
Professor*

+
PAT. N^o. 119409
GOLD CROSS
SHOE



Made in Canada

We are enthusiastic "Made in Canada" campaigners because we make footwear for women and children that was never surpassed by the finest imported article. Our customers all realize the superiority of our shoes. We want every shoe retailer in Canada to see for himself what a superb line "Classic" is. A card will insure a call from a traveller.

See our samples.

Getty & Scott

Limited

Galt, Ontario





Getty & Scott

Limited

Galt, Ontario

Classic Shoes

The "Classic" showing for Fall is "immense." It includes all the newest shapes and styles. Smart cloth top models. Unusually neat patent leather styles. Just the shoes you will be proud to offer your most fastidious customers.

The children's models are very attractive and are fashioned on lasts that will not cramp or contort the foot.

Write us to-day.

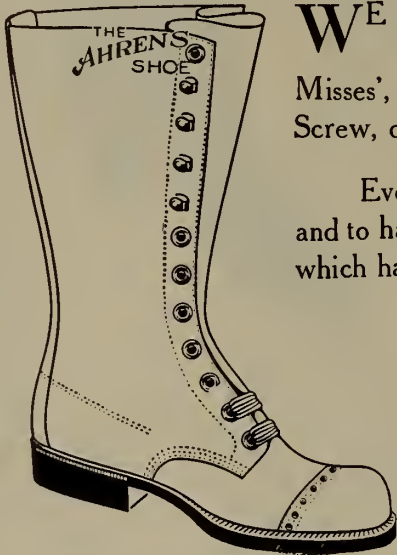


THE
AHRENS
SHOE

OUR MAIL-ORDER DEPARTMENT

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QUICK SERVICE AND SATISFACTION



WE have in stock at all times ready for shipment at a moment's notice over eighty different lines and assorted stocks of Men's, Boys', Youths', Women's, Misses', Gents', Girls' and Children's shoes in McKay, McKay Welt, Standard Screw, or Rivet. Write for our stock sheet.

Every shoe stamped with our name we guarantee to be made of solid leather and to have the same high-grade workmanship and quality which has made them famous for over twenty years.

See our traveller before ordering your staple lines.

Charles A.
AHRENS
limited
BERLIN, ONT.
Manufacturers of
Solid Leather Shoes



THE C. G. FLYNN LEATHER CO.

Announces to the trade that it is the Wholesale Distributor for Eastern United States and EXPORT TRADE of the



**"MONARCH OF THE OAKS"
OAK SOLE LEATHER**



IN
SIDES SHOULDERS
BENDS BELLIES
BACKS HEADS

ALSO THE SAME TANNAGE OF OAK HARNESS AND SKIRTING LEATHER

The Product of KULLMAN, SALZ & CO., Inc., of Benicia, Cal., is celebrated for its superior quality. It has no equal. Inquiries for particulars and prices concerning these lines are invited.

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CABLE ADDRESS:
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“Williams”

is a name that means strength combined with neatness in sensible shoes for men.

Williams Solid Leather Shoes

Are Everyday Sellers

For Fall business we are showing the nicest line of staple shoes ever produced from this factory and would urgently request that our customers do us the favor of inspecting the complete line, when our traveller arrives, by going to the sample room and seeing for yourselves, thereby being convinced of the above statement.

Williams Shoe

Limited

Brampton, Ont.





28 "Service" Branches Throughout Canada

Canadian Consolidated Rubber Co., Limited
Montreal, Que.



Now is the Time
To Show

FLEET FOOT SHOES

In Your Window

This Attractive Display
Was Furnished
Free

With Your Placing
Order

Now is the Time
To Show It!



Canadian Consolidated Rubber Co., Limited
Montreal, Que.

28 "Service" Branches Throughout Canada



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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CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent St. 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. 5 May, 1915 No. 5

Little Things that Count

Does the average retailer consider sufficiently why he sometimes fails to hold promising customers? The writer heard of a case in point the other day, which may contain a hint for some other dealer. This was a grocery store. The system adopted was a semi-credit arrangement, where the customer was given a statement of her purchase and a duplicate was filed by the retailer. If you paid for your purchase, you were given a receipted statement, and the grocer kept (or, as it turned out later, destroyed) the receipted duplicate.

In the case that came to the writer's attention, a customer had gone into this store to pay for some supplies ordered by telephone the previous day. The amount was \$3.00, but, having been written hurriedly, looked enough like \$3.60, that the clerk made a mistake and handed back only \$1.40 change from a \$5.00 bill. At the same time he destroyed his duplicate sheet, thus removing all record of the transaction. The customer was discussing other purchases at the time with the proprietor, and did not notice the shortage in change until she had left the store. Later in the day, when she was again passing, she went in and told the clerk of his error. His reply was, "I do not think I made any mistake, but I have destroyed all record of it. Why didn't you tell me at the time?" The customer explained as well as she could and insisted that her word should be sufficient. The clerk

did not see it that way, and there the matter rested.

Now this customer might have gone to the proprietor direct and have made such a fuss that she would have had her money refunded—but she didn't. She walked out of the store (ten months ago), and has not been back since. Foolish, you say?—perhaps; but the fact remains that the dealer has lost a good customer and the stupid part of it is that he probably has no inkling of the reason, for the clerk would not be likely to mention the incident.

We believe that dealer was in error in two ways. First, his system of account-keeping was inadequate, and second, if he had been up to his job, why didn't he find out why he lost his good customer? Why didn't he give her a courteous telephone ring or even a personal call? Ten to one he would have got to the bottom of the whole thing and not only have induced this customer to come back, but would have learned how to keep others.

This is a case from real life. We cite it to show how much little things sometimes count.

* * *

The Novelty Fad

How far is the present craze for novelty footwear interfering with the trade in staple lines? The most casual observer will admit that a very large percentage of our citizens, the male part especially, are wearing about the same kind of boots and shoes they have always worn. It is, in fact, only a comparatively small percentage of our population that has been taken hold of by the variety fad, and the extreme variegations in styles are, we believe, in themselves sufficient proof that they will not last. But even at its worst, it is doubtful if more than 25 per cent. of the trade in any locality is affected by the extreme styles, unless it may be the very centre of the fashionable shopping districts of our largest cities. Down in the United States, certain footwear statisticians have been making computations which work out something as follows: Men's, 25 per cent. novelties, 75 per cent. staples; women's, high grade, 60 per cent. novelties, 40 per cent. staples; women's low grade, 40 per cent. novelties, 60 per cent. staples; children's, under 14 years of age, 20 per cent. novelties, 80 per cent. staples; average, 36 per cent. novelties, 64 per cent. staples.

Undoubtedly the Canadian footwear trade has not been affected to so great an extent. To begin with, extremes in styles are never as much favored at any point in Canada as they are in many cities of the United States. Added to this there is the tendency here, perhaps not yet in marked evidence, but growing steadily, towards subdued colors. As the seriousness of the European war is brought home to us more forcibly by such incidents as Langemarck, this tendency will undoubtedly receive a decided impetus. It is difficult, indeed, to foresee how the fashions of any nation now taking part in the war can be otherwise than subdued and sombre for some time to come. No doubt this tendency would have made itself felt to a greater

extent long ago, had it not been that the military trend in dress has predominated.

The consensus of opinion of the best men in the trade seems to be that, when the inevitable reaction sets in, from 80 to 90 per cent. of the business will be done in staple lines. There seems to be no good reason, then, why retailers should not place a very fair percentage of their fall orders, using their own good judgment as to the percentage of button or lace and cloth or leather tops. Half and half in each case will not lead one far astray. Do not hesitate to stock a good supply of the lasts that have given your customers satisfaction and comfort in the past. The majority will still be looking for a shoe that does not cripple and that particular shoe which best combines style and comfort can be depended upon to sell next fall and winter just as well as ever.

* * *

Large Order Coming

As we go to press, a large order for shoes for the British soldiers to be placed with Canadian manufacturers is under discussion. There is no doubt our Canadian factories can handle this order and that we can give as good value for the money as can be obtained anywhere in the world. Time, the best test for shoes, as for most other things, is showing that many of our own boys in the trenches are finding their old Canadian shoes more to their liking than anything the British Government has been able to provide. We hope our manufacturers will secure this order without delay. We have every confidence that they will give as ample proof of the realization of their responsibility as our heroes are doing in France.

One the Manufacturers Missed

"The ever-changing styles in shoes, particularly in women's, are making the shoe business more and more difficult for manufacturers and retailers," said a Montreal retailer to our representative recently. "Customers are getting very critical, and it is exceedingly difficult to please some buyers. Many women are very faddy over their shoes, and it often requires a great amount of tact to sell goods because customers cannot find the exact shade of fabric they require. The range of colors is now too large, and it is impossible to carry sufficient lines to suit the fancy of all customers. One woman was surprised because I did not have in stock shoes which would fit in with the color scheme of her drawing room!"

Paper Shoes for Men in the Field

At a recent session of the war committee of the German Paper Makers' Association, it is said that consideration was given to the feasibility of manufacturing foot coverings for the men in the field from toughened paper. During the Russo-Japanese war the Japanese troops were supplied with foot coverings and other articles of clothing made from paper, which, during the winter campaign, afforded excellent protection against cold and wet. The paper used for the articles, made from the fibres of the plants grown for the purpose by means of the Japanese method of paper

making, was almost untearable and apparently waterproof. The footgear was stitched with threads in the same way as fabrics, being formed into short socks having soles and gaiter flaps. Similar articles of paper underclothing protected other parts of the body. The paper was of a light yellow color, cross ribbed in both directions on each side.

Look After the Kiddies

Special means should be taken to remind parents that children's shoes are a feature of your store, and that you have a department managed and served by those who make a specialty of that branch of the business. Those who officiate in the children's department should be specially selected for the work. They must like children, understand their ways.

One of Our Heroes

Of the many brave men who risk and lose their lives for the honor of the Empire, none will leave more friends and sincere mourners than the late Capt. Trumbull Warren, killed by a high explosive shell in



The late Captain Warren

France on April 20th. Capt. Warren was a gentleman in all that the name implies,—gentle and lovable in disposition, yet a man every inch when the call for duty came, whether in sport, business or war. As a student at Upper Canada College, Trumbull Warren was the type of boy the masters loved and his chums could swear by. In the Royal Military College, he was a leader in both work and play. As at U. C. C. he was captain of his football team, without in any way interfering with his class and military training, in both of which he was characteristically prominent. In business, (he succeeded to the presidency of the Gutta Percha & Rubber Company shortly after his father's death), he was keen and honorable. In society, he was one of Toronto's best known figures. The sympathy of every friend of Capt. Warren goes out to his bereaved family, whose best consolation must be that he died as he had lived—an outstanding figure for "the right."

Canadian Manufacturers Fully Vindicated

A Final Word on the Government Inquiry Report Which Entirely Exonerates the Manufacturers—The Way Now Open for Foreign Orders

Since going to press with our April number the special Committee of Inquiry appointed by the Dominion Government to investigate complaints regarding the quality and suitability of the footwear supplied to the first Canadian contingent has been made public. This Committee consisted of seven members, four chosen from the Conservative ranks and three from the Liberal members of parliament. It is perhaps sufficiently significant, without further comment, to note that the four government members brought in a majority report and the three opposition members a minority report.

With the political aspect of the matter, however, we are not greatly concerned, but we are indeed gratified to have the final and unanimous assurance of this whole committee, as indeed all Canadians must be, that whatever the defects of the boots may have been, these were not traceable to any omission on the part of our manufacturers. On this point the majority report is particularly explicit and emphatic, stating that **the boots were in all cases equal and in many cases superior to the standard sample of the Department.** The minority report tacitly admits this point.

It is useless now to speak of the harm done to Canadian manufacturing, of every class, by the publication of such unwarranted statements as have appeared in the press, if it were not to urge that, in common justice, as prominent publicity be now given the findings of the Committee of Inquiry. Those who started these false reports surely can not derive any satisfaction from the announcement of the loss of large Continental orders to other countries, largely, it is stated, because these reports had been so successful in discrediting the Canadian product. Surely no one doubts the ability of our home shoe factories to turn out products which will compare, for quality, more than favorably with the shoe factories of other countries. Then why should we not all voice this sentiment? At a time when so many of our finest and most useful young men are sacrificing their lives can we not at least sacrifice our prejudices, and co-operate in any course that will tend to make the Dominion of Canada better known, more highly respected and more prosperous. Evidently, conditions in the immediate future in Canada are bound to be very largely regulated by the activity, or the reverse, of our factories. Let us combine then to obliterate the false impression that has gone abroad by giving as wide publicity as is possible to the findings of this Committee of Inquiry which assert the high standard of the Canadian product no less than the integrity of our manufacturers.

The report (majority) is too lengthy for reproduction in full, and indeed it only reiterates much of the evidence which from day to day has been published in the press. There are, however, certain extracts which are of special interest on account of the pointed way in which they deal with the subject from the manufacturers' viewpoint. In one place the report states (Mr. Middlebro is speaking) "I doubt if there ever was a class of citizens who have been so maligned as the Canadian boot manufacturers have been during the last two or three months," and later he gives the

answer in these words, "These allegations have been shown to be not only untrue, but they had the effect of injuring a great industry of the Dominion, and I understand they have prevented us from getting large contracts for boots from the allied nations of Europe." At another point Mr. Middlebro says, "I am not here to defend the manufacturers; I started out with the same prejudices against the manufacturers that the general public had before this investigation was held. There appeared in the Liberal press of this country, and in the Conservative press as well, flaring headlines announcing that paper and other shoddy material had been found in the soles of these boots." To this charge Mr. Middlebro again gives the answer: "Among the many boots cut open by the Militia Board of Inquiry and among the many boots cut open by the capable experts named by the Committee, there has not been a single boot, from beginning to end of this investigation, as to which there was the slightest evidence that paper or other fraudulent or shoddy material was put in the sole." These statements are surely sufficiently definite and decisive to close the matter for all time.

A summary of the report covering the findings in detail is finally given by Mr. Middlebro in the following words,—

Summary

1. The standard military boot of the department when war was declared was the result of over fifteen years of careful consideration by that department, and after inspection of both the British and the United States military boot.
2. The present Canadian military boot is of the same class, but a much better boot than that issued to and worn by our men in the South African campaign, where it gave good satisfaction and was preferred to the British army boot, both of which were worn by our men there.
3. The boots supplied to the Militia Department since the war broke out were made according to the samples of said standard boot in the department, or according to samples submitted by the manufacturers to and approved by the department, and **they were in all cases equal and in many cases superior to said standard sample army boot of the department.**
4. The United States Army Board, after four years' deliberation, adopted a standard army service boot which is similar in many respects to ours, but lighter.
5. The standard British army boot is not a suitable boot for adoption in Canada.
6. Out of 86,000 boots issued to and worn by the men now in Canada, all are now in use except 4,559, and of these about 3,351 are repairable and can be re-issued, leaving only 1,208 useless, and out of these again about 510 are useless owing to burning, and 319 cut by knife, spurs or nails leaving **only 379 useless owing to ordinary wear and tear out of the 86,000;** and this seems to prove that the boots have given good service in Canada through the worst part of the year, that is, the fall, winter and spring.
7. The exceptional and abnormal wet weather to

which the boots were subjected at Salisbury Plain was not a fair test of the boots; no boots could resist the water under such conditions, and notwithstanding that the Canadian boots stood the test well, and the communications from General Alderson and Sir George Perley that the boots would not stand the rough wear and tear of Salisbury Plain must be read in the light of the abnormal and exceptional weather conditions that were encountered there, because no boot would stand such a test and remain impervious to water under such conditions.

8. Since the war broke out the department has very materially improved the standard boot by the requirement of a thorough double sole, and by reinforcing or quilting the sole with nails.

9. A committee of experts and a special boot expert have been employed by the department with a view of ascertaining if any further improvement in the present standard army boot can be made, and that matter is still under consideration.

The only reference in the minority report bearing

directly on the manufacturers is that made following the recital of the names of a number of companies who appeared before the Committee to give evidence. This reference simply states that "Representatives of all these companies stated that they had manufactured and delivered boots in accordance with this sample." It is plainly an admission—though apparently rather grudgingly given—of inability to place any blame in that quarter.

Judged impartially and without reference to party sympathies, the substance of both reports is matter for very honest congratulation to the Canadian shoe manufacturers, who met an entirely unexpected and unparalleled situation with wonderful promptness and efficiency.

The increase in price for rubber sorting orders became effective on May 1st. The increase averages about 5 per cent. The rubber companies report that business is satisfactory, the orders from the country districts being especially good.

High Honor for Rubber Company Officer

Lieut.-Col. A. E. Massie, officer commanding the Divisional Train of the Second Contingent, who sailed for the continent a few days ago, is manager of the St. John division of the Canadian Consolidated Rubber Company. Col. Massie has been associated with the boot, shoe and rubber trade for some thirty years, first in a retail way in Fredericton, N. B., and later as traveller in the Maritime Provinces for the Ames-Holden Company. In 1900 he became identified with the manufacturing house of James McCready & Company, and continued to handle this company's lines up to the time of the amalgamation of the various rubber companies, when he was appointed district manager for the Canadian Consolidated Rubber Company for the Maritime Provinces and Newfoundland, with divisional office and warehouse at St. John, N. B.

Mr. Massie has



Lt.-Col. A. E. Massie

been associated for 25 years with the Canadian Militia, starting as a bugler. In 1903 he organized No. 7 Company of the Canadian Army Service Corps, and in 1913 was given the rank of lieutenant-colonel and appointed officer commanding divisional train of the 6th military district. Right up to the present time he has kept up his rifle practice and regularly attended the Ottawa and provincial meets. He has carried off several aggregate prizes, including the Prince of Wales silver medal and cup, and the Lord Aberdeen Governor General of Canada bronze medal.

Divisional train management carries with it very arduous duties, requiring, of necessity, a very high efficiency on the part of the entire organization. The moving of troops and equipment, the supplying of food, etc., for the division, come directly under the control of the commanding officer of

the Divisional train. The unit under Col. Massie's command is composed of 29 officers, 451 warrant officers, N.C.O.'s and men, 378 horses and vehicles of various descriptions.

"System" in Repair Shops

Like every other line of business, the shoe repair shop or the shoe repair department of the boot and shoe retailer should be conducted systematically, and it is obviously advisable that some definite method should be adopted, whereby the proprietor may be enabled to keep accurate record of the operation of this department. We fear, however, that the great majority of repairers are very lax in this regard, and have, indeed, practically no way whatsoever of keeping any account of receipts, expenditures, profit or loss, and the general working conditions of their business. Of course, in the case of a small repair store, where the owner himself does all the work, or is assisted by a very small staff, not much system is re-

quired, but if a repair shop of any size, in which several hands are employed, is to be satisfactorily and successfully managed, it is essential that careful attention be given to this matter.

In a recent interview with a representative of "Footwear in Canada," a progressive boot and shoe dealer, who conducts a repair department in conjunction with the retail shoe business, and conducts it in the same systematic way as he does the selling end, explained the manner in which he keeps track of the running of the department. The illustration reproduced herewith represents a simple report which is drawn up and handed in to him at the end of each week.

In the upper half of the sheet, in the columns under the names of the days, Monday, Tuesday, etc., a record is kept of the charge for each piece of work done during the week. These figures are added up

and the totals written in the division indicated by the word "totals." Below these totals, opposite the words "outside work," are placed figures which represent the cost of any work which it may have been necessary to have done outside of the shop. These figures are deducted from the totals and the remainders put down opposite the word "net." In the lower portion of the card any remarks are jotted down in connection with the repair department, such as illness of the mechanics, etc., that the proprietor may be kept closely in touch with the work. On the back of the report card the net charges for repairs for the six days are added together and this total is divided into 40 per cent. for material and general expenses and 60 per cent. for work, so that the proprietor may see at once whether the statement of the week's repair work shows a profit or a loss. This is a division which this retailer's years of experience have taught him to be about correct. For instance, say the total amounted to \$95. Sixty per cent. for work would equal \$57. Now suppose there are three men employed at a salary of \$15 per week. The net profit to the proprietor would then be \$57 minus three times \$15., or \$12. By this means he is able to see at a glance just how the business has been running during the week and where he stands at the end of the week.

Keep Your Stock Fresh

"I am convinced," said a successful Montreal retailer, "that one of the great secrets of success is keeping good and fresh stock. It sometimes happens that, after using your best judgment, you will get stuck with lines which are slow sellers. I have had many years' experience, but it is impossible to absolutely gauge the public taste so that you will have all good saleable stock. My practice is to hold sales twice a year, and to clear out, even at cost, the lines which have not proved popular. It is useless keeping them on your shelves, for they will deteriorate and will eventually have to be sacrificed at a considerable loss. I advertise the sales freely, and the prices are such that I am able to clear out this stock. Retailers, too, should watch carefully the little leaks that will occur unless you keep a sharp lookout. In almost every business the tendency is to diminish profits by allowing small wastages, which in the aggregate mean a considerable sum. Keep a tab on the small things, for they count. See that your books are up to date, that your customers are well served, and that you keep faith with your customers in the matter of delivery."

Catchy Advertising

During business hours a shoemaker in Los Angeles, California, does his shoe repairing in a shoe which stands on the sidewalk in front of his place of business. In the heel of the shoe there is ample room for the owner to stand and also for the repair machine. The machine is operated by a belt running from an electric motor located in the second storey of his shop. The sight of a man at work inside a shoe attracts a large crowd, which makes a paying advertisement. This shoe is supposed to be the largest one ever made.

We keep an "information" department for the use of our readers. If there's anything you don't know, try us.

	Mon.	Tues.	Wed.	Thurs.	Frid.	Sat.
Work of Day.						
Totals						
Out-side Work.						
Net.						
Remarks.						

A simple report form.

Do Canadian Shoemen Need Associations?

Here are the opinions of representative men in the trade—The efforts of Footwear in Canada to arouse interest meets ready response

The big difference between business to-day and business ten or fifteen years ago is the high cost of doing it.

There are only two ways of offsetting this higher cost—either increase the selling price of your product, or increase your own efficiency.

The first remedy,—increasing the price to the consumer,—has already been worked to the point where it begins to defeat its own purpose.

There remains only the other alternative,—greater efficiency. The world is looking to-day for both machinery and men who are **more efficient**,—who can **produce more** for the same expenditure of energy.

The shoe trade is no exception.

Now, as we see it, the first and biggest step towards greater efficiency is closer co-operation among the different retailers. We freely admit that many a live retailer has good things up his sleeve that he may not feel justified in handing out to his neighbor shoe dealers. But there is the other side,—a bigger and broader one. There are many things shoe retailers have in common, many ideas they can discuss among themselves with advantage to all,—insurance, legislation, business methods, and so on,—to say nothing of the social side.

There is nothing incompatible to-day in two or more competitors co-operating on common ground. If we are not co-operating, we are, more or less vigorously, waging war.

And war means waste.

Can we afford to waste anything in these days of high operating expenses?

Then, we cannot afford to “war” with our neighbor shoe retailer. That is, we cannot afford **not** to co-operate with him.

Down in the United States they have got a little start of us in this game of co-operating. They have what they call a National Shoe Retailers’ Association which, according to all the reports, has done most effective work and which its president affirms has made the life of the shoe retailer “worth living.” Latterly they have apparently found the national organization a little unwieldy in dealing with local matters, and the present ambition of the retailers seems to be a local association for every state. For example, during the last two months six of the New England States have formed their own organizations. These, of course, will all co-operate with the parent association where it is evident that advantages can accrue to either thereby.

The United States local organization has been effected chiefly as the direct result of pointing out the “advantages” to be gained from it by the retailer. Mr. E. W. Burt, of Boston, has been chief “push” in the New England awakening. Mr. Burt’s list of advantages are printed in the current issue of “The Shoeman,” and, inasmuch as they would apply equally to Canada, we probably cannot cover the situation better than by quoting his remarks. The insurance idea could doubtless be worked out in Canada also. Here are a number of the “advantages” that Mr. Burt has been holding out to the retailers with such marked success.

“Among the answers I always give first to this question is the fact that any shoe retailer who joins a

state association gets back, in **dollars and cents**, three times the amount of his annual dues! How? By taking advantage of the opportunity to carry his fire insurance in the Fitchburg Mutual, which returns him in dividends twenty-five per cent. of the premiums he pays annually. This is a privilege which a retailer doing business in a state having a state association **doesn’t have** unless he is a member of that association.

“Another tangible benefit is having an exchange of ideas with other successful retailers in the state—learning how to run a retail shoe business successfully in every detail, how to buy judiciously, how to sell to advantage, how to handle the style and size propositions, how to work the clearance-sale feature, how to handle rubbers and tennis goods, and so on.

“In this connection, I point out that for **years** one-third of Boston’s retail shoe stores sold rubbers at a **loss**, one-third sold them at **cost**, and only one-third made a decent, legitimate **profit!**

“I show them how association work enables them to make their own store salespeople more efficient.

“I make it clear to them that the association would show them how to reduce their marked-down sales to such an extent that their normal profits on regular sales would be increased.

“One benefit of organization I invariably bear down on hard is learning how to handle customers’ complaints so that in every such case the customer will be charged for the **wear** he or she has given the shoes before making the complaint.

“Another benefit, I explain, is learning how to merchandise the higher-grade shoes so as to derive a larger percentage of gross profit, and thereby raise the standard of the store’s business and increase the good-will asset of that business.

“How to control fraudulent advertising through state legislation is another feature of association work I always touch on.

“Eliminating local abuses, such as unreasonable discount and commission practices, program advertising impositions, etc., is another.

“One very important value of co-operation through the association which I emphasize is that of discouraging shoe manufacturers and jobbers from retailing shoes in their own factories and offices. I point out that this annoying abuse cannot be successfully combated by dealers each protesting **individually**, but that the moment the dealers in a state **combine** their protests they are bound to get results.

“Plans are worked out in the state associations, I explain, for standardizing the methods of buying merchandise so as to minimize or eliminate the exploiting of ‘faddish’ shoes, and to concentrate more on the staples—thus reducing the tendency toward ‘millinery’ styles and producing a healthy trend toward the sensible models that are **not affected by mark-down** sales.

“Association work, I tell these state meetings, educates dealers not to do so large a charge-account business. The ‘charge’ customer is invariably ‘fussy.’ He or she will take a lot of shoes home and later send them back, whereas the percentage of cash customers who later desire to exchange shoes is very much lower. More than that, credit customers will often actually

stay away from a store where they owe money and will buy their shoes elsewhere until they can pay up the old accounts.

"Association work will inform dealers having large stores exactly how they can profitably put in their own exclusive repair outfits and thus earn an extra profit of twenty-five to thirty per cent."

Our readers know that we have worn this subject of "organization" and "co-operation" almost threadbare in recent issues of "Footwear in Canada," and our only excuse is that we are anxious to get at the truth of the matter and find out what our retailer friends are thinking. We believe in it. We do not think Mr. Burt is too optimistic of the advantages certain to result. We are so much in earnest about it that during the past month we have gathered in the opinions, by mail and otherwise, of a very representative percentage of the most successful retailers at various points in Canada. Their views naturally differ as to the form organization should take, but they are almost unanimously in favor of it in some more effective form than we have at present. It would serve no useful purpose to print all the correspondence we have received, but we reproduce below typical letters and opinions. They would appear to indicate very clearly that Canadian shoe retailers are convinced of the unnecessary wastefulness of war with their competitors.

Typical Montreal Opinion

In the opinion of Mr. C. R. LaSalle, of F. X. LaSalle and Sons, Limited, Rachel Street East, Montreal, there is need for live associations throughout the Dominion. Mr. LaSalle speaks with knowledge of this subject, for in 1896 he, with Mr. A. S. Lavallee and Mr. J. I. Chauinard, founded the shoe section of the Retail Merchants' Association of Canada, of which section he has been twice president. "In a city like Montreal," he says, "the great difficulty is the mixed character of the retailers—we have French and English-Canadians, Jews, and other nationalities, and it is hard for them to work together. The Association has had its ups and downs, and my experience is that it is difficult to sustain the interest. For a time we had a large membership; then this fell away, and those of us who worked hard were sometimes discouraged by the lack of interest shown. I am a strong advocate of co-operation among retailers, for it is only by this means that we can secure uniform action on such questions as the maintenance of prices and the prevention of jobbers selling to retail customers. We strongly protested against this latter practice, but unfortunately, we were not able to stop it, notwithstanding that we received certain promises. The amount of fees to the association had a certain amount of influence on the membership; we raised them from \$2 to \$5 per annum, with the result that some members dropped out. Five dollars is not a large sum considering the benefits that should accrue from a live association. The election of a president is a vital one—if you select a good man the chances of success are enormously increased. A strong association is able to take effective measures to protect the interests of its members.

"As bearing upon the question of mixed nationalities, I may mention the city of Quebec, where the branch continues to prosper. In that city all the retailers are of one race, and there is a spirit of co-operation which is of great benefit to the retailers, practically all of whom are members of the branch. They are thus able to agree upon selling prices for certain articles, say rubbers, and avoid price cutting.

"I see no reason why the retailers, providing they are of one nationality, cannot combine, and thus avoid many difficulties inseparable from individual action."

Winnipeg Too

One of the oldest established exclusive footwear dealers in Winnipeg writes the following letter,—

"We are strongly of the opinion that an association of this kind could accomplish a great amount of good among the retail shoe trade of Canada.

"Our idea would be to form the All Canada Association first, for we believe that would be the body to handle the more important problems.

"Provincial or City associations could be organized later. These could deal more with the local details of the trade and could no doubt be made a great factor, not only in improving trade conditions, but also in the education of its members along the lines of good business ethics. It would broaden our minds, help us to keep out of the ruts, and no doubt make us better men and better citizens of the community in which we live."

"Start Something"

Another Ontario city retailer, well known as a public spirited citizen (which by the way comes out in his letter, too), is ready to help,—

"The Shoemen I have known and know now are the best bunch of fellows in the world, and this applies to my neighbors too. I wish we could cut out business long enough to get together and be boys again. If you would earn our gratitude **Start Something**—a Trip, a Picnic, a Luncheon. It's time to 'Get Together.' With the mid-season style evil, having to order six or eight months ahead because many of our factories will not carry stock of the best lines—American houses do—and as the wedding announcement goes—other things which are many and costly."

Boost It Along

And this from a member of the National Retailers' Association of the U. S., himself one of the best known and most successful Canadian retailers,—

"The proposed national association of shoemen in Canada is an excellent and timely proposition, and worthy of the support of every right-thinking merchant. While there is such lack of co-operation, many matters of vital interest to the trade in general remain in a state of chaos. A more mutual understanding between merchants would undoubtedly lead to better conditions both morally and financially. Among the present evils are such as the too frequent style changes, earlier closing of stores, sale periods, advertising and a host of other matters pertaining to the trade.

"What I consider an excellent idea is the insurance adopted by the American association for shoemen exclusively. This has resulted in cutting insurance rates to nearly one half.

"Provincial associations would, to my mind, be more practicable with, if necessary, a general meeting with delegates annually, to be held alternately in various provinces. This would, as the President of the American association said, make life worth living, or I might add, make shoes worth selling.

"Jealousy in trade gains nothing. Vieing with your competitor means considerable loss to both and a general lowering in the dignity and good will of all concerned. We all have to live, and why not in harmony? Let us look at competition from a more optimistic standpoint. The addition of a little common sense in the exchange of ideas would lift the shoe game

out of many ruts of uncertainty. The idea of a National Canadian Association of Retailers should have the hearty support of all shoemen.

"BOOST IT ALONG."

Quebec is United

Here is what one of our Quebec City friends has to say on the subject of co-operation,—

"I am proud to say that I am a firm supporter of the association idea for our trade in general.

"I, as well as many others, already belong to the Retail Merchants' Association of Canada, and we have founded a branch for the boot and shoe merchants' section. It is needless for me to tell you of the great benefits and advantages that this has been productive of among the merchants belonging to it, as well as those who have not yet been willing to join us. Apart from these benefits, we also have the advantage of getting to know one another more intimately, and the result of this has been to do away with jealousy and to banish that spirit of selfishness which is most frequently the cause of ruin.

"Permit me to tell you, in few words, that here, in Quebec, our association has done our trade a great deal of good and that there appears to be little likelihood of the association (which has been in existence for about nine years) coming to an end, for, at each of our meetings, with the spirit of harmony that reigns and the freedom of the discussions, everything seems to indicate that the association is destined to a long life, and at all our meetings every member who joins seems to be actuated by one and the same object, viz., to live and to let live without jealousy or selfishness.

"Permit me to add that my point of view expresses the opinion of several I spoke with concerning the points mentioned in your favor of the 19th."

Quebec Est Uni

Voici ce que dit un de nos amis de la ville de Quebec a l'égard de la cooperation.

"Aujourd'hui, en prenant connaissance du sujet que vous emettez dans la votre du 21 courant, je suis fier de vous dire que j'endosse le projet d'association pour notre commerce en general.

"J'appartiens deja, et plusieurs autres aussi, a l'Association des Marchands Detailleurs du Canada, et nous avons fonde une branche pour la section des Marchands de Chaussures. Je n'ai pas besoin de vous dire tout le bien et l'avantage que cette section a donne aux marchands qui en font partie, et meme a ceux qui n'ont pas encore voulu nous joindre. A part les benefices que cela nous apporte, nous avons aussi l'avantage de nous connaitre plus intimement, et cela a pour effet de ne pas nous jalouser et par la de faire disparaître cet esprit d'egoisme et de jalousie, lequel le plus souvent est la cause de ruine.

"Laissez-moi vous dire en quelques mots qu'ici a Quebec l'Association a deja fait de grands biens pour notre commerce, et que l'association, laquelle compte deja pres de neuf annees d'existence, ne semble pas de sitot appelee a disparaître, car a chacune de nos reunions, par l'entente qui existe et les discussions des plus pacifiques qui se font, tout semble se concilier vers le seul but de subsister assez longtemps, puisqu'a chacune de nos assemblees tous les membres qui nous joindrontsembleront converger vers le meme but, lequel est de vivre et de laisser vivre sans jalousie ni egoisme.

"Laissez-moi ajouter que mon point de vue exprime

l'opinion de plusieurs auxquels j'adressais les points que vous mentionnez dans votre estimee du 19 dernier."

Suspicion and Selfishness

From a thriving Northern Ontario town we have the following—at the same time hopeful and regretful,—

"For fifty years there has been no community of interests in this town and, to accomplish what you propose would be more difficult than reaching the German Navy in the Kiel Canal. The shoemen pass one another on the street every day and say "Good morning," but we never go beyond that. Suspicion, selfishness and other unbusinesslike feelings characterize the trade generally. However, I am glad in my old days to see a movement, the object of which is to break down the barriers that have kept us apart so many years. I wish you unqualified success."

Toronto Retailers

Of a large number of city retailers spoken to by a representative of "Footwear in Canada," practically all were in favor of closer co-operation. Here are typical replies,—

"I believe that a boot and shoe retailers' association would be an excellent thing here, as it would settle such matters as the handling of help, the fixing of the prices of rubbers, hours of closing, and so on. Would willingly lend my support to such an organization if it were formed. It would be necessary to start by forming a local association first and lead up to a general association. The best way would be for some of the retailers best known to the trade in the city to start the scheme going."

Another Yonge Street opinion: "Think a retail association would be a fine thing, but difficult to see how it could be formed. Question would have to be taken up by some serious-minded retailer with a great deal of push and very influential in the trade. Could only be done by big men and those who have considerable money at stake. Very desirable results have been obtained from the various organizations in the United States—general feeling of agreement fostered by them; athletic meetings, picnics, social gatherings, etc., continually being held, and a more brotherly spirit results. Would willingly support an association if it were set going by the proper person."

Another opinion from the same section: "A boot and shoe retailers' association would be a very good thing; would be glad to join and help it along if one were formed. Provincial associations would be the most beneficial, as shoe retailers of one province are not so much concerned with matters of other provinces, where conditions are different. No reason why there should not be more brotherhood and less enmity among shoe merchants."

A retailer who has had experience in connection with the United States National organization, expressed himself as a strong believer in the association idea, but thinks this is an unfavorable time to organize in Canada. Conditions are so abnormal and times so hard that the bulk of the retailers will do almost anything to secure business. He believes a retailers' association is an excellent thing in a great many ways—to consider advertising, control rubber prices, etc. For example, in a local association with which he had been identified in a large United States city, they met in the autumn and fixed the prices of rubbers which should rule till February, making one price for first grade, another for second grade and allowing the retailers themselves to price job goods at their own discretion.

In February the retailers would be free to dispose of their surplus at reduced prices. They also fixed the prices of tennis goods and other rubber soled footwear. Agreement was also reached with regard to closing hours. Another feature of this association was the appointment of a committee known as a buying committee, whose duty it was to examine goods submitted by findings jobbers, who made arrangements to sell to the members of the association at a slight reduction in return for being recommended by the committee. This side of the question, however, had its disadvantages. This retailer believes that there should be separate provincial associations which together might constitute a general Dominion association.

A Toronto retailer who was prominently associated many years ago with the shoe retailers' association then existing, expressed himself as decidedly agreeable to the idea of a new boot and shoe association and would support one if formed. He spoke of the old organization being a strong one which even succeeded at one time in breaking down the rubber combine. Suggested that the best way for retailers to get together nowadays would be to have a luncheon, and instead of having one man make a long "spiel," have a few representative men of the locality, or brought in from outside, give short addresses of a few minutes each. The trouble with the old association was that the weight of the duties fell on the shoulders of a few, the others being content to enjoy all the benefits without assuming any of the burdens. That, of course, was a wrong idea, on which no association would be satisfactorily conducted.

Occasionally one meets a dealer who would lead you to suppose that he is not enthusiastic over associations. The head of one of the best known Toronto firms was rather lukewarm in his attitude, but yet admitted that an association would be an advantage, if it aimed to solve many of the problems of the retailer, such as the buying problem, and the freaky styles. He would heartily support an organization, however, if it were formed.

A similar opinion was expressed by one of Yonge Street's oldest merchants. He also had been a member of the old Canadian association and complained that the work had devolved on three or four. However, he spoke of the necessity of organization in certain cases, as, for example, where legislation in which shoemen were interested was under way. Said that many will speak of association and its advantages, but when it comes to paying the membership fee, their enthusiasm is not so keen. He had come to the conclusion that the individual retailer has to build up his own business, develop his own ideas and profit by his own experience.

The manager of one of the largest retail and repairing establishments in the city of Toronto considers we are working along the right lines in trying to encourage the formation of an association. Feels that an organization conducted along right lines would be beneficial to the trade. Expressed the opinion that it might be a good idea to have a branch of the National Shoe Retailers' Association of the United States in Canada, as this would tend to broaden the views of the retailer and banish narrow prejudices and local jealousies. Feels that retailers need an organization and he would support it. He believes that the idea of an association would prove contagious and would spread rapidly. Probably from a small beginning a very large association would develop, as has often been the case with similar organizations in the past.

Keeping It "Dark"

A good deal of irresponsible gossip has been current in American shoe trade circles during the past few months respecting big orders for army boots for the allies. Certain contracts for the French Government were placed, but they were not nearly so large as some of the reports suggested. However, it is now stated positively by the Boston Shoe and Leather Reporter that orders for two million pairs of army boots have been placed by the Russian Government, and that four firms are chiefly engaged in the business. Our contemporary, however, gravely observes that the names of the interested firms are withheld for "good and sufficient reasons." Whether the reasons are good and sufficient may be judged from the explanation offered, which is as follows:—

"It should be understood that the present conflict is to a great extent a commercial war. Great Britain long ago forbade her subjects to trade with the enemy, and recently refused the use of British cables for the transmission of messages if they in any way concern trade relations with Austria, Germany, or Turkey. Similarly Germany is taking what action she can to cut off the trade of the allied nations. It is said that as nearly as possible supplies furnished the allies by the United States are noted in Germany, and concerns known to be active in trade with the allied powers will be blacklisted when peace is declared. In view of these facts firms engaged in army contracts with Europe are working under cover."

The writer of the above appears to believe that in New England factories two million pairs of boots can be made of a totally different type from any pattern worn in America, and that the names of the firms who have secured the contracts can be kept a secret. This says as little for the shrewdness—not to say the courage—of American boot manufacturers as any of their detractors could allege. For it is perfectly certain that the names of the contractors will be generally known throughout the trade long before the goods are shipped. Our Boston correspondent in his cable message last week stated that tons of splits were being finished in the natural russet for use in foreign army boots to be made in American factories. The men who sell those splits know to what purpose they are being put, and if they are true Americans will discuss their deals with their friends. And quite a considerable number of workmen, during the execution of the contracts, will be engaged in tasks with which they were previously unfamiliar. The muzzling of these can hardly be accomplished so completely as to prevent the dreadful secret leaking out to the pro-Germans who are so numerous in America. The information our friends across the Atlantic have concerning the war is all out of perspective. But whatever else happens, they may be sure that boot buyers in Germany, when peace is declared, will make their purchases in the best market, regardless of patriotic sentiment. And should any of those contractors who are now making boots for Russia be in a position when peace comes to quote to a German buyer a few cents below his competitors' price, he will surely get the business.—Shoe & Leather Record, London.

The Edward Stark Shoe Company, retailers of high-grade footwear, 566 Granville Street, Vancouver, B.C., recently distributed among their patrons pictures of the magnificent Canadian Building at the Panama-Pacific Exposition, San Francisco, California.

Calgary's Newest Boot and Shoe Store

Splendidly Equipped and Tastefully Decorated—Modern Ideas Which are Bound to Bring Success to an Enterprising Firm

One of the smartest shoe stores in the city of Calgary is that of Richardson's Limited, of which Mr. P. Richardson is managing director. The store, recently opened, is located on Eighth Avenue, just off Second Street West, in the heart of the business portion of the city. This new store, while not large, is commodious and ample for present requirements, measuring 130 feet by 15. The store proper is 120 feet long, with

The show windows, which extend ten feet along either side of the entrance, are well adapted to a proper display of the goods. In each window three plate glass shelves are ranged one above the other.

The store employs a staff of three clerks in addition to Mr. Richardson, who is an old-timer in the ranks of Calgary merchants. He first went to that city in 1902, after having been head shoe buyer in a



The Richardson Shoe Store—Calgary

10 feet in the rear used as space for a rest room, for surplus stock downstairs and an office upstairs. The trimming is white with dark settees and fixtures.

On each side of the store, running lengthwise, are the stock shelves, finished also in white. Over the top of these, which extend about 10 feet high, is a pleasing display of palms. The ceiling is twenty feet high, which gives an impression of space and dignity.

The store is lighted by a large skylight and by four 500-candlepower arc lights. Outside, over the entrance, between the show windows, a fifth lamp serves to light up the display in both windows.

Dark mahogany settees range crosswise the length of the store. Between these, at regular intervals along the stock shelves, are inserted full length mirrors about two feet and a half wide. There are two of these on each side.

large department store for many years in Chicago, and founded Richardson's Big Shoe House two years later on Eighth Avenue East. This he conducted up to a few weeks ago, when desiring to improve his location by moving westward, he took advantage of the opportunity to change his business into a limited liability company.

Mr. Richardson is highly optimistic over the business situation and, while admitting that things are at present somewhat slower than formerly, he is convinced that when the war is finished a period of prosperity will sweep over the West. This he bore in mind when making his new location, and he states that the effect of the change is already noticeable in his business.

If you don't get your copy of Footwear in Canada promptly, let us know about it.

Buy now, with care and moderation—Delay means trouble—Conservative opinions on probable best sellers

At the annual meeting of the Joint Conference Committee representing the national associations of manufacturers, wholesalers, retailers and last makers of the United States, held recently, the chief matter considered was the chaotic situation resulting from the delay of retailers in placing their usual orders for next fall and winter. A statement embodying their conclusions and recommendations was drawn up and addressed to the retail trade throughout the country, advising them to place their fall orders now, as refusal to do so would have disadvantageous consequences for themselves, the manufacturers and all concerned.

It may be argued that the manufacturer's interests would naturally lead him to offer advice of this nature, but on the other hand, it must be remembered that, if unusual demands are made on the manufacturer by retailers for quick delivery, when the autumn season opens, there will be a great amount of disappointment and delay. It would appear that in the neighborhood of 75 per cent. of the trade of the average retailer is in staple goods, and there does not appear to be any sufficient reason why these cannot be ordered now as well as three or six months hence. The manufacturer may be largely to blame for the present multiplicity of styles, though his hand has doubtless been forced, but there is no evidence that the heads of the vast majority of the purchasing public have been turned away from common sense footwear, and the present fad is doubtless one that will wear itself out in a comparatively short time. We believe the statement below may be studied with real profit by the Canadian retailer,—

Buy Now

This is the time to buy fall shoes. If you don't buy your fall shoes now, you won't get them when you want them. The only reason that you are not buying them now is because you think you don't know what is going to be good.

Women's Shoes

Common sense, and the best opinion of the trade, shows that in women's styles black shoes will be sixty to seventy per cent. of the business; the biggest selling shoe will be black with cloth top—button and lace boots being nearly equally divided; vamps of gun metal, shiny leather and kid, in the order named. There will be an increase in the number of black lace shoes.

Blacks will run close to usual height.

Plain toes will rule.

Lasts are staple and remain practically the same.

The prevailing tendency in the better grades at the present time is toward narrow recede toes, with medium vamp, and easy round toes for popular-priced shoes.

There will be no radical change in heels, but a tendency toward Cuban heels, slightly concave.

When it comes to fancy shoes, the front lace style will lead. There will be some side laced boots sold, but this season's experience already shows that they cannot be sold to more than two women out of ten.

The height of fancy boots will run from seven to eight inches.

The general trend of fancy boots will be toward refinement of design and colors, eliminating perforations, colored top stitching, fancy buttons and contrast binding.

The indications are that solid colors will lead, with

much attention paid to a pleasing blending of the vamp and top.

Evening Slippers

There is little change in materials, the chief innovation being a return to the light Louis heel.

Men's Shoes

The tendency is to plain staple shoes, with lace shoes increasing as compared with the past. Tans are a little stronger than last season. Medium dark shades of tan are more in vogue.

Lasts are medium receding toes, with one-inch heels, getting away from the extremely low heels that have prevailed.

There will be a good demand for shoes of contrasting materials, with less tendency to extreme patterns and trimmings.

The latest—for the baby

The illustration herewith represents the latest youthful suggestion from Paris,—a graceful, practical model of baby's boot for spring and summer wear, which is attractive and at the same time comfortable and not excessively high-priced. This is a sensible



last in every way, in which the child's foot is sure to be comfortable. The shape of the forepart is such as to permit of unrestricted movement of the toes. The color of the cloth top is navy blue, pearl gray or dark fawn. The vamp is of box calf or glazed kid. The illustration is from the last issue of the "Moniteur de la Cordonnerie," Paris, France.

A Steel-Framed Shoe

Patents have been granted on a frame work of a shoe, made of flexible steel, which may be covered with leather or other material. The shoe is intended for lumbermen, teamsters and others.

Blue kid leather shoes are shown in certain of the New York stores which handle fine footwear for women. It is believed they will sell well during the summer time. Black mat kid shoes promise to be most popular for fall and winter trade.

The Repair Business in Vancouver

Opinions of a number of the leading retailers in the big Coast city—
They Don't repair shoes in "The West"

McRobbie Shoe Store, 301 Hastings Street West: "No, we do not run a shoe repair department, and have not for several years. There is no money to be made that way; on the other hand, there is endless annoyance when work is done on the premises. To operate a proper repair department now-a-days involves a considerable expenditure for machinery and leather stocks which the amount of business to be done would not justify. Our work is done quickly and well by a repair firm that is thoroughly equipped, and we figure that the ten per cent. commission allowed us on work sent out covers the cost of small alterations which we have to make free of charge in order to close sales."

Johnston's Big Shoe House, 409 Hastings Street West: "We do not run a repair department because there is no money to be made by doing so. Conditions have changed in this as well as other branches of the shoe business. To make repairs expeditiously and cheaply, various machines are now necessary, and we find it more economical and less bothersome to send our work to a shop that handles repairs only, and is equipped for quick service. We have a number of such concerns and all are kept busy."

Baxter & Eyller, 541 Granville Street: "We send out all work and find it much the better plan, taking everything into account. With a repair shop on the premises it is surprising the amount of free work the staff will unload upon the man in charge, in order to placate old customers. One member of our firm ran a big repair shop when in business in Spokane. Operating two stores, there was a lot of repair work for customers and others. The shop was equipped with all labor-saving devices, and was conducted with a view to profit, but so much free work had to be turned out for the stores that little money could be earned on the investment. In our opinion a repair department in connection with a shoe store is more likely to prove a loss than a profit, when everything is taken into account. There is an advantage, of course, in being able to lower or raise a heel for a customer, but it can be done outside almost as quickly. On the other hand, it means peace and comfort, and usually a saving, to be free of the repair shop on the premises."

Manager Wilson, of Hudson's Bay Company's shoe department, 698 Granville Street: "We have our work done outside and are well satisfied with the arrangement—indeed, have never thought of departing from it. The service given us is prompt and satisfactory in every way."

Dorothy Dodd Shoe Shop, Granville Street: "Our repair work is handled outside by the best shoemaker in the city. He is known far and wide for the excellence of his work."

Spencer's Shoe Department, 515 Hastings Street West: Manager Logan—"We send our work out; have never contemplated the addition of a repair branch—it would involve many annoyances without compensating benefits. The present method works well and seems to satisfy our patrons."

McKeen & Ingledew Shoe Store, 607 Granville Street: "When planning our new store we provided for everything save a repair department—our experi-

ence has taught us that it is much the better plan to have the work done outside. We get rid of the noise and dust, and can count on prompt service because the shop we patronize is equipped with the best machinery. It might be possible to run a repair department so that it would do a little more than break even, but the energy it would call for might better be devoted to the welfare of the business in general."

Jas. Rae, the Shoeman, 139-141 Hastings Street East: "Would not run a repair department in connection with our business even if assured of a substantial profit, because of the extra worry, noise, dirt, lack of security and difficulty met with in hiring and holding the right class of mechanic. The old type of shoemaker will soon be extinct, as apprentices are not being trained to the business now-a-days."

Henry D. Rae, 21 Hastings Street East: "We have paid out as high as \$100 per month for shoe repairing, but have never felt tempted to go after the profits by adding a repair department. It might win us a little custom but it would be dearly bought. We specialize in the purchase and sale of footwear, and are willing to let the specialist in repairs have his chance also."

Goodwin Shoe Store, 123 Hastings Street East: "We haven't a repair department in connection with the store because we do not consider it worth the trouble and worry it would introduce into the business. We have a number of first-class repair shops catering to the store trade, and it is remarkable how well they look after us. The maintenance of a shop would mean a considerable investment of capital and constant oversight, while the returns would not be commensurate. In busy times the man in charge would want to work overtime, and this would be awkward. Our present plan suits us and we hear no grumbling from our customers."

J. Trick, 420 Main Street: "Have never had a repair department, all work being sent out. Suppose you have noticed that scarcely anybody in the West wears patched shoes—in the East they wear them so long that when discarded there is not enough sound leather in a pair to make a washer for the water tap."

Clapp's Shoe Store, 2301 Main Street: "We could easily find enough work to keep a shoemaker going, but have never felt tempted to try the experiment. We don't believe the two lines of business can be made to harmonize in a profitable way. Our old patrons know there is a repair shop close by, and new customers are told about it. We never have any trouble on this head."

Cornett Bros., 56 Hastings Street West: "Our repair work is heavy, but it is all handled by an expert a few doors away. Time jobs are delivered to the minute, and in case of sales alterations the work is done as expeditiously as if we had a man on the premises. Under certain circumstances a repair department might be an asset to the store, but not a back room shop. If we could afford the space we would have it in front, with a glass partition between it and the sales department, so as to shut out the dust. The machinery in operation, and the various processes, would thus be in full view of passers-by and would prove a striking advertisement, while the men would be under the

eye of the management at all times—a matter of some importance if profit is aimed at.”

Mr. Frank E. Newton, King Footwear Company, Limited, 71 Hastings Street West, says, on the same topic,—“In a real good family trade, yes; for casual business leave it alone. For twelve months I made a rule for salesmen to push the repairing trade when new shoes were bought, and a good percentage of clients left their old shoes behind to be fixed, but the great trouble is they forget to call until the last new pair is ready for repairing, or they do not call at all, leaving the shoeman with an old pair of shoes to sell or throw away, on which one dollar to a dollar and fifty of good money has been spent. For medium class family trade you may send parcels C.O.D., but with casual trade 75 per cent. are roomers, and I am afraid much difficulty would be experienced in collecting accounts.”

Edward Stark Shoe Company, 566 Granville Street: “We have conducted a repair department during the greater part of the eleven years in the shoe business in Vancouver. While our books do not show any great margin of profit in this department, nevertheless, the advantages derived point to profits indirect. We find that being in a position to make slight changes suggested by customers, right on the premises, such as lowering or raising heels, we are invariably in a

better position to conclude the sale than if we were obliged to send outside, which, of necessity, would keep customers waiting longer. Then again, having your own repair man, you get better work done; he knows your requirements better and the salesman is right there to show what is wanted. These may seem little matters, but to us they mean much, probably more than to stores catering to the masses.

“Again, not having a repair department under the same roof, considerable valuable time is taken up in telephoning, and often ends up in having to go out to get repaired shoes back; this will often occur when the junior is out on other business and a salesman is obliged to go himself. These are just a few of the advantages in having our own repair department, and some of the disadvantages, as we found it, when our repair man was absent.”

Mr. Jos. Watson, Sarnia, Ont., writes us that after twenty years' experience in combination retail shoe business and repairing, they figure that the two lines should not be together—do not figure that any sales are brought in by the repair business in connection. Repair business should go to parties making a specialty of that business as attention to same in a retail business only takes up time which might be better taken up elsewhere.

The Small Retailer and “Millinery” Styles

Don't attempt to carry too varied a line—Specialize on a small number of fairly representative varieties and order complete range

To what extent does the present critical “style” problem affect the small retailer? Less, no doubt, than the larger dealer. Yet he must cater to some extent to the novelty element among his customers. Much will depend on locality and the exact extent to which any dealer is justified in stocking the styles of the moment can be determined by no one quite so well as himself. One thing is certain, however,—the novelty styles of to-day must only be bought for immediate sale. Two months from now many of them will be drugs on the market and no one can predict what new novelty may have taken their places. The question for the retailer is, therefore, “How can I best meet the present situation?”

Opinions of successful men in the trade are often the best guide, though, of course, no one can quite gauge the local conditions surrounding another. One of the best known retailers in New York is Mr. A. J. Hart, of Cammeyer's, and so his opinion is valuable. He expressed it at a recent meeting of the Joint Conference Committee, reported in the Shoe Retailer. Mr. Hart believes in limiting the number of styles to six or eight and stocking a full line of sizes and widths in these, rather than a smaller number of sizes in a greater variety. His remarks are reported substantially as follows:

“I want to endorse staple buying at the beginning of the season and to encourage that idea, and I will say this, as regards style buying on the part of the retailer, that I feel that the retailer has too little nerve and displays too little courage in his novelty buying.

“I do not believe it makes a tremendous amount of difference in any locality, whether it is New York or a town of seventy-five hundred, exactly what is the

big seller in any men's line, or what any man thinks is going to be a big seller.

“Every retailer has his own peculiar problem to face, and can face it, and in a sense he can face it to-day practically as well as he can in a month, or six weeks hence; that is, as regards his early fall buying.

“The decision that the retailer has to make at this minute, no matter what his locality, is, are we going to have lace or button boots for women in the fall? I believe it is most likely that we are going to have lace boots again next fall.

“His next decision, in a sense, has to do with whether he wants side, rear, or front lace boots. This settled, he can arrange his buying. He does not need to wait until he finds out whether sand, or blue, or gray, or whether some brand new color is going to be touted from Paris as the latest style for fall.

“I believe that any retailer, and more particularly the dealer in the smaller city or town, rather than the dealers in the big cities, controls the shoe sentiment of his people; and providing he spaces out and plans to-day a good snappy line of pretty shoes, bearing in mind one thing particularly,—select colors that are good, safe, neutral, or contrast colors,—that he will be all right.

“I do not believe it makes a particle of difference to-day whether we are going to have some very peculiar or delicate shades of color in vogue in the fall, in the large city shops, because the country at large will not buy them.

“The plan I want to outline and suggest is this: If the manufacturer will encourage the retailer not to over-buy, and instruct his salesmen not to over-sell his customer, or send in large orders, but rather to

encourage the retailer to make a selection of smaller lots, we will all be greatly benefited. If the manufacturer were to encourage a dealer to take a certain size group, and select not one style, but six or eight styles, ordering a few pairs of each, it would be an encouragement for the dealer to buy, and at the same time help the manufacturer.

"Take, for instance, the general proposition of lace boots; we run our sizes from 4 on the Albert, down to 2½, on Charlie, for instance, and so on, whatever is the group or size selection the average retailer makes. On that group, have the dealer place a preliminary fall order for lace boots. If you let him give you an order of 64 pairs, one pair of each size, on his whole group, he will drop dead,—because he does not know—but if you were to ask him, or select for him a group of styles of whole tops, or vamp overs, or quarter overs, or anything else you feel is reasonably suitable, and make in that group a selection of colors, as to tops, he will have a good fall showing, and quickly determine himself, on receipt of his goods what is or is not going to be good, without risk, or forcing a big

lot on any one.

I notice that manufacturers are afraid to encourage small-lot buying; I think they are wrong. They do not need to be afraid to encourage small-lot buying if they will encourage the retailer to get a decent profit on what he buys from them and make their price accordingly. It is all right to have a basic price if you do not frighten the retailer to death by suddenly jumping him, but showing him his fancies at a price which is fair to you, made in small quantities, everyone will be benefited by it.

Just to repeat what I said before, a large number of pairs, or sizes, a complete style group, ordered in six or eight different combinations, is a safe thing for any retailer to do.

Generally speaking, fancy shoes are going to be in vogue for fall. Within reason, lace shoes are going to exceed button shoes; the type of heel and toe depends on the locality in which they are to be sold. All we can do is to generalize, but it is possible that solid colors, rather than combinations, are going to be used.

Meditation on the Welfare of the Sole

By W. E. Sanders

"That man doth well
Who now and then
Giveth a thought
To the Soles of Men."

Every human being, be he man, woman, or child, begins life with a sole. Some authorities say two soles.

The cradled infant, ere it can talk, seeketh its sole and resteth not until it feeleth its sole and knoweth that it exists. How simply the child solves that great metaphysical problem!

A sole must be developed. The young and tender sole is not ready to tread life's hard pathway.

Again the child, and particularly the boy, taught by hereditary instinct, strives to have his sole unrestricted that it may toughen itself by exposure to all kinds of weather and stones and splinters.

Alas for the child's cherished hopes and aspirations! The mother liketh not the style and fashion of a centaur's shoe. She places a hard, unyielding form of bovine skin 'neath the sole of her son. She adorns it above with a garb of fancy leather, curiously caught together with buttons or lace. Worst of all, she causes her son to smear it with a dope of black and by the sweat of his brow and aching muscles rub the same into the resplendency of an ebonite moon.

Vanity reapeth its rich reward. The leather sole restricteth the muscles of the foot and corns and bunions are wont to appear. In later years the stiffened joint offers gout a home.

Perchance the sole of leather weareth thin. Then moisture creepeth snake-like from below. The boy's own sole, pampered and weak, can not resist the dampness; and croup and colds cause constant care and worry. Yea, sometimes even sickness that is sore unto death.

The heathen sole is healthy. The Indian mother killeth a wild animal and from its hide fashioneth a sole of leather that is soft and flexible, that giveth the full, easy and natural movement to the foot and toes. Their medicine men know naught of corns and bun-

ions and callous feet. Yet all is not well. Mayhap the moccasin leaketh and the medicine man fighteth pneumonia and pleurisy and knoweth not whence it came.

The Indian mother of the Andes tappeth the tree of rubber and formeth for her child a rubber shoe, in form like unto the overshoe of rubber that reacheth even to the bone of the ankle. Easy and flexible it is and above all it is waterproof. Still it is not in all ways good. It retardeth the natural breathing of the skin pores and alloweth not free perspiration.

Be humble and scorn not the wisdom of the savage. Combine the leather, into fibres ground, and the rubber from the tree. Lo! There is a sole that is tough yet flexible. A sole that is waterproof. Let the leather inner sole remain. Let the leather upper stay. They allow freedom of perspiration. But the outer sole no longer impedes the motion of the foot. No longer breeds bunions and corns. The blood flows freely. The muscles regain their vigor. The foot is always dry and that highway for disease is permanently closed.

The sole of leather grindeth away and is lost forever. The sole of *Rubber-Leather is tough and grindeth not away. It lasteth longer than leather. Yea, twice and even three times as long. And this bringeth fullness to the purse and ease to the mind.

The sole and the heart are together bound. Rubber-Leather giveth freedom and buoyancy to the step. It slippeth not even though wet be the pavement. Verily and forsooth, the sole of Rubber-Leather maketh the heart glad.

*(Rubber-Leather, called "Shed-Wet," is made by the Essex Rubber Company, Trenton, N.J.).

One of the most noticeable features in the children's footwear now being manufactured is the greater amount of attention given to stylishness of the lasts. This is particularly applicable to boys', which, in many cases, are practically a miniature duplication of men's lasts and are very attractive in appearance.

Canadian Opportunities in France

"I am of opinion that there is a splendid opportunity for Canadian boots and shoes in France and England, particularly in the former country, provided there is a proper organization to push the goods," said Mr. Oscar Dufresne, of Dufresne & Locke, Maisonneuve, to a representative of Footwear in Canada. Mr. Dufresne, with Mr. A. Angus, of Ames-Holden-McCready, Limited, Montreal, represented the Canadian Shoe Manufacturers' Export Association in connection with the efforts to secure orders for the English and French Armies. Mr. Dufresne made Paris his headquarters, and Mr. Angus was located in London. Mr. Dufresne also represented the Federal Government in relation to certain commercial matters. After a visit of four months, he recently returned to Montreal, Mr. Angus remaining a little longer in order to look after the business of his company, and also the delivery of the 25,000 pairs of shoes ordered by the French Government.

Mr. Dufresne explained that there is a great scarcity of help in practically every industry in France. The available men are fighting, and most of the others are engaged in making military equipment. The men who are employed in the shoe factories are practically all engaged in making Army boots, the output being about 30,000 pairs per day. A few men are employed in making women's lines.

He believes that there is a great opening in France for Canadian shoes, and is confident that we could sell goods not only at the present time, but could establish a connection for the future. After the war is over there will be a great demand for shoes, and it will take a long time before France can put her factories in order. To obtain this trade, however, it will require a proper organization; Canada should not let this opportunity pass. The people with whom he came into contact were astonished to learn that Canada was in a position to do an export business. All other things being equal, we would get a preference over United States goods. It is probable, too, that Canada could just now do a satisfactory trade with England, but he is rather sceptical as to whether the orders would continue after the war.

The French market requires staple goods; there is little or no outlet for fancy shoes. The people want a good serviceable shoe, and there is no demand for extreme styles. In men's button ups and bluchers, with a single sole and slip sole, are wanted; these should be in black dongola, box calf and dark tan calf. Cheaper lines, for country wear, would also sell well; these should be bluchers, with a slip sole, and made of side leather in black and tan. The two classes might be again divided into two grades, and in the better shoes nothing but solid leather is required. If any substitutes are used, it should be clearly stated, as otherwise the people expect solid leather. To secure this business, it is necessary to adopt the methods of the country—to deliver the goods right to the store, freight and duty paid. At first only small orders can be secured, but when confidence is secured the trade will be greatly increased. The duty on Canadian goods is two francs on each pair of boots; American goods pay three francs per pair. On oxfords, the duty is 1.25 francs per pair.

Prices, including duty and freight, run from 14.50

f. (franc equals 19.3 cents) to 16.50 f. for the cheap side leather shoes; from 17.50 f. to 19.50 f. for the medium grades, and 20.50 f. to 22.50 f. for the higher grades. It is customary to give a discount of from 2 to 5 per cent., the terms being 30 days from the date of delivery.

With regard to the sample Army order made for France, Mr. Dufresne stated that the goods were to have been delivered at Havre, but on the direction of the British Government the boat was diverted to London, increasing the cost and delaying the goods; there was the expense of trans-shipment and also the wharfage dues.

"How did the Canadian inquiry affect your chances of business?"

"Well, it certainly did not help any, but the authorities readily accepted my explanation."

Mr. Dufresne also stated that the French Government are exacting as to the conditions under which Army orders have to be carried out. The goods have to be inspected on delivery, and paid for in France. He found the authorities very reasonable. In the case of a dispute as to the goods being up to sample, the offices of a special Arbitration Court are brought into force. They make an inspection, and should the goods not be up to sample the Court will name a price which ought to be paid; failing its acceptance, the manufacturers are at liberty to keep the goods.

The Americans, said Mr. Dufresne, have shown great enterprise in securing business. They went over in hundreds, and obtained orders for about two million pairs for France, and very large orders for Russia through French houses. In his opinion, the Canadian manufacturers started too late, and there were many delays; on his way over to England, Mr. Dufresne met American manufacturers who were on their second visit, with samples which they specially made up for the governments. The Americans pushed their goods for all they were worth, and did not spare the expense. The English makers had also made large quantities of shoes for the French Army, and at present are working day and night for their own government.

The French Army shoe is an excellent production, being comfortable and durable. The English standard screw is also satisfactory; it is not as pliable as the French shoe, and it is essential that it be well made with a good inner sole, otherwise it is apt to hurt the feet.

Mr. Dufresne concluded by again insisting on the great opportunity for trade with France, but with the proviso that the organization must be on sound lines. It is hoped to have a direct steamship line from Montreal to France, which means that goods could be delivered within fifteen days, a great saving on previous arrangements.

In connection with the efforts made to obtain English and French orders, it has been decided to dissolve the Canadian Shoe Manufacturers' Export Association, each firm being at liberty to seek foreign business on its own account. The Association had secured a very large order from the French Army, but the British Government intervened, and the order was cancelled.

Testing Leather for Adulterations

The following method won the prize recently offered by the Boot and Shoe Trades Journal, of London, England, for the best simple means of discovering adulterations in leather. The competition was inaugurated as a consequence of the operation of the Australian Commerce Act, which forbids the importation of adulterated leather in any form. The shoe manufacturer exporting to Australia is now called upon to declare the purity of his goods and he naturally in turn has asked the tanners to give him a certificate to the effect that the leather he buys from them is free from barium and other adulterations. Following is the method:

In dealing with leather adulteration today it is no easy matter for student or master. The tanner has learned a lot how to fake hides in such a way that it takes some detecting by the eye-testing method, yet the buyer goes along trying to get something cheap. The resourceful tanner will always oblige at any price—that is, in reason to the hide market. You can find various ways to test leather. The following are simple, and not out of the reach of any man in the trade:

No. 1.—To find loading matter, weigh one bend and place it in a tank of water all day. Take it out; hang it up; when dry, weigh it again and you will find the difference. I have known bends to lose two pounds in this manner of testing.

No. 2.—Cut up another bend into ranges, and place it in a bath with sufficient lukewarm water to cover. Let it stand a day. Now take the leather out and let the drippings fall into the bath. Empty the water and sediment into an earthenware bowl and leave to evaporate near a warm place, when you will have some of the matter deposits that the leather contained, and by the use of a good glass at the dry deposits you will get a fairly good idea of the various loading matters. Some are muddy and some are of a leady nature.

No. 3.—Another simple method. Cut a piece out of the back and another out of dip in the belly. In good tannage the back piece will outweigh the belly piece. In loaded leather you often find the belly piece outweigh the back cutting. This is brought about by the belly fibres being more open, and given to take more added matters.

A good tannage has all the natural properties in the leather. You only get tanning color out of these leathers. In some tannages, when the bends are placed in water, reaction takes place. Some, when dried again, crack like matchwood; others you find are completely transformed, all the firmness has disappeared, and are left very open, soft, and pliable. Barium can often be detected by the color of the fibre, lead or greasy yellow form in the fibrous cells, and has a smooth cutting with it. In cheap tannage, where you have plenty of flesh on, you generally find plenty of loaded matter, which I will leave for more able gentlemen to define. I think to analyze the added matter will be no easy task for the chemist to do, as the tanner uses his methods to beat the analyst, and will end, something like apple pulp in black-current jam—it is there, but finding the percentage of added matter generally beats the chemist.

"Footwear" collects and distributes the ideas of the best men in the trade. It costs one dollar a year.

The French army is said to be enlisting shoemakers in its engineering corps. These men are needed to repair shoes for soldiers in the trenches, as many would rather have their old shoes repaired than put on new ones. Incidentally the French Government saves much money by having the shoes repaired. The British authorities also have had a movement on foot for some time along the same line.

Mr. Pearson Assumes Control

Mr. Chas. Bonnicks has resigned his position as manager of the Toronto branch of Ames-Holden-McCready, Limited, having been connected with the firm for the last twenty-two years, eighteen years with the Ames-Holden Company, and four years with Ames-Holden-McCready Limited. Sixteen years ago he succeeded his brother as manager, having been previously in charge of the office. On Saturday, May 1st, the staff assembled at the warehouse of the company, on the occasion of Mr. Bonnicks's resignation. Mr. and Mrs. Bonnicks and their daughter were present. Every voice present joined in singing, "For He's a Jolly Good Fellow," and after three lively cheers for Mr. Bonnicks, one



Mr. H. W. Pearson

for Mrs. Bonnicks and one for "all the Bonnicks," Mr. W. F. Smith read an address on behalf of the staff, expressing their regret at Mr. Bonnicks's resignation and their best wishes for his future success. In the course of the address, Mr. W. J. Drysdale presented Mr. Bonnicks with a diamond and sapphire ring and a large photograph of the staff, and Mr. Geo. Lloyd presented Mrs. and Miss Bonnicks with a basket of American Beauty Roses. Mr. Bonnicks, in reply, expressed his sorrow in resigning the position he had held for so many years, especially in view of the amicable relations which had always existed between himself and the staff, and concluded by wishing them happiness and success. Mr. Thos. Bigwood, chairman of the shoe retailers' section of the Retail Merchants' Association, was also called upon to say a few words.

Mr. Bonnicks is being succeeded as manager by Mr. Harold W. Pearson, who has been with the firm for the past sixteen years. Previous to his appointment as manager, Mr. Pearson was one of the travellers, representing the firm in Eastern and Western Ontario.

Extreme Styles in England

In London and Paris the war, as well as the popular favor of short, wide skirts with the fashionably dressed women of to-day, has given rise to an extreme and almost ridiculous development of the military effects in footwear. Dresses being worn as high as ten or twelve inches from the ground, high boots are in vogue, usually adorned with tassels and elaborate, gaudily-colored trimmings. The following press comment, an excerpt from an English journal, will give one an idea of the absurdity of these extreme, present-day military styles.

"To be in the fashion it is necessary to wear high, white Russian boots which come just below the knee. In some cases the tops are adorned with tassels, which are worn in different colors, the whole effect being very bizarre and semi-barbaric. The heel is in the same color as the boot tops. The fashion is carried to a further extreme by a colored flap to the tops. Thus a white-topped boot may have a blue flap. The fashion is an ugly one because at a distance, with the extremely short skirts now worn, the effect is the reverse of charming. The ankles, unless the boots fit extremely well, look ungainly and the leg looks thick and shapeless. The fact that the fashion attracts undue attention is also against it. Some of the boots are in black with colored eyelets and colored flaps to the tops. There is little to be said in their favor, either."

No Need to Worry About Dyes

A representative of the Stamford Manufacturing Company, New York, who are directly interested in the dye situation, is recently reported as denying the seriousness of the dye situation on this continent as outlined by many press statements during the last few weeks. For example, it was recently noted that representatives of the American textile manufacturers and importers of dye-stuffs had appeared in Washington and complained that, unless some means were found to import dye-stuffs from Germany, some half million men would be thrown out of work within the next few weeks. This representative is reported as denying that the situation is at all serious, and adds:

"I think the unnecessary excitement which has been caused by many of these articles is uncalled for, for the reason that there are dye-stuffs in considerable quantities made in the United States. There are some who manufacture anilines in the United States, and there are also large manufacturers of vegetable dyes in this country, such as logwood, fustic, hypernic, etc. These dyes were made for a great many years prior to the knowledge of any aniline colors, and were universally used by the textile manufacturers and others who had to use colors.

"That some manufacturers may have become accustomed to the use of aniline colors instead of vegetable dyes, and prefer to use them, is not an unreasonable suggestion. Also, that there are certain very light, delicate shades which they have been able to produce with anilines that have not been so successfully carried out with a vegetable dye is a fact not to be contradicted, but when you realize the beautiful colors, and not only beautiful but never fading, that were produced hundreds of years ago and that today are looked upon as so valuable in many rugs and artistic hangings, it cannot on the other side be denied, that vegetable dyes can produce beautiful and lasting shades.

"I do not think the manufacturers in this country are running as full as they could, and therefore they would be able, if the demand warranted it, to increase their output, but until that state has been reached, I consider it a mistake to create undue excitement, almost panic, throughout the country in relation to all these manufacturing interests that are using dyes.

"I will make again a statement that I have many times made, that the manufacture of aniline colors would have been much greater in this country, not only in the number of manufacturers but in the variety of manufactures, had our government permitted it, but until our patent laws are changed so that they agree with the patent laws of Germany and England, we cannot look forward to the building up of that line of business in the United States.

"If what I have said reaches those who are interested in the use of dye-stuffs, perhaps they will not feel so unduly upset as they are justified in feeling from many of the articles that have been published."

The Use of Pigskin

It is said that pigskin makes a very good insole and is now being employed in the manufacture of children's shoes, though it does not come in large enough pieces to be used in women's shoes. This skin is porous and for that reason would not be suitable for all parts of the shoe, but it is claimed that it serves very well as an insole—is solid, holds the tacks, is strong enough to keep the shoe together, and, moreover, has the advantage that it is much cheaper than ordinary materials used for insoles. The whole of the hide is not tanned as in the case of other skins; merely a strip is cut off each side of the hog. For this reason the pieces are small and only cut to advantage in children's shoes.

At the annual meeting of the Canadian Consolidated Felt Company, Mr. D. Lorne McGibbon retired from the presidency, as also from that of the Canadian Consolidated Rubber Company. Mr. A. J. Kimmel becomes president of the Felt Company, and Mr. L. M. Wood, Toronto, has been elected to fill the vacancy on the Board of Directors.



THE A. R. CLARKE CO., LIMITED, HOCKEY TEAM

The above team had a very successful season, winning the Championship of the Mercantile League from the Massey-Harris Company before a large following at the Arena. The President, Mr. Griffith B. Clarke, gave the team and supporters a banquet at the American Club, when the prizes were presented.

Buying and Stocking in Theory—and Practice

Overbuying is surely overstocking, while starving the stock to just the right point is an art known to but few*

The housewife who plans just turkey enough for a good Thanksgiving dinner for her own family, and then has a few more to dinner unexpectedly, so that there is not quite enough, feels badly. The ambitious retailer who is trying to starve his stock, and then loses sale after sale of good profit paying shoes, because he has not bought enough, feels much worse, and the chances are the next season he is caught the other way by overbuying.

The theoretical way of conducting a shoe business is beautiful and absolutely simple—all you have to do is to be a good style picker and then pick just enough. One successful theorist will tell you not to buy any extreme sizes—that is, the very large or very small ones, and then when the season opens the first customer you have wants either one or the other, and you haven't got them. What do you think they say about your store? Another will tell you that line of shoes that is not worth stocking in every size and width is not worth stocking at all. What have you got to say about that? Still another will tell you that there is no more demand for a staple line of shoes, and that you must buy novelties only. What are you going to do or say to the well-poised woman who wants a medium shaped toe and sensible heel shoe, and you can show her only the narrow toe and the Louis heel?

When you complain that you have lost business by following his theory, each one of these theorists will tell you to let the other fellow have that business, you are better off without it. Well, that may be all right, but if the other fellow follows the same advice a whole lot of people would have to go barefoot until there came along some bright man who had sense enough to realize there was a big chance for a real shoe store to make money by catering to people with big feet, to those with small ones, to those who want stylish shoes, and to those who desire comfort. Just as sure as his store was started and stocked on these lines, just so sure would it take a lot of customers from the dealer who was starving his stock, or trimming his lines too closely.

Of course, location enters largely into the matter of the kind of shoes to buy, and how to buy them. I have in mind a store that hardly touches a staple or commonsense style, the extremes in styles only being shown. I know another that deals entirely in conservative and foot form shoes, and both houses do a successful business. Then there is a third in the same city that caters to both the stylish customer and the one who buys for comfort, and has a magnificent business. So it seems that a man's location should be the key or guide to his buying, but on general principles, I believe there is as much money lost in underbuying or starving your stock as there is in overbuying. One sure thing, you cannot sell what you do not buy. If you overbuy you can dispose of the surplus, and if you go at it in the right way, and at the right time, the loss ought not to be so serious. I think one great trouble with the shoe dealer to-day is that he does not take his loss early enough, or he does not cut the price deep enough to move the stock until the shoes he has to sell are badly shop worn, or out of style. Take the

styles of this season, for example. In my judgment, the man who has a stock of gaiter top boots of fancy combinations who does not hammer them, or cut the price deep enough to move them right now, cannot realize 50c. on the dollar for them next fall. Then why not sell them instead of carrying them over, and to do so cut the price deep enough to move them.

Some one may say what is the use then of carrying that kind of shoe at all? My answer is, "Get profit enough when the line is new as you are almost sure to face a loss on some of them, and by carrying them you get the reputation of being up-to-date and having the new things."

I think most of us have about three types of customers for whom we must provide shoes. First, the breezy, wide-awake customer who always wants new things, and in most cases is perfectly willing to pay the price for them. (The Faddist).

Second, the one who wants more or less style, but insists on comfort and who is of the larger class. (The Conservative).

Third, the customer who wants comfort first, comfort last, and service all the time. (The matter of fact kind).

The buyer for a department store or for a store of his own, who is versatile enough to grasp the demands of these three types, and then keep the assortment down for each to the lowest point will not have a large surplus stock for mark down sales, and will not lose much business throughout the season.

Here are a few suggestions which may help in selecting your stock:

Do not try to cover every size and every width in every line you buy. Select only a few lines having the full run of sizes and widths, from 2½ to 8 in women's and 6 to 11 in men's, and make the selection of these lines cover as large a range as you think your trade demands. After you have them in stock, do not be forever getting ahead of your customer in wanting to change them, for the nearer you keep them to a standard, the fewer broken lines you will have. There are still lots of people who want fairly staple shoes.

In buying near novelties and extreme novelties, there is no set rule except possibly the one not to buy many extreme sizes, either large or small in any of them, and it is safe not to buy all widths either, that is, in the most extreme styles.

For instance, if I were to buy 48 pairs of extreme novelties in shoes to-day, instead of having that number in one style, from A to D, I would rather buy 12 A and 12 C of one style, and 12 B and 12 D of another style, giving a larger variety of styles for the customer with no more money invested for myself, and a clever salesman would hardly miss a sale with the combination. This suggestion might not work well in some places, and no doubt there are some here who would not agree with me as to its being practical.

While on the subject of mark down sales, I want to offer a suggestion in the handling of stock which we have found to work out well in our own business, and which is of great advantage to the merchant who is short of room. After going through our stock, and

* By Mr. R. J. Healey, at meeting of Massachusetts Shoe Merchants' Association.

selecting every pair of shoes to be sold, we divide them into lots (the fewer the better) at whatever price we propose to sell them. Then we give them a new serial number by marking the same number on each shoe of a pair, and place only one shoe of a pair in the sale. The mate is put back in the store where the room is not valuable, and arranged in numerical order, under the care of a stock boy who can instantly place his hand on the mate to the one that has been sold when

the salesman calls for it. This system allows a chance to display twice the number of shoes, and where room is at a premium this means much. It also prevents the tangling and bunching up of stock on tables as is the case where they are tied together.

There are other schemes which we use successfully, that tend to keep down the stock at the close of the season, and tend to facilitate their sale when sale time comes.

The Supply of Leather and Raw Material

A manufacturer Discusses the varying conditions—Many uncontrollable factors—Popularity of fabrics may be on the wane

Shoemaking and tanning are at present so closely connected that the shoe manufacturer and his buyers study tanning and raw materials from many angles.

You know that several shoe manufacturers have their own tanneries, in which they can conduct as exhaustive experiments as the tanner himself; others make an exceedingly fine study of the world's hide and skin markets, while most shoe manufacturers take the trouble to be posted on the leather and raw material situation to a degree which was a few years ago entirely unpracticed.

First, I will refer to three uncontrollable and uncertain forces in the shoe and leather business, which are so inter-related that it is hard to separate one from the other:

The Supply of Raw Material.

The Range of Prices for Raw Material and Finished Product.

The Volume and Character of the Demand from the Public.

The Supply of Raw Material

It would be difficult to find an industry whose raw material is as far beyond its control as the leather industry.

In even normal times the shoe manufacturer or the tanner has no influence over the production of hides and skins.

The raising and slaughtering of animals goes on without any regard to the convenience or welfare of the shoe and leather industry. Since 1900 the world's stock of hide and skin producing animals has not kept pace with the demand for leather, and each year our necessities seem more restricted.

Nothing could be more uncertain or farther from regulation than the prevailing tendencies in the productions of hides and skins, as related to their ultimate uses.

Then the flow of this raw material from remote places of origin through the channels of trade to the manufacturing plants, which use it, is accompanied by much irregularity and interruption. The tanner is not in a similar position to the steel manufacturer who builds a plant in close proximity to iron and coal mines that are inexhaustible for many years.

From some localities on the globe fully a year would be taken for the journey of a hide or skin from its point of origin to the tannery, while from other points we would find large quantities of hides taken off and transported to the tannery immediately without the process of first salting being necessary.

In one quarter of the world we would find merchants whose policy is to sell on the market every day or at frequent intervals; in another quarter large collectors of dry hides and skins will hold their stocks

from one to three years until they get a satisfactory price.

Between these extremes are all varieties of speed or delay, everyone of which adds to the uncertainty of the leather-making industry.

Then to such irregular conditions in normal times are added in times of war, like the present, the delays of transportation, of banking and the important facts of embargo with the impossibility of making shipments from large and important markets.

We may go ahead year after year feeling reasonably certain that there will be offered considerable quantities of hides and skins, but knowing very little as to their accurate volume, whether one year will show a moderate percentage of increase or decrease as compared with the past.

While I am referring to raw material, its uncertainties, and our inability to control it, it may be interesting for you to know just how large a percentage of our firms' total business hides and skins are in valuation.

Some years ago the cost of our hides and skins for a year was about 63 per cent. of our gross sales of leather, leaving 37 per cent. for manufacturing expense, overhead, profits and all other expenses pertaining to business. Recently this amount has been increased to 78 per cent., so we now have only 22 per cent. for all other expenses and profit. You may know of staple manufacturing industries where the cost of raw material forms such a high percentage of the selling price of the finished product, but in my experience I know of no parallel.

Permit me to make another statement in connection with raw material. In some minds there is a belief, that when leather and hides are high, the tanners are making big profits.

The opposite to this is absolutely true. It is always the rule that tanners make their best profits in years of low cost raw material; that the high price of leather, together with the high price of hides and skins, is one of the uncontrollable difficulties put upon the tanner which he cannot avoid and for which he usually pays dearly.

Market Prices

This is the second point which I will touch upon, and it is so closely related to the first and the third that it is hard to separate.

Prices depend upon supply and demand, and this truism is as true in the shoe and leather industry as in any other.

There is no group of manufacturers, and merchants who are able to control prices.

It has been the history of the trade over and over again that prices fall at unexpected times, at times

when the raw material merchant, the tanner, the shoe manufacturer and the shoe distributor all regret the decline, because they have not had an opportunity to arrange their affairs, so that losses could be moderated.

Time and again hides have fallen in price first, while the tanner had large amounts in process and to arrive. The leather market immediately declines in sympathy with hides and skins, giving the tanner a severe loss on both his raw material and finished product.

The merchants doing the bulk of the hide and skin business and the tanners who are both tremendously interested to prevent such a decline in values are powerless and the severe loss falls as an unavoidable outcome of the natural rise and fall of the prices in big "raw product" markets.

Now let us quote a few figures on the fluctuations of some classifications of hides and skins since 1907. The first date I will take was after the full effects of the panic had been realized.

Then Chicago packer native steers were:

December, 1907	12c.
December, 1908	16c.
December, 1909	18c.
December, 1910	14½c.
December, 1911	16¾c.
December, 1912	19¼c.
December, 1913	19½c.
December, 1914	23c.

B. A. Dry Hides were:

December, 1907	14½c.
December, 1908	19¼c.
December, 1909	22c.
December, 1910	23c.
December, 1911	23c.
December, 1912	29½c.
December, 1913	29¾c.
December, 1914	29½c. to 30c.

South American Packers Steers were:

December, 1907	12c.
December, 1908	13½c.
December, 1909	17¾c.
December, 1910	15¼c.
December, 1911	16½c.
December, 1912	19¼c.
December, 1913	20½c.
December, 1914	22½ to 23¾c.

Ohio Buffs were:

December, 1907	7½c.
December, 1908	12¼c.
December, 1909	13¾c.
December, 1910	10½c.
December, 1911	13¾c.
December, 1912	15c.
December, 1913	16½c.
December, 1914	20½c.

Chicago City Calfskins were:

December, 1907	11½c.
December, 1908	17½c.
December, 1909	19c.
December, 1910	16½c.
December, 1911	19¼c.
December, 1912	19c.
December, 1913	21½c.
December, 1914	23½c. to 24c.

Now this steady climbing of prices with some setbacks since 1907 has been of detriment to all branches of our industry, as well as to consumers of boots and shoes.

It takes much more capital to do business, the risk

and chances of loss are greater, but still we do not know how any branch of the trade could have prevented this situation. We might differ on some of the contributing causes, but they are so complex, so far-reaching and powerful that they are certainly beyond our control.

We might, for the sake of comparison, go back twenty-two years and study the country hide market, which has shown an advance between to-day's prices and those prevailing in 1894 of 700 per cent. We have never heard of any important raw commodity which has had such wide fluctuations in price as these.

The price changes of leather and shoes have been quite similar, but less radical than those already quoted on hides.

For the future you and I would like to know some reliable prophet who could give us a forecast of what is to come.

But to look accurately ahead we must know a few important things, such as—How long the European war will last: and While it lasts, how we can get along without importations of hides and skins from our former principal sources of supply, such as the East Indies, Russia, Germany, France and the United Kingdom.

In this connection we will quote the figures of imports for the year ending June 30, 1914:

Russia furnished us	\$11,911,860
Germany furnished us	6,214,452
France furnished us	6,042,385
United Kingdom furnished us	8,116,606
East Indies furnished us	8,449,822

Making a total of ... \$40,762,125

Imports which are now almost entirely eliminated.

Adding to this the other countries vitally affected by the war, we could safely estimate that over \$50,000,000 per annum worth of raw supplies are prohibited from our tanners.

In view of this situation, high prices for leather and shoes are the natural and logical outcome of events.

The Volume and Character of Demand From the Public

Here is a third class of uncertainties which the members of the National Boot and Shoe Manufacturers' Association are much closer in touch with than the industry which I represent, but we feel public demand as severely as you do—oftentimes in a totally different way.

What and how much the public is going to consume can be classed properly as an uncontrollable uncertainty.

If the country is prosperous and the public demand is 10 per cent. more than normal, this increase makes all the difference in the world. If the country is unprosperous and the demand falls 10 per cent. below the average, we still have the widest difference of a very disagreeable character.

The causes of this increased or decreased demand are far beyond the control of any of us.

When it comes to style, I am reminded of the sweep of a conflagration which had started only a short time before from a small flame.

The select retailer trying to get something new for his particular clientage, co-operating with the shoe manufacturer and the tanner brings out the little flame of style which soon becomes a country-wide conflagration. It could be controlled at the start, but when it

gets well going, no one can regulate its advance nor its sudden stopping, which leaves loss and out-of-date stocks all along the line.

Let me refer to just one illustration of this style influence. You will remember it was not very long ago when nearly every woman in this country wanted tan calf; at the same time men also wanted tan calf. The result was an unprecedented pressure on the calf leather industry.

Prices were forced so high by this enormous demand that it became nearly impossible to put calf leather into a moderate priced shoe.

Then the style tendency shot suddenly in another direction and most everyone was left with a depreciated stock of shoes, leather and raw material on hand.

Light calf leather, which was so eagerly sought after a little while before, could not be sold for two-thirds of what it cost.

The trade has not recovered from the effects of this shock yet. Worst of all, this uncontrollable and fickle style influenced the calf leather tanners to build plant additions, to buy large stocks of raw material and then style turned to patent leather and cloth, leaving the calfskin tanning plants hollow and empty, except for what business there remained for men's shoes.

Now it may be pardonable for the shoe trade to turn from one color of a certain staple leather to another or one finish to another, but if it runs one year on calf leather and demands increased production, and the next year throws a similar large demand into the woollen mills of this and foreign countries, then style becomes a painful problem to deal with.

You shoemakers are vastly better off than tanners. Your plants run smoothly on cloth uppers and rubber soles, while a tannery cannot possibly manufacture either.

After a wild run on cloth there are many shoe manufacturers and consumers who recall the old saying, "There is nothing like leather," and would be willing to strengthen it to a new saying that "There is nothing so good as leather."

They may be getting ready to turn back from cloth to leather. There are many indications that this change is a fact already.

Increasing Use of Machinery

Mr. L. R. Newbegin, of the L. R. Newbegin Company, has just returned from an extended trip through the west, and reports that he secured some good orders. Mr. Newbegin was formerly connected with the Markem Machine Company for several years, and is well known to the shoe trade in the United States and Canada. He has now taken over the exclusive agency in Canada for their line of power marking and embossing machines. The new concern, which succeeds the Markem Machine Company of Canada, is located at 11 St. Sacrament Street, Montreal, and has secured the agency for several well-known United States manufacturers of shoe machinery and general supplies. Among the firms who have appointed the L. R. Newbegin Company their Canadian agents are the Markem Machine Company, Boston, Mass.; the Puritan Manufacturing Company, manufacturers of high speed wax and dry thread sewing machines; the S. M. Supplies Company, selling agents for the Excelsior Needle Works; the G. W. Bailey Company, manufacturers of high grade top facing, stay, and welting; Henry Gitterman & Company, importers of plain and fancy shoe cloths; and the United Lace and

Braid Company, manufacturers of all grades of shoe laces. A large stock of the various shoe findings is being carried.

Interesting Invictus Exhibit

In view of the many sensational and unfounded reports concerning Canadian army boots, a recent display of army boots in the windows of the Invictus Shoe Store, 146 Peel Street, Montreal, is of interest. Geo. A. Slater, Limited, the manufacturers, made a very comprehensive exhibit, including samples of military boots worn by soldiers of other nations, and the materials entering into the manufacture of the ankle boot, proposed for use by the Canadian Militia forces. Heels and soles were cut up into many parts, featured by little cards calling attention to the fact that they were made of solid oak leather. There were skins of the very highest grade of storm calf, and on one of these skins the pattern from which the uppers of the boots would be cut was traced. The uppers were shown in several stages of construction. The soles, likewise, were shown as they would appear at several stages in the process of making the boot. Other materials, such as eyelets, heel protectors, counters, nails (to reinforce the sole), and various incidentals, were displayed attractively to illustrate the "make-up" of a military boot. The special Invictus army last exhibited has a good wide toe and carries a low, broad heel. The last was shown in five widths, B, C, D, E and F—the variety indicating that the necessary importance was being attached to the value of fitting the soldiers' feet with the proper width of boot essential to comfort.

The War and the Leather Market

It is reported that the British orders placed in America for heavy leather to be used in the manufacture of army boots are already being curtailed, and that some tanners who have been turning out enormous quantities of leather for military footwear, are continuing their production undiminished. This would tend to greatly increase the number of hides available for the manufacture of boots and shoes for ordinary civilian wear. It is probable that Russian colt, sheep and calfskins will be shipped to this continent freely as soon as the allies have forced the passage of the Dardanelles, and these skins, together with the fairly plentiful shipments which are being received from South America, will likely result in an abundant supply of hides in the American markets, though it is, of course, difficult to foresee just how much leather will be retained in Europe for domestic consumption.

It has been learned by experience in the present war, that the chrome tanned leather is not as serviceable for use in the wet trenches as the vegetable tanned, and this no doubt will cause tanners to give more attention to the vegetable process of tanning in the future and increase the use of vegetable tanned leather in the manufacture of boots and shoes.

Judging by the very large number of orders received by Montreal firms, over-gaiters will be more popular than ever in the coming fall season. The shades in which they will be manufactured show a great variety. Among the samples being shown for fall shipment are gaiters for lacing up the side with blind eyelets; others button up the side with a laced effect on the front,



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 Shoe Store and Repairing Works

74 Queen St. East
Phone Main 5738

Blotter distributed for advertising purposes—An excellent way to keep in the public "eye."

Scarcity of Patent Colt

The embargo placed by the Russian Government on the export of coltskins has led to a serious shortage of leather made from these skins in America, as Russia has been the chief source of supply. This situation, combined with the fact that the supply on hand in American tanneries at the outbreak of the war was very limited, has curtailed the use of patent colt in footwear, and has resulted in the substitution of patent kid to take its place. It is said that this leather will give quite as satisfactory results as colt, that it is capable of receiving as high a lustre and is far superior from the comfort standpoint, as it conforms more readily to the shape of the foot.

While the prices of other patent leathers have increased, that of kid has practically remained firm. Almost any weight or grade can be secured, and it is expected that in next fall's samples kid will be employed in footwear of various degrees of quality, and not exclusively in the higher priced lines, as hitherto.

Orders Filled from Factory

The Miner Rubber Company have decided on an alteration in their method of filling placing orders. Instead of shipping the goods from the various warehouses at Montreal, Ottawa, London, Quebec, and Toronto, the orders will be filled at the factory at Granby, thus saving time and giving retailers quicker delivery. With this in view, an additional storey has been built to one of the Granby factory buildings.

Trade Inquiries

Name and address of inquirers may be obtained on application to the Department of Trade and Commerce, Ottawa.

475. **Leather.**—A Cape Town firm will purchase or sell on commission sole leather, harness leather and rough tan splits. Immediate correspondence requested.

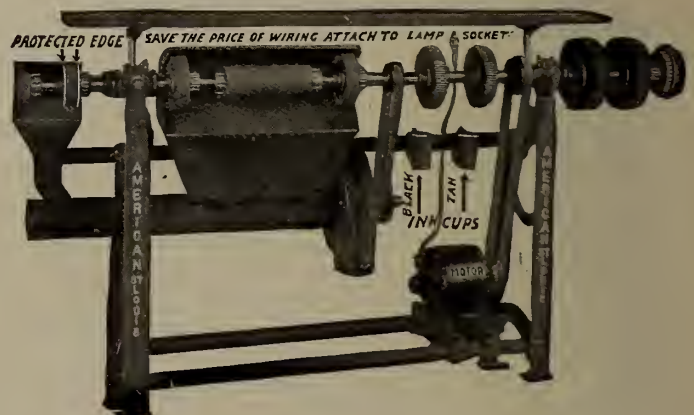
471. **Leather, harness.**—A Cape Town commission agent asks for samples and c.i.f. prices if possible on harness leather. Further particulars on hand at Department in Ottawa.

A School for Cobblers

It is interesting to note that the J. N. Thorpe grammar school in South Chicago, has founded a regular class in cobbling there, and the boys have for some little time past been doing all manner of repair work on the shoes of their poor fellow students and for impoverished families in the neighborhood. The youngsters have attained a degree of proficiency where they even can do a passable job of half-soleing.

A Popular Machine

The Jones & Moore Electric Company advise us that they have recently supplied a number of their customers with American Shoe Machinery & Tool Company's finishers. The list of machines supplied includes sixteen for the city of Toronto alone. The cut herewith represents one of the latest models of this



company, designed for shops where space is limited. The machine sets close up to the wall and has a width of only 14 inches, with a length of 6 feet, and is equipped with the necessary sanders, burnishers, etc., for both black and tan shoes. These stands are designed very massive, so that there is no need of bolting or otherwise securing to the wall.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

Mr. W. H. Robinson, vice-president of the Granby Consolidated Mines, and ex-president of the Eastern Townships Bank, has been elected a director of the Canadian Consolidated Rubber Company, Montreal.

The Brandon Shoe Company, Brantford, Ont., are having some new U. S. M. repair machinery installed in their factory.

Mr. W. A. Eden has been appointed secretary and Mr. R. C. Colt assistant secretary of the Canadian Consolidated Rubber Company, Montreal.

Mr. J. M. S. Carroll, Divisional Manager of the Canadian Consolidated Rubber Company, Montreal, was elected a director of the company at the recent annual meeting.

Mr. A. E. Cudmore, boot and shoe retailer, Barrie, Ont., has purchased the stock of Mr. E. D. Lott, dealer in boots and shoes in Weston, Ont.

Messrs. S. C. Cronk & Company, shoe jobbers, formerly at 126 Wellington Street West, Toronto, have removed to larger premises at 60 Front Street West.

The Gorman Shoe House, 204 Front Street, Belleville, Ont., for years conducted by the late S. R. Gorman, has been taken over by his son, Mr. J. L. R. Gorman. Mr. Gorman has appointed Mr. Ritchie Thompson manager, a man of wide experience in the boot and shoe business. The stock will be kept up to its usual high standard and every effort will be made to satisfy the demands of old and new customers.

It is reported that the Russian Government recently placed orders for 3,000,000 pairs of boots in Boston, three New England manufacturing concerns taking the order with delivery in four to six months.

Messrs. Glass & Lyons, dealers in gents' furnishings and boots and shoes, Deloraine, Man., have dissolved; the business will be continued by Mr. R. R. Lyons.

The United Shoe Machinery Company have opened a branch office in Berlin, Ont.; the company were induced to locate in Berlin by representatives of the shoe manufacturing concerns and allied interests.

The Blachford Shoe Manufacturing Company, Limited, Toronto, have found it necessary to enlarge the floor space of their factory. They report a heavy run on the side lace models.

On April 16th the magnificent new U. S. Factory Shoe Store was opened in St. Catharines, a grand opening display of footwear being shown. The proprietors of the store started in the boot and shoe business in St. Catharines about a year ago, and since that time have made many customers and friends. The new premises are very attractive and fully equipped and give tone to the business section of the city.

Private William Adams, of Preston, an employee of the Getty & Scott shoe factory, Galt, Ont., previous to enlisting, is reported seriously wounded by shrapnel.

Mr. M. B. Bechtel, of Waterloo, Ont., has purchased the branch shoe store in Galt of Mr. Milton Cumming, Preston, Ont.

A new boot and shoe store has been opened by Mr. H. L. Carter in East Trenton; Mr. Carter was proprietor of a shoe business on Dundas Street West, Trenton, for several years.

Improvements were recently made in the interior of the boot and shoe store of Mr. Burt Sproul, Bloor Street West, Toronto, by the installation of several new fixtures.

The U. S. M. Company have installed a Louis heel breast trimming machine and other machinery parts in the plant of the Perth Shoe Company, Perth, Ont.

Mr. W. Pollinsky, Beaubien Street, Montreal, has had a

U. S. M. Goodyear shoe repair outfit installed in his establishment.

Mr. J. M. Corner is moving his boot and shoe business from 430 Queen Street West, to an attractive new store near the corner of St. Clair and Lansdowne Avenues, Toronto.

Some new machinery parts have been installed in the No. 2 factory of Ames-Holden-McCready, Limited, Montreal.

Mr. W. J. James has resigned his position as manager of the Harbor Grace Boot & Shoe Company, Harbor Grace, Newfoundland, and has been succeeded by Mr. Oliver Leach.

Mr. W. C. Foster has been appointed representative of the W. B. Hamilton Shoe Company for northwestern Ontario, having been formerly sample room salesman of that company.

The stock of the boot and shoe store of Mr. J. L. Saucier, Montreal, P.Q., has been sold.

Mr. J. Schrank, shoemaker in Swift Current, Sask., is discontinuing business.

The Parrott Shoe Company, 1847 Scarth Street, Regina, are offering their lease and store fixtures for sale, as they are retiring from business in that city.

Mr. Colver, formerly of Toronto, has started a tannery in Lethbridge, Alta.

Mr. P. Soall, of Mono Road, Ont., has started a repair department in connection with his boot and shoe business.

A branch store has been opened in London by Messrs. Knechtel & Company, boot and shoe retailers, Stratford, Ont.

The boot and shoe store of the Northway Company, in Ridgetown, Ont., has been closed.

Messrs. J. S. Edgar & Son, clothing and shoe dealers, Windsor, Ont., have sold out.

The boot and shoe business which for the last three years was conducted by Mr. Charles McGowan in the old Bowes Block, Elora, Ont., has been taken over by Mr. Peter Aitchison. The store will in future be known as Aitchison's Shoe Store and will be managed by Mr. Fred R. Aitchison. A repair department is being added, of which Mr. Ed. Wilton will be in charge. Mr. Wilton is a first-class man, who has been employed in the village for the past year and is well known to the public. Some attractive lines have been added to the stock and the firm hope by square business dealing to enjoy the patronage of the public.

A new U. S. M. Louis heel breast trimming machine has been installed in the factory of Aird & Son, Montreal.

The boot and shoe store of Mr. Henry M. Garvie, Renfrew, Ont., suffered considerable loss by fire recently.

The Feldman Leather & Shoe Finding Company, Limited, and the Seamless Rubber Company, Limited, of Toronto, have obtained charters.

Georges Auger & Compagnie have registered as boot and shoe dealers in Coaticooke, P.Q.

The assets of the shoe store of Mr. M. Rubin, Montreal, P.Q., have been sold.

The Maritime Hide Company, Limited, has been incorporated in Victoriaville, P.Q.

Mr. Joseph Daoust, of Daoust, Lalonde & Company, Limited, Montreal, has been elected a member of the committee of the Canadian Club, Montreal.

Mr. Nap. Tetrault, of the Tetrault Shoe Manufacturing Company, Limited, Montreal, is on a second visit to England and France. Mr. Tetrault's first visit was in connection with the allies' army shoe orders, and his second trip has reference to the same business.

J. Einstein, Incorporated, New York, fabric toppings, propose to open an office in Montreal. They are represented

by Mr. Paul Roy, leather merchant, Lemoine Street, Montreal, who will install a backing plant for leather and cloth fabrics.

Mr. A. E. Jackson, of Jackson & Savage, Limited, Montreal, has been on a visit to New York, Boston, and other shoe manufacturing centres of the States.

Mr. Paul Galibert, leather merchant, has removed from Lemoine Street, to the corner of Wellington and King Streets, Montreal.

Mr. Dunbar Leighton has resigned his position as foreman of the cutting room of the Slater Shoe Company, Montreal.

Mr. Neil Chappell, dealer in boots and shoes and dry goods, St. Clair Avenue, Toronto, has made extensive alterations and improvements in his store.

Messrs. McKeen and Ingledew have opened a new store at 607 Granville Street, Vancouver, B.C.; the firm will be known as the McKeen & Ingledew Shoe Company.

Mr. John Glossop has been appointed assistant to Mr. G. H. Ansley, manager of the Perth Shoe Company, Perth, Ont.

Mr. Mark Mundy, for many years in the retail boot and shoe business in Galt, Ont., has removed into an attractive new store at 47 Main Street.

Mr. A. R. Trudeau, who was manager of the two Brockton Shoe Stores, Toronto, is now associated with his brother, Mr. G. J. Trudeau, 365 Ontario Street East, Montreal, who deals in findings and represents the Lionne Varnish & Leather Company and other firms.

Mr. Geo. Chambers, manager of the Regal Shoe Store, Toronto, was on a business trip to Buffalo and other cities recently.

Mr. Robt. Weir, St. Thomas, Ont., has had a new shoe repair outfit installed.

A boot and shoe store has been opened at the corner of Ontario and Champlain Streets, Montreal, by Mr. Eugene Munsey.

Mr. C. A. Bignall, formerly with the Jas. Linton Company, Montreal, has accepted a position with the Drummond Shoe, Limited, Drummondville, P.Q.

The United Shoe Machinery Company have installed a new shoe repair outfit in the establishment of Mr. D. Altieri, 261 Roy Street East, Montreal.

Mr. W. G. Simpson, who has been accountant of the Miner Rubber Company, Toronto, for some time, has been transferred to the Montreal office.

Mr. V. H. Watchorn, boot and shoe retailer, Nanaimo, B.C., has opened a branch store in that city.

The United Shoe Machinery Company have installed a Goodyear shoe repairing outfit in the Chartier Shoe Repairing Company, 406 St. Catherine Street East, Montreal.

The stock of the general store of Mr. Chas. Hull, Hillsburg, Ont., has been purchased by Messrs. Stuckey & Son, Caledon, Ont.

Mr. Geo. J. Cowling, formerly with the Blachford Shoe Manufacturing Company, is now with Gourlay & Fogelberg, Limited, Berlin, representing that firm in Toronto and vicinity.

The Duchess Shoe Company, Montreal, are removing to 92 Beaudry Street.

Mr. W. J. McLean, superintendent of the Hartt Shoe Company, Fredericton, N.B., was a recent visitor at the plant of the W. L. Douglas Shoe Company, Brockton, Mass. Mr. McLean was for many years master mechanic of the Douglas factories.

Mr. H. Martin, shoe repairer, Berlin, Ont., has moved into new and larger quarters.

A new boot and shoe store has been opened in St. James, Man., by Mr. N. J. Richards.

Mr. C. E. Lepine has resigned his position with the J. W. Hewetson Company, Brampton, Ont.

The Canadian Leather Works have registered in Montreal.

The boot and shoe store of W. J. Brinning, Cobourg, Ont., has been purchased by Mr. J. T. Lalonde.

A new shoe store has been opened in Parry Sound, Ont., by Mr. John A. Bragg.

Messrs. McLean & Anderson are opening a new boot and shoe store on St. Clair Avenue, Toronto.

Mr. F. W. Knowlton, manager of the United Shoe Machinery Company of Canada, Maisonneuve, has returned from a visit to Boston and the Maritime Provinces.

The United Shoe Machinery Company of Canada have recently installed Louis heel breast trimming machines in the following factories: Eagle Shoe Company, Montreal; La Parisienne Shoe Company, Maisonneuve; Clark Bros., St. Stephen, N.B.; the John McPherson Shoe Company, Hamilton, Ont.; Getty and Scott, Galt, Ont.; and J. & T. Bell, Montreal. The results are stated to be satisfactory, the manufacture of heels by this method being very economical.

A considerable number of shoe-repairing outfits, both 16 ft. and 22 ft., have been supplied by the United Shoe Machinery Company of Canada, to Montreal firms. The demand is just now larger than the capacity for turning out the machines.

J. & T. Bell, Montreal, have purchased one of the United Shoe Machinery Company of Canada's new upper shaping machines.

Mr. D. S. Benvie of James Robinson, Montreal, vice-president of the Quebec branch of the Canadian Credit Men's Trust Association, presided at the annual meeting of the Association held on April 29, in Montreal.

Mr. G. A. Slater, of Geo. A. Slater, Limited, Maisonneuve, has been elected vice-president of the Montreal branch of the Canadian Manufacturers' Association.

Captain Paul R. Hanson, of the 1st Grenadier Guards, who was wounded in the side during the fighting at Lange-marck, was manager of the Montreal office of the Dunlop Tire and Rubber Goods Company. He was formerly manager of the St. John branch of the Canadian Consolidated Rubber Company.

Obituary

Mr. Samuel Doucett, formerly a shoemaker on Main Street, Moncton, N.B., died recently in his sixty-third year.

Lieut. Herbert N. Klotz was one of the Canadians who fell in the recent battle north of Ypres. He was 28 years of age, single, and is survived by a sister and his father, E. W. Klotz, 40 Sussex Avenue, Toronto. Mr. Klotz was engaged with the Gutta Percha & Rubber Company, of Toronto, as chemist. He graduated from the School of Practical Science in the department of chemistry, was always interested in outdoor sports and belonged to a number of the Toronto athletic clubs.

Mr. J. E. Drolet, a boot and shoe dealer of Quebec, P.Q., died recently.

Mr. Adolphe Le Blanc, shoe repairer, 2028 St. James Street West, Montreal, died recently in his shop. Mr. Le-Blanc was 60 years of age and death was due to heart failure.

Mr. Samuel Roland, for many years in the shoe business in Omemee, Ont., passed away recently. Mr. Roland was eighty-one years of age and is survived by a wife, two daughters and two sons.

Mr. Charles J. Inglis, formerly a boot and shoe dealer in Mahone Bay, N.S., recently passed away.

Mr. S. R. Gorman, proprietor of a boot and shoe store in Belleville, Ont., died on Saturday evening, April 10th, at the age of sixty-eight. Mr. Gorman was formerly a commercial traveller, and was a prominent member of the St. Thomas

(Continued on page 50)

“BLANCO”

THE WHITE CLEANER

KEEPS WHITE SHOES WHITE.

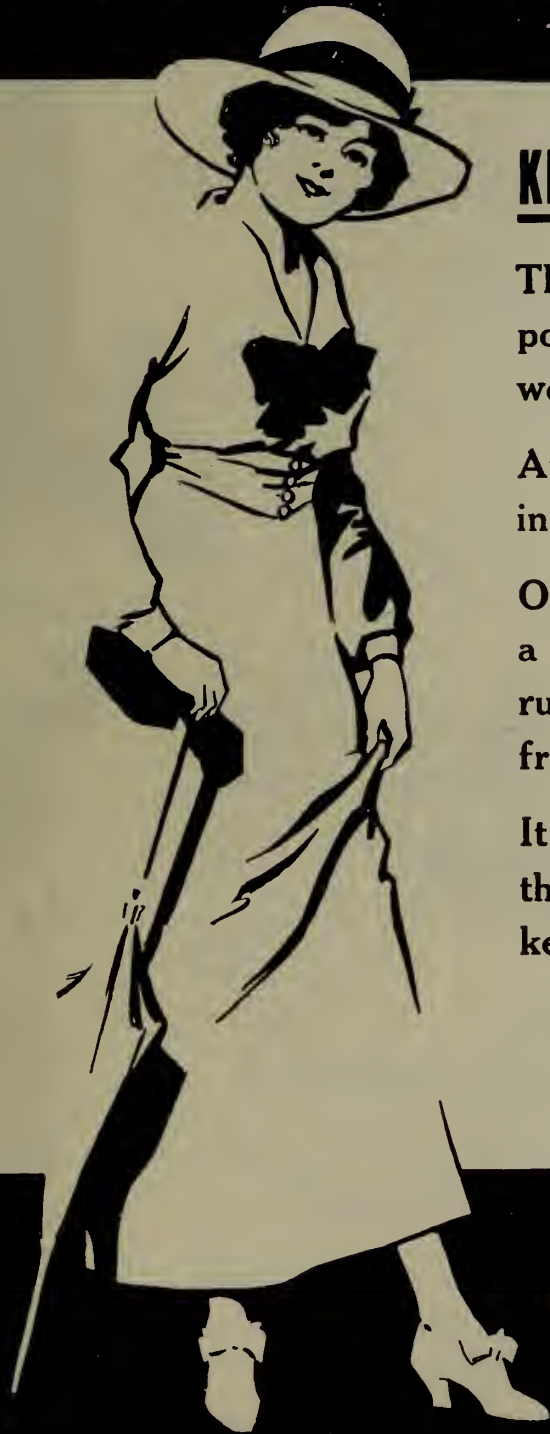
That is the first reason for its popularity. It *really does* the work it is meant to do.

And it is so easy to use—applied in a moment.

Once a “BLANCO” user, always a “BLANCO” user—that’s the rule. Thus your customers grow from more to more.

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.



Manufactured by
JOSEPH PICKERING & SONS, LTD., Sheffield, England.

CHAMPION SHOE AND REPAIR MACHINERY

The Largest and Most Complete Line in the Market

When you get ready to equip yourself with shoe repair machinery, bear two important features in mind—Working Efficiency and Selling Conditions under which you can equip yourself with the machinery you want.

Champion Standard Straight Needle and Awl Shoe Stitcher

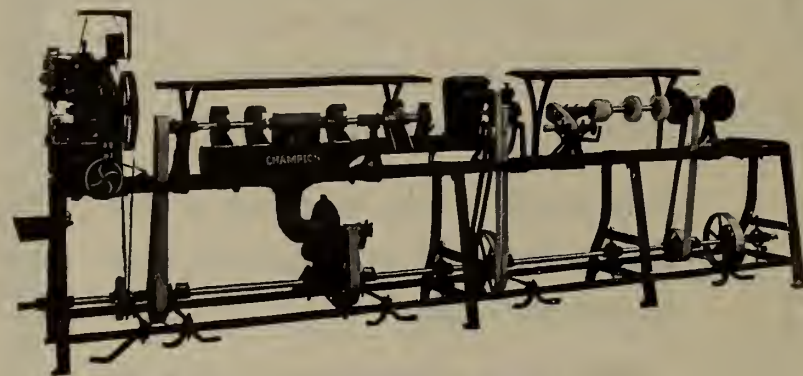
is expressly designed for the repair shop—It has working features such as no other machine in the market. You don't have to trim down a sole in advance and then stitch it. That's one big feature on this stitcher. It saves time and that's what counts.

Champion Ideal Stitchers

Especially designed for new custom work and for repairing. This machine has the proper radius on needle and awl, and a large stitching range, consequently every class of work can be properly taken care of—from the heaviest to the finest.

Champion Shoe Repair Outfits

are equipped with the best and most complete equipment on both scouring and burnishing shafts.



Champion No. 35 Shoe Repair Outfit.

Champion Power Loose Nailers and Power Metallic Fastener or String Nailing Machines

Profitable and indispensable in the repair shop. Soles are waterproof when nailed on properly—Both these machines will take care of a great deal of trade, that maybe you now let go by.

Champion Combination Harness and Shoe Stitchers

are just the machines for that shop where harness is stitched and shoe repairing work is done.

CHAMPION Machines are not sold on royalty—They are sold outright, for cash, or on time payments.

Write us for catalogue, prices and terms.



Champion Metallic Fastener Machine or String Nailer.

Cut this out and send in.

Champion Shoe Machinery Co.

Please send me particulars on.....

.....

Name.....

Address.....

Champion Shoe Machinery Company

3727-3741 Forest Park Blvd., St. Louis, Mo., U. S. A.

Something New

Cleaning powder for cloth top shoes, all shades and colours, will clean soiled cloth and make it look like new again.

Newbuck Powder and Liquid Dressings

for white leathers, kid or newbuck, it also can be used for white kid gloves.

Coloured Laces

In all colours and shades, all lengths, mercerized or silk, blind eyelet style.

Shoe Buttons

In all colours and shades.
Buckles and shoe ornaments of all descriptions in the latest design.

G. J. Trudeau

365 Ontario Street East - Montreal, Que.

Anglican Church. He is survived by a wife, two sons and a daughter.

Mr. Pierre Buron, for many years a boot and shoe dealer in Montreal, died recently.

On the 15th of April Mr. John Stewart, who conducted a shoe repairing business at 47 Harbord Street, Toronto, died at a bowling match in the Odd Fellows' Temple, College Street.

A. E. Clapp, the 19-year old son of Mr. H. Clapp, boot and shoe retailer, 2301 Main Street, Vancouver, B.C., was wounded in action at the front on February 27th and died on March 1st. Private Clapp, a member of the First British Columbia Regiment, was born in Toronto and four years ago went to Vancouver with his parents.

In our last issue we reported that Mr. A. Trudeau, superintendent of Dupont & Frere, Maisonneuve, had undergone an operation for a disease of the throat. We regret to learn that Mr. Trudeau did not long survive the operation, and died from shock. The funeral was largely attended by the staff of Dupont & Frere.

Mr. A. A. Voelker, assistant manager of the Merchants Rubber Company, Berlin, died suddenly on April 16, aged 56. Mr. Voelker was found dead in his bath room. He was connected all his business life with the shoe and rubber industries. Before joining the Merchants Rubber Company eight years ago, he was with the Berlin Rubber Manufacturing Company; he was previously associated with the Kaufman Rubber Company, Limited, and the Williams Shoe Company, Brampton, Ont.

General Store News Throughout Canada

Where the Shoe Manufacturer May Find a Customer

Ontario

Mr. D. Strachan, Emo, has purchased the general store of Messrs. R. L. MacKenzie & Company, La Vallee.

The stock of the general store of Yeats & Company, Bullocks Corners, has been sold.

The general store of Messrs. Hazelton & Boland, Killaloe Station, was damaged by fire recently.

Mr. T. D. Pardo has sold out his general store in Charing Cross.

The general store of Mr. F. Palubiski, Killaloe Station, recently suffered fire loss.

Messrs. Pierce & Cronk, general storekeepers, Port Rowan, have dissolved partnership; the business will be continued by Mr. J. W. Cronk.

Quebec

Messrs. H. H. Cooper & Company, general storekeepers, East Angus, have dissolved.

Messrs. Israel Gaudreau and Philius Gaudreau have registered in Chesham, P.Q. They will carry on a general store business under the name of Gaudreau & Fils.

Messrs. Rosario Belisle, Joseph Panneton and Alphonse Thibault have registered in Wotton, and will conduct a general store business under the style of R. Belisle & Cie.

The stock of the general store of Mrs. Eugene Belisle, Belisle's Mills, has been sold.

The Blue Bonnet General Store has registered in St. Pierre Aux Liens; Harry Hopmyeir and John Schachter, proprietors.

New Brunswick

Messrs. Cooper & Alexander, general storekeepers in Alma, have dissolved partnership; the business is being continued by Mr. Cooper.

The general store of Mrs. Catherine Atkinson, Kouchibouguac, was burned out recently.

The stock in trade of the clothing and shoe store of Fine, Rose & Company, Perth, has been advertised for sale.

Prince Edward Island

The general store of J. H. Myrick & Company, Tignish, sustained considerable damage by fire recently.

The general store of the Tignish Trading Company, Limited, Tignish, suffered fire loss recently.

Saskatchewan

The stock of the general store of the Estate of Jones & Grant, Clavet, has been sold to Violet Jones.

Messrs. Dueck & Klass have succeeded to the general store business of Neufeld & Epp, Gouldtown.

P. Steinson & Company have succeeded to the general store business of Steinson & Hjalmarson, Kandahar.

Messrs. Armstrong & Aitken are negotiating the sale of their general store, in Macoun, to Mr. M. Armstrong.

Alberta

Messrs. Scott & Company have purchased the general store business of Mr. A. R. Johnston, Cereal.

DEPARTMENT OF THE NAVAL SERVICE

TENDERS FOR BOOTS

SEALED TENDERS, addressed to the Undersigned and endorsed "Tender for Boots," will be received up to noon on the 21st May, 1915, for 2,000 pair of Seamen's Boots.

Specifications and forms of tender may be obtained on application to the undersigned or to the Naval Store Officers at H. M. C. Dockyard, Halifax, N.S., and Esquimalt, B.C.

G. J. DESBARATS,
Deputy Minister of the Naval Service.

Dept. of the Naval Service,
Ottawa, May 4th, 1915.

Unauthorized publication of this advertisement will not be paid for.



Cheaper Satisfaction

Your customer's customer will pay less for more satisfaction if you put Guay All-Leather Counters in your shoes. It pays.

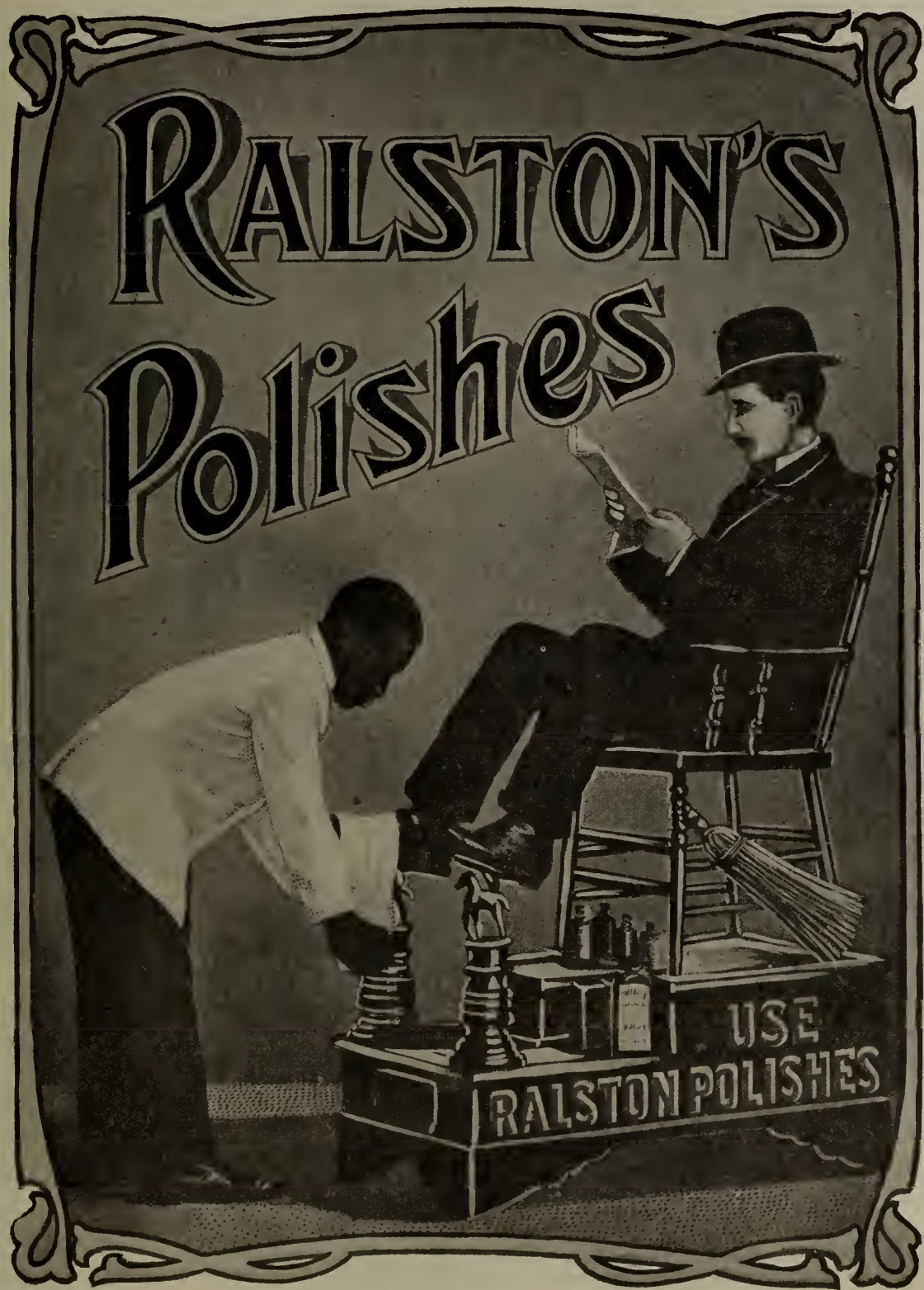
All Leather

Prices and Samples on Application.

EUGENE GUAY, 230 St. Marguerite Street
MONTREAL

We also make Union, Standard and Leather Board Counters.
TORONTO REPRESENTATIVE—638 Shaw St.

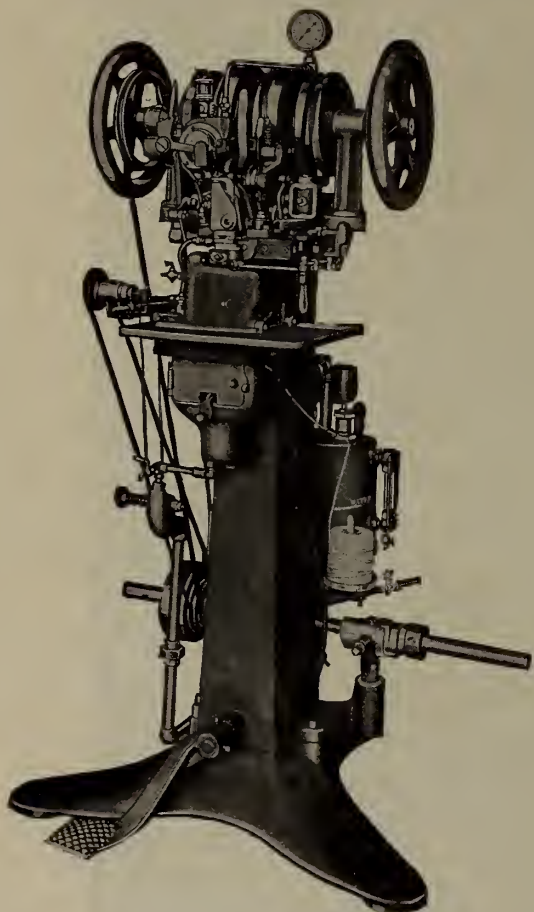
A DRESSING FOR EVERY SHOE



Ralston's Three Beauties—Black, Tan & White

ROBT. RALSTON & CO., Hamilton, Ont.

Landis Curved Needle and Awl Shoe Soling Machines



PRICE AND TERMS
LANDIS NO. 12 STITCHER

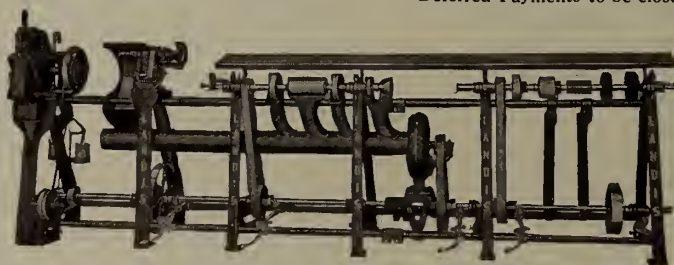
Weight, crated—About 750 lbs.
 Head only, crated—About 500 lbs.
 Price—Complete with Stand, power only, \$500.00, F. O. B. St. Louis.
 Head only, \$475.00, F. O. B. St. Louis.
 Terms—15% discount for cash.
 Time Payments—\$50.00 cash and \$15.00 per month.
 Deferred payments to be closed by notes without interest.

Sold Outright—No Royalty



PRICE AND TERMS
LANDIS NO. 10 STITCHER

Weight, crated—About 700 lbs.
 Head only, crated—About 300 lbs.
 Price—Complete, with Stand, foot-power or power, \$400.00, F. O. B. St. Louis.
 Complete, with Stand, combination foot-power and power, \$410.00, F. O. B. St. Louis.
 Head only—\$375.00, F. O. B. St. Louis.
 Terms—15% discount for cash.
 Time Payments—\$25.00 cash and \$10.00 per month.
 Deferred Payments to be closed by notes without interest.



Model 22 Landis Shoe Repair Outfit, Left Hand
 Manufactured by LANDIS MACHINE CO., St. Louis, Mo.

Landis Machine Company

St. Louis, Missouri, U. S. A.

WE ALSO MAKE THE LANDIS HARNESS MACHINES. ASK YOUR HARNESS MAKER ABOUT US.

American Shoe Machinery

Guaranteed to be the **BEST** and Cheapest at the Price
NO MATTER WHAT THE PRICE

Canadian Leather and Findings Jobbers are our Sales Representatives—Give them your Orders.

MIDGET JACK, to sit and work, can also be placed on box to stand and work.



Height 24 inches.
Height 27 inches, with last and block attached.
Position for sewing, trimming and finishing. Cut shows last and block attached.

Height 41 inches.
Height 44 inches, with last and block attached.



Position for sewing, trimming and finishing. Cut shows last and block attached.

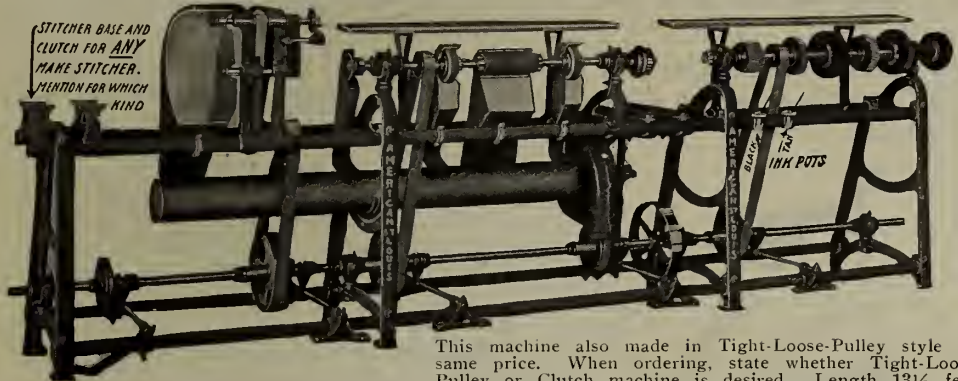
Send for complete "American" catalog to your jobber, or firm who sells you leather and findings. If you cannot secure same from them, write us.

American Shoe Machinery & Tool Co.

Dickson St., ST. LOUIS, Mo., U.S.A.

"AMERICAN" Clutch Finisher, Model 20—Special

Including Complete Stitcher Base and Clutch. Specify what make Stitching Machine you have that we may know kind of Base to furnish.

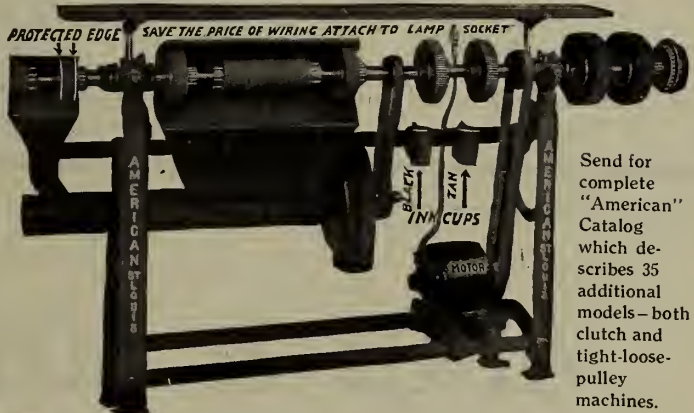


This machine also made in Tight-Loose-Pulley style for same price. When ordering, state whether Tight-Loose-Pulley or Clutch machine is desired. Length 13½ feet. Requires one horse power motor. Equipped with the following parts: SELF-ADJUSTING EDGE TRIMMER, Shank Trimmer, Grinding Attachment for Edge and Shank Trimmer Cutters, 4 Sanding Wheels, Adjustable Edge Setter, 3 Burnishing Rolls, 3 Bristle Brushes, Powerful Airtight Exhaust Fan, 2 Ink Pots, Base for Stitching Machine, Complete Clutch for Stitching Machine. An Extra Clutch for Operating Blower Individually.

"AMERICAN" Space-Saver No. 3

With or without Motor

For shops where space is limited. This machine sets close to the wall or anywhere in shop. Stands are designed very massive—no need of bolting to wall. Equipped with necessary sanders, burnishers, etc., for both black and tan shoes. Width only 14 inches. Length 6 feet. Weight crated, 340 lbs.



Send for complete "American" Catalog which describes 35 additional models—both clutch and tight-loose-pulley machines.

"AMERICAN" Midget Skiving Machine

This Skiving Machine will skive heavy upper leather as well as heaviest, thickest, hardest, toughest or thinnest sole leather to perfection and to any width bevel up to 1 7/16 inches.

CANADIAN REPRESENTATIVES:

- Jones & Moore Electric Company, Toronto, Ont.
- The Great West Saddlery Company, Winnipeg, Man.
- The Great West Saddlery Company, Calgary, Alta.
- The Great West Saddlery Company, Edmonton, Alta.
- Wm. Watson, 103 King Street, London, Ont.
- Storey & Campbell, Vancouver, B.C.
- B. C. Leather Company, Vancouver, B.C.
- Dominion Leather & Shoe Finding Co., 101A Ontario Street E., Montreal, Que.

Cut this coupon out and mail

AMERICAN SHOE MACHINERY & TOOL COMPANY,
St. Louis, Mo.

Gentlemen:
Please mail catalog and particulars to

Mr.
Address

My Jobber's name is
Address

Footwear in Canada

BOSTON OFFICE
134 Summer Street
NEW YORK OFFICE
Woolworth Building
Broadway at Barclay
SAN FRANCISCO OFFICE
29 Kearny Street



EUROPE
Coventry House, South Place
Finsbury, E. C., London, Eng.
SOUTH AMERICA
Buenos Aires, Argentine
Lima 486
AUSTRALIA
401 Post Office Place West
Melbourne

Our models are exclusive and embody comfort and elegance of the highest order—the result of fifty years' experience in the drafting and making of a superior quality of men's boots and shoes for all occasions.



Ormond

Edwin Clapp
& Son Inc.
ESTABLISHED 1853

Factory and Home Office
East Weymouth, Mass., U. S. A.



Renault

You are cordially invited to visit our exhibit at "Booth C," Collective Shoe Exhibit, Palace of Manufactures and Varied Industries, Panama-Pacific Exposition, San Francisco.

AIRD & SON, Montreal

New Lasts New Heels
New Styles

☞ Jobbers are invited to call and see our new samples when in Montreal.

☞ They include new styles, new heels and new lasts in McKays and Turns for men, boys, youths and women.

☞ They provide a good margin of profit and are A1 footwear.

WRITE OR CALL.



SIDE LACED SHOES ARE EASY TO PULL ON AND TAKE OFF

THE return to laced shoes, which are so much in evidence at the present time, marks an interesting epoch in the history of shoe styles, for seldom, if ever, has a change come with such violence or at a time when conditions were so much disturbed. The change is all the more remarkable inasmuch as it is generally understood to have come in the face of a wide-spread and well-financed propaganda made in an endeavor to continue the button shoe indefinitely in favor. Nothing but a strong public demand and a complete realization of the advantages of the laced shoe could have brought about such a shoe.

The present multiplicity of designs and materials is largely influenced by the leather market, but it is hardly more confusing than that which attended the change to buttons years ago. The present change, which began with the blind eyelet, an unreliable method of fasten-

ing that simply expressed the desire for change, has now reached the No. 3 special eyelet stage, but with the settling down of styles and the resumption of normal conditions there is bound to come a return to the beautiful and sensible No. 2 eyelet, a size that permits the use of a lace of reasonable width.

The present popularity of the side laced shoe is an interesting sidelight on the general situation. The ease with which this style of shoe can be put on or taken off precurses the prediction that this will have an extensive sale. Some very handsome samples are being shown at the present time.

It is a matter of congratulation that the Diamond Fast Color Eyelets are made in such a variety of shades that they combine superbly with the present vogue for greys and neutral colors in shoe tops. They are strongly in evidence at the present time.

ALPHABETICAL LIST OF ADVERTISERS

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Fortuna Machine Company 61		Williams Shoe Company 17

Learn Scientific Chiropody

BY MAIL

A considerable increase in your weekly income may be obtained after studying for this profession.

A thorough knowledge of the anatomy and physiology of the human foot, of the cause and cure of corns, callouses, bunions, etc.

The correct fitting of arch supports.

The worst case of a suppurating, ingrowing toe nail always succumbs to my methods.

The experience of 15 years of successful teaching and operating on foot troubles in London, England, and New York, U.S.A., given in a course for which most schools charge \$100, may be had for a limited time at less than half price. Write

Dr. Robert Ashton, D.P., M.T.D., Opt. D.,
RICHFIELD SPA, N.Y., U.S.A.

HEELS

**That will
not check**

All grades, denominations and heights—a full line.

**BOX TOES THAT
COME ALIKE**

made in leather, split, combination leather, canvas and felt.



INDEPENDENT BOX TOE CO.
102 Christophe Colomb Street, Montreal

The United States Hotel,

Boston, Mass., U. S. A.

Beach, Kingston
and Lincoln Streets

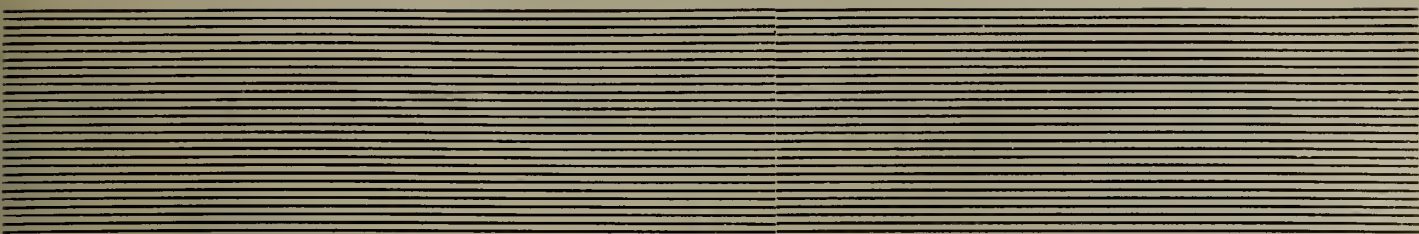
Only two blocks from the South Terminal Station *in the centre of the Shoe and Leather District* and within easy walking distance of the shopping district, theatres, etc.

Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager



Newest Shoe Cloths

in the

Latest Patterns, Shades and Colors

We have in stock direct from the manufacturers a full range of shoe cloths in all the latest effects. They include a splendid range of patterns, shades, colors and materials.

Write us for samples.

Fisk Factory Cement

Our Cementing Department is fully equipped to take care of the cementing or pasting of your cloths.

We manufacture channel cement, stitching room cement, cork filler.

Write us.

Fisk Limited

Montreal



CAT'S PAW CUSHION RUBBER HEELS



Cat's Paw Rubber Heels are known everywhere for their excellent wearing qualities. Our patent canvas friction plug positively prevents slipping without affecting the buoyancy of the rubber.

The Heel With Nine Lives



The Heel With Nine Lives



For sale by all leading jobbers throughout Canada

Walpole Rubber Co., Limited

8 McGill College Avenue, MONTREAL

HEELS



Men's, Boys' and Women's Heels
All Grades

High grade box toes for Goodyear work, also combination toes of all kinds

Write for Prices

The Montreal Box Toe Co.

321 Aird Ave., Montreal

Dominion Die Co.

MANUFACTURERS OF

Cutting Dies

of Every Description



For Cutting
**Leather, Rubber, Paper
Cloth, Etc.**

ALL WORK WARRANTED

321 Aird Ave., Montreal

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.

THE COMMERCIAL
ESTABLISHED 1887
THE WEEKLY FINANCIAL COMMERCIAL & GENERAL TRADE NEWSPAPER OF THE GREAT WEST.

Over 29 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued every Saturday Morning at WINNIPEG, Canada.

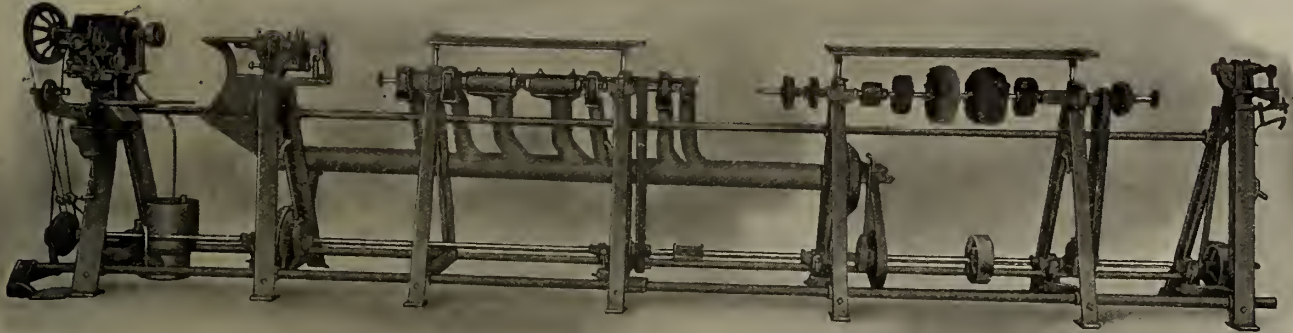
Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean

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.

22-Foot Goodyear Shoe Repairing Outfit



MODEL N.

THIS Outfit represents the highest development in shoe repairing machinery, and meets every demand of modern shoe repairing. It embraces all the essential processes for making new shoes from old ones, giving the maximum of equipment and efficiency in the minimum space. The Outfit has the Goodyear Stitching Machine with all its improvements, including a new style steam generator which uses gas or gasoline for generating the steam, and operates automatically, thereby insuring a uniform heat for keeping the wax in proper condition and requiring little attention from the operator. The Edge Trimming Machine has the new feature of the two shafts being operated by a single belt, and the cutter grinder is attached directly to the main shaft. This arrangement gives better results with less power.

The Buffing and Scouring Machine has a shaft 57 inches long and carries the following equipment:—

- | | |
|--|------------------------------|
| 2 Split Bottom Buffing Rolls | 1 Heel Breast Scouring Wheel |
| 2 Flat X-Ray Heel Scouring Wheels | 1 Pin Wheel Pad complete |
| 2 "C" Shape X-Ray Heel Scouring Wheels | |

A powerful Blower System removes the dust resulting from the trimming, buffing and scouring operations, and is designed to overcome certain objectionable features of other blowers.

The Finishing Machine has a 78 inch shaft which has all the necessary equipment for black or russet work:—

- | | |
|--|-------------------------|
| 2 Corrugated Rubber Shank Finishing Wheels | 2 Heel Brushes |
| 1 Corrugated Rubber Heel Finishing Wheel | 1 Stitch Cleaning Brush |
| 1 Corrugated Rubber Bottom Finishing Roll | 1 Levelling Roll |
| 2 Shank and Bottom Brushes | 1 Bead and Wheel |

At the end of the Outfit is the Oscillating Edge Setting Machine which is fitted with union irons and in its motions duplicates hand workmen with quicker and better results.

Each of the machines is operated independently by a friction drive pulley, so that it is necessary to use only those machines which the operator may require. This feature means a saving of power.

All the machines are firmly mounted on legs and driven by a countershaft with carefully adjusted bearings, so that the Outfit runs with very little vibration, and is in every way most efficient.

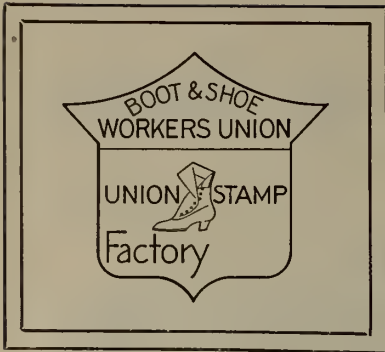
Full information furnished promptly on request.

United Shoe Machinery Company of Canada

MONTREAL, QUE.

122 Adelaide Street West, TORONTO

492 St. Valier Street, QUEBEC



A RECORD OF RESULTS



The Boot and Shoe Workers' Union has been a constant force for the welfare of the shoe trade.

In a large degree, this organization has brought Industrial Peace to the shoe trade of the country.

Arbitration is the Foundation Principle of the Union, which insures fair and equitable results for all.

It is a Safe, Sane and Conservative organization which protects Shoe Worker and Shoe Manufacturer alike, because its Arbitration Contract prevents strikes and lockouts.

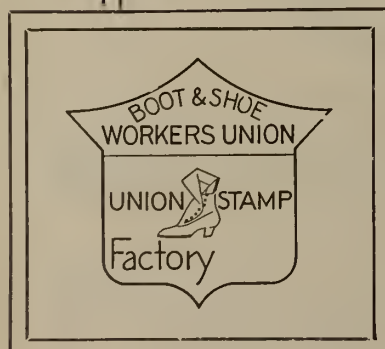
Industrial peace and uninterrupted production are promoted by shoe manufacturers operating under a Union Stamp Arbitration Contract.

The Union Stamp is a selling factor. Wages are fixed upon a competitive basis; the volume of output is largely increased in every Union Stamp factory, thereby reducing manufacturing fixed charges and giving employees more weeks' work in the year.

The Union Stamp is the emblem of peace, which means steady business for manufacturer and retailer.

The Arbitration Contract of the Boot and Shoe Workers' Union, with its Reasonable, Fair and Just Conditions, strongly appeals to shoe manufacturers who desire pleasant and undisturbed relations with their employees.

Remember, no matter what any manufacturer or jobber may say, NO SHOES can be considered Union-Made unless they have the Union Stamp.



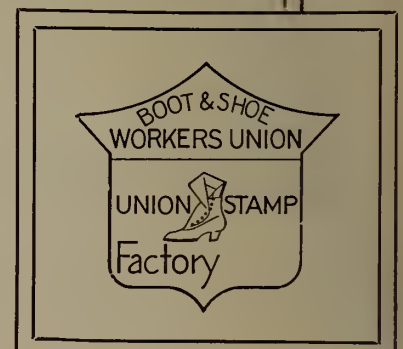
INTERNATIONAL HEADQUARTERS

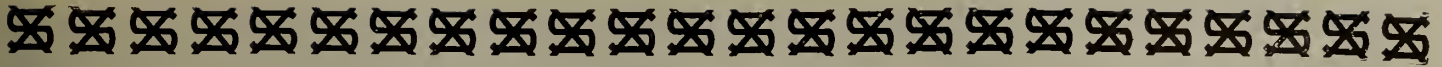
Boot and Shoe Workers' Union

Affiliated with American Federation of Labor

246 Summer St., Boston, Massachusetts

JOHN F. TOBIN, General President
CHAS. L. BAINE, General Sec.-Treas.





ESSEX RUBBER HEELS

Actual tests show that Essex Rubber Heels outwear the best rubber heels by **fifty per cent.** and the second best by more than **one-hundred per cent.** If you wish we will send you the details of this test. For resiliency Essex Rubber Heels are second to none.

Why not sell only the **very best?** Made by the makers of Essex Rubber Leather. Write for prices.

ESSEX RUBBER CO., Inc., Department 4
Trenton, N. J.

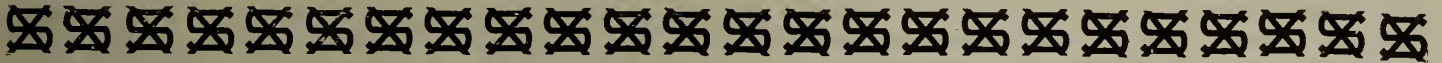
12-A-15

Makers of most of the rubber soles used in America.



© ESSEX RUBBER CO 1914

ESSEX
Blue List Cobbler



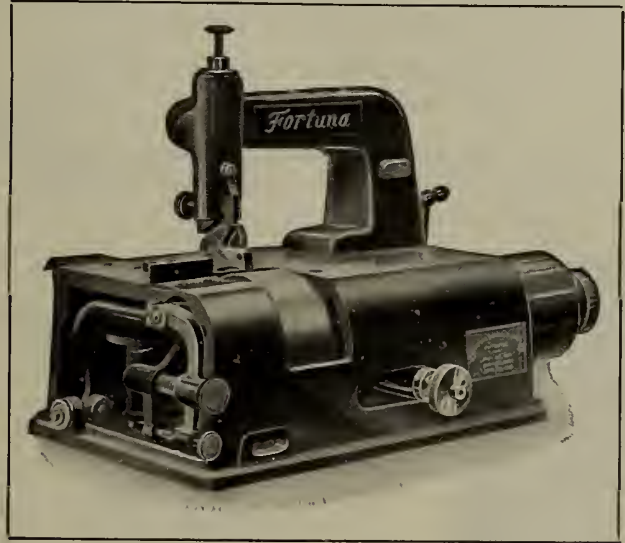
It Pays to Have an Attractive Store

A System of the Milbradt Rolling Step Ladders will pay for themselves in a short time by enabling you to wait on more trade, save the wear and tear on your fixtures and goods, as well as bring the appearance of your store up-to-date. Write for catalogue which shows various styles of ladders we manufacture.

Milbradt Mfg. Co.

2410 N. 10th Street
ST. LOUIS, MO.

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

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



Children's Shoes

good turn sewed shoes.

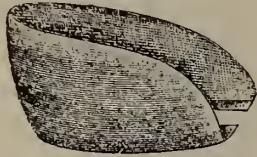


JOBBERS, LARGE DEALERS' trade solicited, samples made to order, write the manufacturer.

A. B. Rolland : Montreal

COUNTERS and BOX TOES

We manufacture all kinds of Union and Leather Counters, Leather Box-Toes.



Let us submit samples of these. A test will convince you of the value of our counters for your shoes.

Lamontagne, Racine & Co.

115 Arago St., Quebec

TORONTO Rep. R. Lewis, 21 Scott St. MONTREAL Rep. V. Champigny, 1276 Ontario St.

Your Staple Lines

Are they shoes of real merit that will stand up to rough and heavy service?

Can you show a customer a variety of styles and quote him a price below that of your competitor?

If you stock

"YAMASKA"

your answer is "yes."

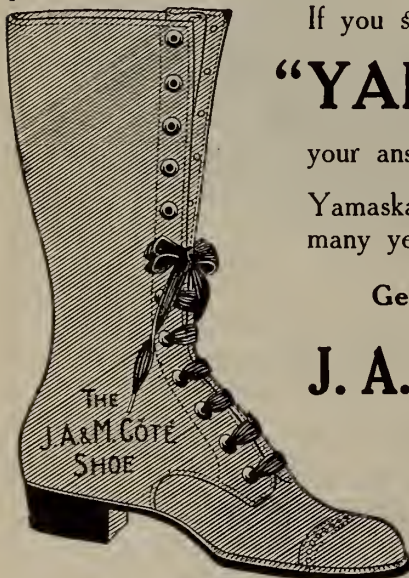
Yamaska is a brand of many years' standing.

Get our prices

J. A. & M. Cote

St. Hyacinthe

Quebec



We want to BUY for CASH all the PIECED HEEL STOCK you make

**BROCKTON HEEL
COMPANY**

BROCKTON, MASS.



Footwear Warehouse

5 Floors To Let
Adelaide St. W.
Toronto

This warehouse building is the most attractive in the city.

It is well situated for footwear or finding stocks.

Centrally situated

Light on four sides

Passenger and freight elevator
Vaults

One block from four car lines

Floor area 6,300 sq. feet, each floor.

For further particulars ask

Hugh C. MacLean, Limited

347 Adelaide St. West, Toronto

Phone Adelaide 2700

**IF IT BEARS
THIS MARK**

USMC

**YOU CAN RELY
UPON THE QUALITY**

United Shoe Machinery Company of Canada

Montreal, Que.

122 Adelaide Street West, Toronto

492 St. Valier Street, Que.



“Beresford”

A Style Leader
Always
Present
Where
Gentlemen
Assemble

**Minister Myles Shoe
Company, Limited
Toronto**

Footwear In Canada



Miner Rubbers



Get our new catalog. It shows the proper rubber for each boot.



Miner quality is still at its high standard.

Are you ordering Miners for fall?



The
Miner Rubber Company
Limited
Montreal



Granby — Quebec — Ottawa — Toronto



THE "PANTHER" TRADE MARK IS YOUR GUARANTEE

Panther Fibre Soles invariably give satisfaction. They stitch, trim and finish like leather—they are the lightest, strongest—the most durable fibre soles made—they are leaders in every sense of the word—Get them!

We absolutely guarantee to refund the manufacturing cost price of shoes to which "Panther Fibre Guaranteed Soles" are properly attached, provided such soles crack, break or tear through any manufacturing imperfections.

And Panther Rubber Heels carry the same sweeping guarantee, "Two pair for one—if they go wrong." Made in sizes in Black, Gray, Tan and White, in both whole and half heels. These heels are sold by every Jobber in the United States and Canada. Ask your Jobber or Findings Dealer to quote you prices.

PANTHER RUBBER MFG. COMPANY SHERBROOKE, QUE.

Factory: Stoughton, Mass.

Trenton, N.J.





28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.



SUMMER TIME

IS

FLEET FOOT

TIME

Worn by Every Member of the Family.



Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.

28 "Service" Branches Throughout Canada





Fall Styles



Bostonian Shoes for Fall will meet almost every individual taste. Each model possesses distinctive points that appeal to particular people.

Their substantial quality will satisfy your customers and make them loyal supporters of your store.

We are enthusiastic over the Bostonian Fall line. Every shoe has real merit and merchandising value. Send for samples and see for yourself how Style, Comfort and Quality are combined in Bostonian Shoes.

James Robinson

MONTREAL

Robinson Service

The British army in France depends for reinforcements upon its first line reserves.

You too, in stocking shoes depend for "sorting orders" on your first line reserve.

Why not make the Robinson Service Department your reserve line? It costs you nothing to keep this reserve and it stands ready to supply your needs promptly.

We carry the four famous Independent Brands of rubbers "Kant Krack", "Royal", "Dainty Mode" and "Bull Dog".

Take advantage of our "in stock" department for sorting orders in "Independent" tennis shoes.

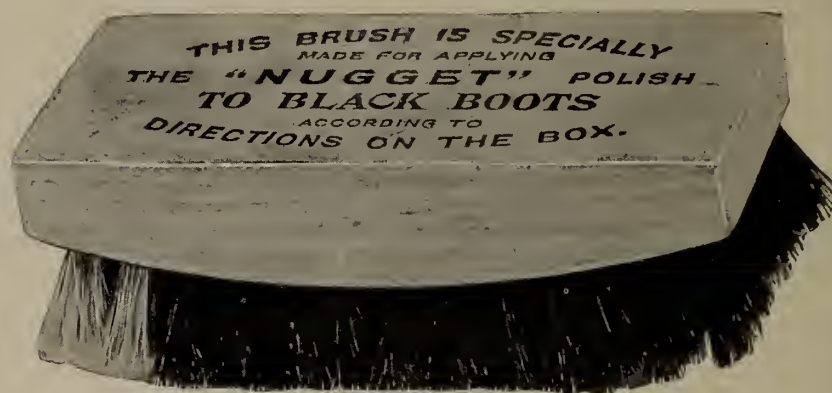
Robinson Service really serves you. Try it.



James Robinson
MONTREAL

“NUGGET” BRUSHES

MADE IN CANADA



We now have a large consignment of “Made in Canada” Brushes in stock. It is impossible to obtain any more White Bristle, but we are supplying a grey brush of equal quality for Tan shoes and the same “Nugget” quality in black brushes.

PRICES AS USUAL

AGENCIES

NOVA SCOTIA
Arthur Fordham & Co
Halifax

NEW BRUNSWICK
C. A. Munro
St. John

QUEBEC
R. E. Boyd & Co
Quebec

BRITISH COLUMBIA
J. Leckie & Co
Vancouver

The Nugget Polish Co. Limited

9, 11 & 13 Davenport Road

Toronto, Ont.

Ames-Holden-McCready Shoes



Out on the "Coast"—through the prairie provinces—in Ontario and Quebec and way down east thousands of people know and appreciate the value of Ames-Holden-McCready shoes.

**"Made in
Canada"**

**Sold from
Coast to
Coast**

For Sterling Quality and Style Leadership our complete line is unexcelled. We manufacture shoes for men, women and children.

Men's Welts to retail at \$4.00, \$5.00, \$6.00

Women's Welts to retail at \$3.50, \$4.00, \$5.00

Long manufacturing experience has taught us the needs of the trade in all parts of Canada. Our branches can fill your order promptly.

Fall Styles in Ames-Holden-McCready "Made in Canada" shoes are the ideal combination of comfort, neatness and style. Write our nearest branch for samples.



Service Branches

St. John
Toronto
Winnipeg
Edmonton
Vancouver

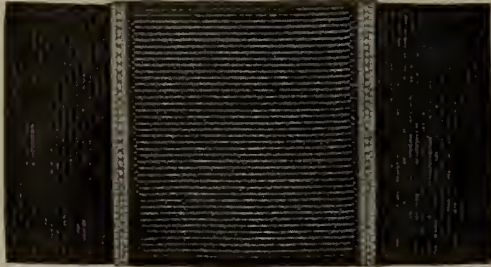
Ames-Holden-McCready

Limited

Montreal



Pattern 80—(Exact size of Cut) Best silk gros-grain.



Pattern 517—(Exact size of Cut) Made of Silk gros-grain



Pattern 1620—(Exact size of Cut) Leather Bow.

Chandler's "Flexo" Bows

Can be bent to fit the shoe. All up-to-date patterns, plaited, tailored, hand-tied, etc. Pattern 80 illustrated at left is our leader. It comes in various qualities and is one of the snappiest and most up-to-date bows in our assortment. Price 80c. dozen. Also made for Men's wear in larger size. Price \$1.10 to \$1.30 dozen.

No. 517 illustrated comes in three sizes, $2\frac{1}{2} \times 1\frac{1}{2}$, $2\frac{1}{4} \times 1\frac{1}{4}$, 2×1 —in black and white or white and black combinations. No. 1620, illustrated, best quality leather bows, come in Patent, Gun Metal Calf, Russia Calf, White Nubuck.

Adjustable Colonial Tongues

These Tongues will convert the ordinary tie or pump into the popular Colonial Pattern. Constructed in the very best manner from the best material. Can be adjusted in a moment and with them can be used any type of buckle shown in our catalogue.

Three popular white patterns are Pattern C-85, White Canvas, C-87 X White canvas with canvas finished buckle. Any of these may also be had in black; also in combination, black Tongue and Buckle, white filler, and vice versa.

A Big White Season

Stock up on White Laces, Colonial Tongues, Bows, etc. This is going to be a big white season and indications are that there will be a big sale on the above.

Bows for Misses and Little Misses

We would call your special attention to bows for Misses' and Little Misses' shoes. We have just issued a special folder showing the patterns we stock. Same will be sent on application.

C. A. BROWNING COMPANY

Exclusive Selling Agents

32 Franklin St.

BOSTON, MASS.



ARROWSMITH
TRADE
"INSYDE HEEL-GRIP"
MARK

Manufactured by
CANADIAN-ARROWSMITH MFG. CO.,
— LIMITED —
NIAGARA FALLS, ONTARIO, CANADA

— DIRECTIONS —

Moisten the reverse side with water and attach.



The Biggest Thing in the Findings Line that the Shoe Trade Has Ever Known.

Since February 15th, 1915 over 5000 pairs of Arrowsmith Insyde Heel Grips have been sold. Require no sizing. Can be inserted in shoe or pump in thirty seconds. Wholesale \$1.75 per dozen. Retail 25c per pair.



“The Spring Drive” For Tennis Shoes

Like the “Spring Drive” in Europe, there is sure to be a big Spring rush for tennis shoes. Spring is here ahead of its schedule so little time is left to place your sorting orders.

Our various representatives have large and complete stocks and are equipped to ship your sorting orders promptly—every item.

Get in touch with our nearest agent.

The Independent Rubber Co., Limited Merritton, Ont.

The Amherst Boot & Shoe Co., Limited. Amherst, N. S.
 The Amherst Central Shoe Co., Regina, Sask.
 The A. W. Ault Co., Limited Ottawa, Ont.
 White Shoe Co. - - - Toronto, Ont.
 Kilgour, Rimer & Co., Limited, Winnipeg, Man.

The J. Leckie Co., Limited, Vancouver, B. C.
 The London Shoe Co., - - - London, Ont.
 McLaren & Dallas, - - - Toronto, Ont.
 James Robinson, - - - Montreal, Que.





Which
?



People are coming to realize more and more each day how important to the bodily health and temperament the shoes are. "Room for five toes" is coming to be a slogan that stands for greater efficiency. *Are you getting in tune with this demand?* The way to do it is to carry the **Rice & Hutchins Educator Shoe** with its "room for five toes." Made "for every member of the family." We shall be very glad to tell you all about the **Educator** proposition. It has proved mighty attractive.

**EDUCATOR
SHOE** (R)

RICE & HUTCHINS

Incorporated

24 High Street : : : Boston, U. S. A.

The Rice & Hutchins Chicago Co.
231-233 West Monroe St., Chicago, Ill.

Wholesale Distributors of Rice & Hutchins Shoes for Western Canada



Tebbutt Shoes

for

Quality

and

Patriotism

Order Tebbutt "Made in Canada" shoes and you will be sure of getting high quality footwear.

Tebbutt shoes are stylish and comfortable. Our Doctors shoes have special non-perspiro and antiseptic features. Every pair is stamped with the registered trade mark "Cock o' the North". They suit particular people.

For Summer wear our Professor is a light weight antiseptic shoe with Thermal soles. Canadians are demanding "Made in Canada" articles. Why not sell them Tebbutt shoes? Your jobber will supply you.

Tebbutt Shoe and Leather Company, Limited

Three Rivers
Quebec

THE
Professor

+
PAT. N^o. 119409
GOLD CROSS
SHOE



Going to put in a Store Front this Year?

Think back! Has there *ever* been a time in your business career when a modern, made-to-make-business Store Front could do so much for your prosperity as *now*—1915? Think how it would advertise your store—how it would put new life and enthusiasm in your entire organization—how it would help you to keep up prices and how it would *make more* sales. If you need a Front, you need KAWNEER and you need it now, no matter what the size of the city in which you are located. There are more than 40,000 KAWNEER FRONTS now standing and if you will investigate you will find them paying big returns on their respective investments.

Investigate Store Fronts

KAWNEER STORE FRONT construction was conceived, built and developed around *your* requirements—always have we kept your commercial needs before us, at the same time keeping permanency and other structural elements well taken care of. The KAWNEER system of ventilation and drainage, for example, stands at the head today, as it has since 1906 when we marketed the first construction of this kind. You will find other systems for sale, but experience has shown the practicability of KAWNEER. We ask you to study Store Fronts from every standpoint—find out what the experience of others has been. Let us help you investigate. We will tell you the names of retailers with KAWNEER FRONTS near you and you can look them over; ask the retailers behind them what *they* think—their answer will be in figures. The Front that pays biggest is the one that sells most—the front is valuable only in proportion to the business it creates. Investigate and you will tear out your old Front and install KAWNEER, not by what *we* believe, but by what you will find.

Now—Not “Sometime”

Use the microscope of experience and bare the true facts. “Any time you desire testimony as to the quality, appearance, etc., of your Fronts, I am ready to give you one.” J. E. Stiles, Wells, Minn.
The Young & Chaffee Furniture Co., of Grand Rapids, Mich., writes: “Regarding the value of the Store Front as compared to the old one, I think there is no question but what our new KAWNEER FRONT sells at least \$10,000 worth of merchandise over what we could have possibly sold with the old.”

“We feel amply convinced that the change was profitable in more ways than one.” Smith-Bridgman & Co., Flint, Mich.

The Myers-Dailey Co., of Decatur, Ind., say: “We think we have the best front in Indiana, barring none. We would rather have a KAWNEER FRONT if it cost twice the money because we know it is right.”

Squires & Lay, jewelers of Laporte, Ind., write: “From an advertising standpoint the value of a retail jeweler’s window cannot be estimated. It is, however, his greatest asset if he only knew it. Retail jewelers cannot buy enough newspaper space to take the place of their windows. Window advertising is first all the time when compared to other advertising. We have a KAWNEER FRONT and we consider it pulls at least \$5,000 worth of business for us a year.” (The Store Front of Squires & Lay cost approximately \$1,000.)

R. L. Morland, a druggist of Worthington, Minn., writes: “I beg to say that the KAWNEER FRONT I installed has without a question increased my business. The new windows display goods to so much better advantage than the old ones and the entrance is so much more attractive to customers that I am thoroughly satisfied the KAWNEER FRONT has been a good investment for me. My only regret is that it was not installed several years ago.”

J. D. & L. B. Whitted, of Burlington, N. C., say: “Highly pleased with Front—it is a dandy—everybody likes it.”

H. A. Graham (shoe store), Burlington, Ont., says: “I cheerfully recommend KAWNEER metal Store Fronts to anyone wanting an attractive, serviceable, trade-pulling Front.” If letters do not convince you, ask those retailers near you who are now using KAWNEER STORE FRONTS. We can give you proofs of any kind.

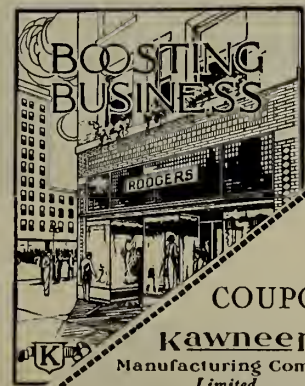


No matter what type your business requires, KAWNEER STORE FRONT construction is adaptable—in fact, the many “new Styles of Store Fronts” are the outcome of KAWNEER. We made them possible. The coupon attached will bring you many suggestions and the book is yours gratis—no obligation.

You will pay for a KAWNEER FRONT even if you do not install it—by the business that will *pass* your Store. Just figure a moment. It only takes an increase in business of \$1.09 per day for a thousand-dollar KAWNEER FRONT to pay for itself in ten years. There are 308 business days in 1915. If each day could be made to produce 5 *extra* customers, and each customer 50c net profit, your total increase in profit would be \$770.00—that’s 50% on \$1,540. Let us tell you what your Front will cost, then you can figure the interest a new KAWNEER FRONT would create for you. There is nothing mysterious about the success of KAWNEER STORE FRONTS—they are

simply made to make business—for you as well as the 40,000 other retailers who now have them.

To be of help to you in this first important step of increasing your business we offer you “Boosting Business No. 25”—a Store Front book compiled for you. It shows photographs and sketches of successful Fronts—big and little—and information of value. Just clip off this coupon and send it in. After you have read this book our branch near you will help work out the details of your Front. This is neither a book on window trimming nor a picture book for your errand boy, but a valuable book on Store Fronts to help you.



COUPON

Kawneer

Manufacturing Company Limited

Dept. R. Guelph, Ont.

Kindly send “Boosting Business No. 25” to me without obligation.

Name

Street and No.

City or Town

Kawneer
Manufacturing Company
Limited

Francis J. Plym, President

Dept. R. GUELPH, ONT.



28 "Service" Branches Throughout Canada

Canadian Consolidated Rubber Co., Limited
Montreal, Que.



Now is the Time
To Show

FLEET FOOT SHOES

In Your Window

This Attractive Display
Was Furnished

Free

With Your Placing
Order

Now is the Time
To Show It!



Canadian Consolidated Rubber Co., Limited
Montreal, Que.

28 "Service" Branches Throughout Canada



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 - Tel. Main 2299 - Room 119, Board of Trade
WINNIPEG - Telephone Garry 856 - 302 Travellers' Bldg.
VANCOUVER - Tel. Seymour 2013 - Hutchison Block
NEW YORK - Tel. 3108 Beekman - 1226 Tribune Building
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent St. 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. 5 June, 1915 No. 6

White Shoe Day

The use of white shoes could be made much more popular in Canada if shoe retailers would make a united effort to bring this matter before the attention of the public. White shoes are something the public can do without—and will continue to do without unless a little pressure is brought to bear. How often it happens that the first intimation one has that the white shoe season has arrived is when one meets a friend with a pair on! This should not be. If June 15th or July 1st, as the case may be, is considered the proper time to begin wearing white footwear, all the shoe stores should make an organized effort to feature it in their windows, interior displays, and other advertisements on and from that date. It is poor business to do this in a disorganized way. One or two lone retailers showing white shoes only makes the public think of them as fads. If all the stores would feature them, they would be established as standards. A customer's attitude of mind would be entirely changed, and he would be much less likely to make a request for any other kind of shoe. There are excellent reasons for the white shoe; it not only looks cool but beyond all question is cooler than other colors; it is easily cleaned; it is more in keeping with summer clothing than black or tan, and it is less expensive. The white shoe has

not been exceedingly popular with Canadians but the fault appears to lie rather with the retailer than with the public.

Is Your Store Restful?

The season is here when people are seeking refuge from the hot and dusty streets. Is your store inviting? Will Brown, who bought a pair of shoes from you this morning go out and tell the men in his office that the most refreshing spot in town is Smith & Company's shoe store—nice and cool, comfortable chairs, restful light? Will he remember that visit all day and wish he could go back and buy another pair? If so, you are doing a fine bit of advertising at no monetary expense, just using a little horse sense. You are paying special attention to your ventilation. You have a noiseless electric fan or two busy keeping the atmosphere "moving on." Your store is not too bright and does not hurt your customers' eyes—just rests them. Your chairs are not hard enough to be painful, nor soft enough to be hot.

Make your customer comfortable; remove all physical irritation and mental restfulness will follow—your sale is half made.

Don't Hurry Your Customer

The longer you can keep the average customer in your store, the better you become acquainted, the more he grows interested in your business, the more likely he is to make further purchases, the more certain he is to return. Don't hurry a customer. You may get in an extra sale to-day, but if you lose a regular customer you are "out" on the deal. Do your best to interest him in footwear and matters pertaining to it. It follows that a good shoe salesman must be intelligent above the ordinary. If he knows his business thoroughly, the shoeman can interest any one from a street laborer to a supreme court judge with little descriptions regarding various leathers, where they come from, how they are produced, where the boots are made, methods of manufacture, and so on. Get your customer away from the idea that you have nothing in your mind but separating him, in the shortest possible time, from his \$5.00 or \$6.00. Convince him you are interested in footwear in general and his footwear in particular. Nearly every man or woman has footwear troubles or peculiarities. Make yourself as conversant as possible with such matters. Selling a pair of shoes is a different matter from selling a hat or a pair of socks or a necktie; it takes time to fit your customer, especially if he is a new one. Whatever you do, don't give him the impression you want to hurry him away.

Whatever you may say or not say to your customer, who has just completed the purchase of the particular article he evidently came in on purpose

to buy—don't ask him, "Is there anything else?" There is no surer way of dismissing your customer promptly. Why? Well, just this—there is a legitimate competition between every salesman and his customer, that both recognize more or less clearly. The customer wants to get out of your store with as much money as he can. The salesman wants him to carry away as little as possible. To give a customer a deliberate opening to say "no" amounts to the same thing as opening the front door and saying "good-bye." It closes the interview absolutely. True salesmanship recognizes this fact; it approaches the subject from every point of view except the one which asks the victim to commit himself. This is withheld till the crucial, critical moment when the salesman has placed so many obstacles in the way of refusal, that it is easier to say "yes." So with a shoe salesman—interest your customer in something else, tell him about it, what it will do, how others are using it, how reasonable the cost is, what it would mean to him. Lead him to ask you questions; then you can direct the trend of the talk. Better never ask the question at all than have your customer say "no."

The Evil of Goods on Approval

The abuse of sending out goods on approval has long been a thorn in the side of the boot and shoe dealer, and Canadian retailers will doubtless be interested in a movement which has been set under way in Cleveland, Ohio, to obviate it. The Retail Merchants' Board of the Chamber of Commerce of that city recently drew up an appeal to the public—especially the members of the fair sex—which many shoe dealers and others have embodied in their advertisements in the newspapers. At the bottom of this appeal are the names of a large number of the most prominent merchants who have concurred in the idea. It is worded as follows:—

Do You Have Merchandise Sent Home on Approval?

"This is an age when sanitary precautions of all kinds are seriously agitated by Women's Organizations throughout the country. The abuse of the privilege of having merchandise sent home on approval is a matter for reform as vital as any of those now being effected.

"For sanitary reasons the consumer should give this matter her serious consideration. Many articles of merchandise are now not returnable. The same restrictions cannot be placed on all merchandise.

"It is for her own protection therefore that the undersigned merchants of Cleveland unite in asking each patron to co-operate in correcting the abuse of the privilege of having goods sent home on approval."

Big Orders in Prospect

The War Purchasing Commission have placed orders for about 65,000 pairs of shoes for the Canadian contingents. The shoes were required at once, and the order was widely distributed, Ames-Holden-McCready, Limited, Montreal, obtaining a contract for 20,000 pairs; the Tetrault Shoe Manufacturing Com-

pany, Montreal, one for 17,000 pairs; while other firms secured contracts for 5,000 pairs each. A Quebec city firm declined to consider business on the basis of the price offered, \$4.10, and a New Brunswick firm also turned down a contract on the same ground. The shoe is similar to the one which was made under former orders, there being slight modifications designed to make it more suitable for rough wear. It has a Good-year welt, is nailed at the toe, and has a steel plate on the heel.

This shoe is not to be considered the last word in the matter of Canadian Army shoes. As the goods were required immediately, it was decided to incorporate certain modifications in the original specifications, and to later re-consider the whole question of the type to be adopted for further orders. The War Purchasing Commission recently issued a circular to many manufacturers inviting suggestions for a new shoe. The idea is to carefully consider these suggestions in the light of the experience which has been gained under actual war conditions, and to incorporate these in the fresh specifications which will be drawn up. It is hoped in this way to secure the very finest Army shoe which can be manufactured.

Negotiations are now in progress for a large order, which will run eventually into a million pairs, for the French Army. The inquiry came through the British War Office, samples being submitted to manufacturers by the Canadian purchasing agents. The shoes are on much the same lines as the sample order of 25,000 pairs made for the French Army. Several Montreal and Maisonneuve manufacturers, including Ames-Holden-McCready, Limited, the Tetrault Shoe Manufacturing Company, the Eagle Shoe Company, the James Muir Company, J. & T. Bell, and Dufresne & Locke, have made samples which have been despatched to the other side. Montreal manufacturers have their previous experience as a guide, and also the benefit of the knowledge gained by Messrs. Oscar Dufresne and Alec Angus during their visits to London and Paris.

Are You an "Asset"?

Conover T. Silver, who represents a couple of well-known makes of motor cars in New York, impresses some of his policies upon his employees by printing on the pay envelopes observations that amount to office rules. He has entitled them, "Why I am Making Good." Every Saturday when the employees are handed their pay envelopes, they place their signatures under a list that includes:

I realize that business is a survival of the fittest.

I believe in the house I work for and in the merits of the goods it handles.

I am an asset because I constantly earn more than I am paid.

I come to business on time in the morning, and take the proper amount of time for lunch.

I keep myself constantly in a pleasant mood, and boost every one connected with our organization.

I keep my eyes and ears open at all times in an endeavor to avail myself of every opportunity to save the house time or money.

Some day I will have a business of my own, and I shall expect the same efficiency from my men that I am now giving.

The Money Value of a Good Store Front

Prominent St. John Retail Firm Believe in Attractive Windows—Typical of a Progressive Policy—A Most Useful Form of Advertising.

Extensive alterations were recently made in the Union Street store of Waterbury & Rising, Limited, St. John, N.B., which make this one of the finest boot and shoe stores in Eastern Canada. An entirely new front has been installed. The former straight show windows have been replaced by three modern display windows, one on each side and a show-case window in the middle. There are two entrances, which are set back, thus increasing the space in the show windows available for display purposes. The windows are not flush with the ceiling, as heretofore, but are so arranged that there is a space of a few feet of glass above them, which increases the natural illumination of the

will in October, round out his thirty-seventh year in the employ of the firm. In 1878, when Waterbury & Rising began business on a small scale in this store, then about a third of its present size, they engaged as errand boy a lad fresh from the primary schools. Bright, active, and ambitious, he rapidly developed salesmanship capabilities, so that, when a few years later the firm branched out and Edward L. Rising, the present president of the company, assumed the management of the larger establishment, Mr. Smyth, or "Henry" as he was familiarly called, became manager of the Union Street Store, a position which he still occupies. The manager of this popular store is pos-



Attractive new store front installed in Union Street store of Waterbury & Rising, St. John, N.B., by Kawneer Manufacturing Company.

interior. The arrangement of the glass work is very artistic and attractive, with the name of the firm appearing in the centre. All metal work is of copper. The entrances have been completely altered and are now tiled. The new front was installed by the Kawneer Manufacturing Company, Guelph, Ont.

Extensive changes have been made in the interior of the store as well. The chief alteration was the installation of a new and improved system of shelving, which is far superior to that used heretofore, as it increases the accommodation and makes it possible to handle the stock with greater facility.

The handsome exterior, with the brightly illuminated electric sign, represents a great improvement and is an attractive addition to the city. These improvements are indicative of the progressive policy of the firm of Waterbury & Rising, Limited.

Mr. C. Henry Smyth, who is manager of this store,

possessed of a pleasing personality, combined with keen business sagacity and a thorough knowledge of the retail shoe business.

Submit Your Three Names

What's in a name?

A good deal, in the opinion of Getty & Scott, Limited, Galt, Ont., who are offering a prize of \$25.00 for a trade mark name for a new line they are placing on the market. This competition is open to everyone interested in the retail shoe business. Turn your spare moments to good account during the next few days and prove that your "think tank" contains the right stuff. A more complete announcement appears on another page. Every competitor may submit three names.

Permanent Shoe Retailers' Association — Montreal Retailer Strongly Approves Our Endeavors —An Interesting Letter

The Editor,
Footwear in Canada:

I want to congratulate you for your special endeavor to establish in Canada a permanent shoe retailers' association. I say permanent, for there has existed, and even now exists in certain sections of the country, such an association, but unfortunately, it cannot be called a permanent one, for it has several times been revived and again dies an almost natural death.

I have read with very much interest your issue of May 1st, particularly the opinion of my friend Mr. C. R. LaSalle.

I have had the pleasure of being a member of the Montreal Shoe Section of the Retail Merchants' Association ever since its inception, and have had the honour of twice sitting with my friend Mr. LaSalle, first, as second vice-president, and then as first vice.

I quite agree with several of the reasons brought out by him as to why an association could not progress, but one I am quite averse to, and that is, that, on account of the different nationalities, an association cannot work in harmony. Now with due respect to his opinion, I may say that associations of this kind should have no regard whatever as to nationality. I cannot see why it should enter into business at all, moreover, I believe that the average business man is, or should be, broad-minded enough not to let the nationality of his confrere in the same line of business prevent him from becoming a member of the same association, when they have the same interest in common.

The lack of interest that my friend speaks of, I would attribute rather to ignorance of self interest in some cases, and to the rather too independent dispositions of some retailers in others, the former being the most numerous, and the regrettable feature about these is, that they are not subscribers to trade journals of any kind, and have therefore not had the real good points of an association brought strongly or frequently enough before them.

As an illustration, take the National Retailers' Association that you in your columns speak of, and you will find that all and more of the nationalities mentioned are members thereof, and all work in harmony, the reason being that character, more than nationality, makes the strong force of business organization.

In my opinion the time was never more opportune for an association than the present. The conditions that we are now passing through, and the necessity of the retailer adapting himself to them, all demand co-operation. The difficulty is, to find men that are public-spirited enough and strong enough, to carry the thing to a successful issue. What we need here are such men as Mr. Burt, Mr. McGowin and Mr. Geuting.

To my idea, if an association were again reorganized and had the men strong enough to carry it through, and by that I mean men that are public-spirited, having the interest of their fellow men as well as their own at heart, and a propaganda committee appointed, whose duty it would be to see that those very retailers that do not read trade journals were awakened to the benefits they would derive by becoming members of such an association, that it would not be very long before we would have a very representative Dominion Association working along the same

lines as the one in the United States, provided that the means were found and they could be found to keep the interest awake.

I trust that your articles may have some influence and that in the near future we will have an association that will help us obviate some of the difficulties with which we now have to contend.

Very truly yours,

Louis Adelstein.

Montreal, May 24, 1915.

Progress Towards Formation of Shoe Retailers' Association in Toronto

It affords us much pleasure to report a movement which has been under way for some weeks past in the city of Toronto, towards the formation of an association of boot and shoe dealers, who have been awakened to the incalculable advantages which would be derived from such organization. Four or five of the city's prominent shoe retailers some time ago agreed to start to canvass the local trade thoroughly, suggesting the idea of association to the various dealers, and bringing home to them the great benefits which would assuredly accrue from it. Accordingly, nearly every week these men have selected a certain day to interview shoe retailers, in order to ascertain just what ones would be willing to join. They felt, incidentally, that perhaps the most concrete way the latter could show their willingness to co-operate in the movement, would be by paying their subscription fee in advance; this, it was felt, would also tend to increase their interest in the matter and ensure their attendance. At every "outing," the organizers have been covering a different portion of the city, so that now nearly the whole area has been covered.

We are now in a position to report that these enthusiastic canvassers have met with wonderful success and that, as we go to press, 115 dealers have agreed to join, and have already paid their membership fee; indeed, we believe, there have really been only one or two individuals among all those approached who have shown unwillingness to support the movement. All apparently have come to realize the necessity and advantages of organization and have manifested their readiness to do their share in furthering it to the best of their ability. These 115 men are proprietors of stores handling boots and shoes exclusively, and it is estimated that as many as 175 or more will have subscribed their names by the time the association is ready for organization.

As yet no definite steps have been taken, nor has a date been fixed for the initial meeting, but the retailers will probably come together for the first time on some Wednesday afternoon in July, as most of the retail shoe stores throughout the city are closed on that afternoon. It is proposed to defer all action—election of officers, determination of policy, and such matters—till that occasion.

"Tan Week"

The Louisville Retail Shoe Merchants' Association are planning a "Tan Week" during which the trade of the city will endeavor to rid their shelves of women's tan shoes, some of this stock having lain there for two years. A committee has been appointed to devise a publicity campaign. It is stated that a week set aside for this purpose last year resulted in a large volume of sales.

Of All Forms of Dishonest Dealing

Dishonest Advertising is the Most Difficult to Defend—Morally and Commercially Wrong—Entirely at Variance with Best Business Practices of the Present Day

If a man jostles you in a crowd and, by a sleight-of-hand movement relieves you of a two-dollar bill, you call him a common thief.

If another man sells you a pair of \$4.00 shoes for \$6.00, because you look "easy" or opulent, or if he signs his name to an advertisement which deceives you as to the value of a shoe, and gets away with it, what do you call him?

We fail to see any difference in the two cases, unless it may be that in the first instance, the need was so much greater as to palliate, in some measure, the offence.

Did you ever walk up to a man and call him a "liar"? If you have, you have seen real fireworks. Not one man in a million but will hotly resent the merest suggestion of such a thing. Yet many such men (getting fewer, we believe) will sign their names to advertisements in the daily press and elsewhere, containing statements not in accordance with facts.

Now there are at least two good reasons why we should be honest in this twentieth century:

- (1) For moral and social reasons;
- (2) For financial reasons—it pays.

We are not going to dwell at great length on the moral aspect of the case. This is a matter for every man to fight out with his own conscience. It seems sufficient to say that—inasmuch as most of us highly value our own opinion of ourselves—we lose caste with ourselves, we lower ourselves in our own estimation, we fail to hold our own self-respect, when we do a dishonest act. For those whose conscience is more elastic, a certain amount of restraint should be found in the fact that, in practising dishonesty, they lose the respect of their fellows; they became classed in a lower grade. There was a day when sharp practice was counted clever and commanded more or less respect on that account. That day is almost gone.

For the few others who care neither for their own self-respect nor for the opinion of others, perhaps the thought that they owe something to humanity, something especially to the class of humanity to which they belong, will so influence them that they will conduct themselves in a way to bring no discredit on others. It is the total disregard of the rights of other people that has been the prime factor in making the German nation an accursed people in the eyes of the rest of the world to-day. Clever and powerful as Germany is, she is loathed more than she is feared. The failure to give the other fellow a square deal sooner or later brings its own well deserved reward.

The Commercial Side

So much for the moral side. Now what of the commercial side and financial effects of dishonest dealing?

One often hears it said that the world of business is growing better; that it is becoming the rule rather than the exception that individuals and firms adhere to their promises and agreements and stand ready to make good any defects or deficiencies in their side of any transaction.

We firmly believe this is true.

The cause of this improvement is not entirely evident, however. Most likely it is because we are just

finding out in a business way what our copy books told us all many years ago, that "honesty is the best policy." Be that as it may, it is becoming a habit among live business men to consider recourse to sharp practice and fraud in any of its various forms as an antiquated business method. It simply is not the modern way of doing business any more than coal oil lamps are the modern means of illuminating our homes and stores.

Honest dealing pays!

Well, did it not always pay, you ask? No! A hundred years ago the man, or woman, on the street knew little about business. He did not suspect the many ingenious and insinuating methods of separating him from his hard-earned cash. Perhaps they did not exist. Then competition became keener with increased cost of doing business, and as a result the unsuspecting public paid the penalty of misrepresentation and sharp dealing. They were credulous; they read advertisements and believed them; and because they showed that disposition to believe, the dealer took advantage of his opportunity. But gradually the public has got "wise." This is a commercial age. Many customers of boot and shoe dealers are themselves shrewd business men in some other line.

The buying public today is "on guard."

You Can't Fool the Public Twice

Here, then, is one great, and sufficient, reason why dishonest dealing does not pay to-day. You cannot fool the public very long, and of all the forms of dishonest dealing, dishonest advertising seems to be the least defensible. It is worse than the spoken lie, which may be recalled to you but cannot be filed against you. It is in the same class as forgery, and should be dealt with as such by our laws. In whatever form it is practised, it is a step towards the ultimate failure of the individual or firm that practises it, for you cannot deceive the purchasing public to-day—more than once—and life is not long enough to gain a good reputation once lost.

The only people you can deceive to-day with dishonest advertising are the mentally incapacitated, and there are not enough of them to build up much of a trade on.

On the face of it, is not this all along the line of good, common sense reasoning? If you advertise a \$4.00 boot as a \$6.00 value, does not your customer find out sooner or later that you deceived him? Would you expect to see that customer back again? Does he not warn his friends, relatives, neighbors and business associates against your store? What do you gain to offset all this loss?

The biggest and best advertisement a shoe retailer can possibly have is a satisfied customer. You cannot satisfy him unless you win his confidence. You cannot make him believe in you unless you deal honestly with him. The buying public is terribly suspicious to-day. Even the man who does his level best to deal squarely sometimes comes in for suspicion. It is hard for the customer to discriminate, but a store soon gets a reputation either for good or evil. One has only to look back over the history of some of the failures in the shoe retail trade of the recent past to be convinced

that the public is getting extremely cautious and discriminating. Under such conditions the sharper, as is justly due, stands a poor chance.

But, while the reaction against dishonest advertising can be depended on to defeat the ends of the dealer who practises it, there is the general effect—the impression created in the minds of the public that all advertising is more or less colored—to be considered. One unreliable dealer in a town may be sufficient to bring suspicion on all the other dealers. It becomes, then, a matter of extreme importance to the whole trade that this single case should be isolated. That we do not exaggerate the importance of this matter is amply evidenced by many letters received during the past month from our readers, as soon as they became aware we were making this the subject of our monthly discussion. The general trend of the letters is that dishonest advertising is not widely practised, but that it nevertheless adversely affects the whole trade in very large degree. It seems to be regarded as the “smallpox” of the shoe retailer’s world and, as such, demands prompt and vigorous measures of isolation and suppression. Here is a sample letter. It is from Mr. L. F. Falardeau, of Quebec City, one of the most favorably known retailers in that province.

Certainly a Scourge

The Editor,
Footwear in Canada:—

Dishonest advertising is certainly a scourge for the trade in general, and, for my part, I should think that one of the practical means of checking, if not completely doing away with it in cities, towns and large villages, would be for the county, town or city councils to appoint a board of control to which the advertiser, before publishing his advertisement, would be obliged to apply and have it accepted under pain of fine. Rulings to this effect should be passed according to the needs and the importance of the cities, towns and villages.

Yours truly,
(Signed) L. F. Falardeau.

Quebec, May 20, 1915.

Pure and Simple Roguery

Evidently the same opinion prevails in the west as in the east, as the following Winnipeg letter will indicate.

The Editor,
Footwear in Canada:—

We wish to congratulate you for again picking upon such an important subject as “dishonest advertising,” and we hope that you will make this a widely discussed subject and that if possible your efforts will be crowned with a proper conclusion to stamp out such an evil.

One of the undermining evils to-day in business is dishonest advertising. It is pure and simple roguery; it is getting money from people by dishonest methods, or rather false pretences, just the same as if one man sells another a gold brick, takes his money and makes him believe by all his guarantee that he is getting a big bargain, while he is, all the time, robbing or duping his customer.

This should be remedied by all newspapers, all publications, all merchants and retail merchants’ associations getting together and fighting such dishonesty with all means in their power, even going to the courts whenever they have grounds sufficient to prosecute the rogue. Any newspaper or publication that will turn down dishonest advertising and expose

it with all their might, is bound to reap a greater reward than any initial loss, largely multiplied, they might sustain.

Our business is run upon right principles, we sell right and we buy right, and we do not request or tolerate anything in our business that is dishonest, underhand or deceitful, and as a merchant at the head of a concern who has achieved a big success, I will say upon behalf of the Rannard Shoe Limited, that there is nothing that has brought quicker and better success to us than upright, honest, and truthful dealings in every transaction about our business. It pays to be honest, it pays to do right, and the sooner such evils as dishonest advertising are stamped out the better it will be for all concerned. It is a real viper in business. Let our efforts be swift and sure to stamp it out, and everybody, manufacturer, jobber, advertiser, banker, retailer, etc., will experience great relief and satisfaction in bringing about a sounder and better foundation upon which business principles stand.

Yours truly,
Rannard Shoe Limited,
Per C. F. Rannard.

Winnipeg, May 29th, 1915.

A Growing Evil

Another from Yarmouth, N.S., indicates that the evil is as widespread as our Dominion.

The Editor,
Footwear in Canada:—

Replying to yours of the 18th, on the subject of “Dishonest Advertising,” we think it is a matter worthy of discussion, as it is certainly a growing evil. The dealer who practises it, we believe, however, is the man who pays the penalty in the long run, and perhaps sooner, as it is not long before he is “spotted” and labelled as the dealer who does not have the goods to hand out to back up his advertising, and the confidence of the buying public, once forfeited is doubly hard to get back. The writer was in conversation some years ago with a prominent New York merchant, regarding some of the successful Manhattan Department stores, and he said that Messrs. Altman, one of the largest in the city, had built up their immense business on absolutely truthful advertising, and this fact was universally acknowledged and had become almost a household byword. The only way we know of to combat it is to “practise what we preach,” and trust to the “sure thing” that Time will vindicate us.

Yours truly,
Porter & Robbins.

Yarmouth, N.S., May 25th, 1915.

Would Publicity Be Misunderstood?

That individual retailers who are anxious to deal justly by the public find themselves in a more or less delicate position, is evidenced by the point brought out in the following letter by Mr. W. S. Wood, of St. Catharines. Mr. Wood’s point is doubtless well taken that sometimes such advertising would be misunderstood. We are inclined strongly to the opinion, however, that the public are in a mood to-day to investigate any statement of this sort before they would judge it adversely. It is just such an investigation, of course, that the honest dealer courts. Mr. Wood suggests that the Retail Merchants’ Association are making headway with this matter.

The Editor,
Footwear in Canada:—

Re “dishonest advertising,” would say that you

have hit on a subject which is of much interest to me and, I believe, to the majority of merchants in Canada. When I say "merchants," I not only refer to the shoe retailers, but to all branches of the retail trade, as I feel we all have this evil to contend with.

The prominent retailer writing you, asks the question—What measures can be taken to prevent this evil? And I, in turn, must ask the same question, and also add to it—"without seeming to be looking for cheap advertising."

You suggest open war against it by publicity, and would infer that you would use the newspapers to show up the dishonest advertisers to the public, and it is just there where my addition to the other retailer's question comes in. Would the public look upon me in the right light or would they look upon me as one trying to make a good fellow of himself at his competitor's expense? Or again, would they run away with the belief that my only trouble was that I was, as you say, "hot under the collar," because my business was suffering?

If I am not mistaken, the Retail Merchants' Association of Canada have fixed upon a plan which will take care of such competitors, and I believe same has the sanction of the Government. Would advise looking into this plan, as it would probably be just what is needed.

Yours truly,

(Signed) Wm. S. Wood.

St. Catharines, Ont., May 19.

Work With "Ad" Clubs

Quite a few suggestions are made with regard to co-operation with the ad clubs of the various cities. Mr. F. J. McCann, shoe buyer of Goodwin's Limited, Montreal, draws attention to the progress that has been made in the United States by co-operation between the shoemen's associations and their advertising clubs. Mr. McCann writes as follows:—

The Editor,
Footwear in Canada:—

I have your letter of the 18th inst., regarding dishonest advertising in the shoe business.

I understand that in most cities in Canada there is an Ad Club associated with the Advertising Clubs of the World, and each of these city Ad Clubs have a Vigilance Committee.

I also understand that in the United States these Vigilance Committees are succeeding in the suppression of fraudulent advertising, and I have no doubt that, if those interested in honest, straightforward advertising in Canada could, or would, join hands with the Vigilance Committees of the Ad Clubs in Canada, something worth while might be achieved.

Might I take the liberty of suggesting that your journal take this question up with the Ad Clubs of Toronto, Montreal, Winnipeg, and the other large cities of Canada.

Yours very truly,
Goodwins Montreal Limited.
Fredk. J. McCann,
Shoe Buyer.

Montreal, May 21st, 1915.

A Good Deal Of It

A prominent Toronto retailer writes in the same strain, but apparently has not the same confidence in the prospects of success. Extracts from his letter read as follows:—

"With reference to 'dishonest advertising,' I might say that I feel this is a very large task to take up, and

although we would very much like to see the thing stopped, yet after the experience which the Ad Club have had in taking up this matter, I am afraid that it would be almost useless for your journal to try it.

"We are aware that a great deal of this is done, especially in our line of business, and would be very pleased to see it stopped, but we are unable to suggest any remedies which we think would be of much use. I know that the Ad Club of this city went to law about several of these cases in other lines, and in the long run made themselves quite a target for ridicule."

Give It Hard Knocks

To our way of thinking one of the most feasible suggestions comes from Mr. Carkner, of Ottawa. The suggestion presupposes, however, a shoe merchants' association in every city and town. This opinion of Mr. Carkner's further bears out what we have said and quoted in recent issues regarding the necessity of shoe dealers' associations, and indicates another line along which these may prove their usefulness. We believe that any association would have a very marked moral influence in restraining its members, or even those who are not members, from resorting to unsavoury practices in the way of advertising or other forms of salesmanship. Mr. Carkner's letter will be read with interest.

The Editor,
Footwear in Canada:—

In reply to your letter of the 18th inst. re dishonest advertising, I am glad your paper has taken it up, and I trust that you will continue to give good hard knocks at anyone who happens to be practising such methods. In your letter you ask for a suggestion as to what means should be used to help stamp it out. The only way I think that we will ever overcome this is to have a shoe merchants' association in each town and city and strive to have all shoe dealers members of same. After having proper laws and regulations drawn up it will be quite possible for the shoe merchants' association to advertise that fact in the daily papers in the localities where such practice is being carried on. This would let the people know and would also make the dealers more careful as to the truth of their advertising.

Thanking you for the privilege of expressing my opinion and wishing you luck in your undertaking.

Yours truly,

J. H. Carkner & Company,
Per J. H. Carkner.

Ottawa, Ont., May 20th, 1915.

Prosecute the Offenders

These opinions are merely typical of many expressed through letters and personal conversations with representatives of "Footwear in Canada" at many points in the Dominion. All see the evil; all are anxious that steps be taken to remove it. The only question at issue is the best method. The most speedy and effective remedy would appear to be legislation on this matter, and, in this connection, we quote the opinion of one of Toronto's ablest shoe retailers.

"Dishonest advertising is certainly a serious matter now, and one which causes much harm to the retail shoe trade in general. It is done not only in departmental stores, but among many of the retail merchants themselves, and it is a very difficult and thorny problem to handle. In the United States they are far more aggressive in this connection than in Canada. Believe a passive method of opposition and pro-

test will hardly be of much use nor would a stand taken against it by an association avail much. The only way to obviate the evil would be to **prosecute the offenders**. This is followed out much more energetically and successfully in the States than on this side. An association might possibly aid in this connection by means of prosecution; they might appoint a solicitor of their own and have him represent the body in this action."

Preparing a Bill in U. S.

As an example of the way they have tackled this problem in the United States, we may mention that the National Shoe Retailers' Association are at present preparing a bill to be introduced in Congress, making fraudulent advertising a dangerous procedure in interstate commerce. In this matter the various state and local associations are also using their influence. Incidentally, it may be of interest to relate what one of the associations (Rochester) has already accomplished in this respect. The Rochester Retail Shoe Dealers' Association is working hand in hand with the Rochester Ad Club. This latter club have adopted what they call a "Truth Pledge" (printed below), and all the best firms are agreeing to it. The procedure followed when a case arises where some individual reports that fraudulent or untruthful statements are being made, is to send a complaint direct to the Rochester Ad Club. The Ad Club passes the complaint on to the Rochester Shoe Dealers' Association for an opinion as to whether they consider it a subject for further investigation. The matter is discussed at a meeting of this latter association and, if investigations warrant it, action is taken in conjunction with the Ad Club. Any public action taken in the matter, however, is in the name of the Rochester Ad Club, the Shoe Dealers' Association not appearing in the matter at all. We are advised that they have two cases under investigation at the present time. We hope to publish the results of these in a later issue, which will give our readers a more concrete idea of the actual working of the scheme.

A Vigilance Committee

To cover this particular phase of their work, the Rochester Ad Club have appointed a Vigilance Committee, composed of five members, with business interests as widely varied as possible, so as to obtain absolutely impartial judgment. This committee gives its time gratis.

It is a committee of retailers for retailers. The first duty of this committee is to further the cause of clean, honest advertising. They work in conjunction with the advertiser and the press; they correct, where possible, advertising which is false or misleading, harmful to life or pocket-book.

The work of the Vigilance Committee in handling complaints of untruthful and misleading advertising is conducted along strictly conservative lines. Every effort is made to get at the true facts of each case. Then the complaint is brought to the attention of the offender and an opportunity given him to prove that his advertising is not guilty of the charge against it. The committee acts as a court of arbitration, a place where any person who believes that another is seeking advantage by unfair advertising methods may register his complaint, have it investigated and brought to the attention of the offender. All this without disclosing the source of the complaint.

This method means much for the success of the work as it has been found that if one merchant makes

a public attack on the advertising of another, the public at once discounts the situation and assumes that the attack is wholly selfish and not in good faith.

When, on the other hand, the complaint is handled through the Vigilance Committee the offender feels that in place of the complaint coming from a competitor, and therefore biased, he is now before a committee backed by the strong arm of public opinion.

In short, the Vigilance Committee is an effort by the Rochester Ad Club to put into effect the voice of the people for truth in advertising.

Here is a case quoted of the actual work of this committee:—

"In the matter of the advertising of a clearance sale claimed to be misleading as the goods advertised were large sizes only and of a limited number. In this case a meeting was held with the offender who claimed that there was no intention to mislead. The committee decided otherwise. It has since been noted that the advertising of this firm is without the misleading features complained of"

Here is another case:—

"In the matter of special bargains. As the goods so advertised were not in stock the complaint was referred to the offender and he acknowledged that the statement in the advertising was misleading, largely due to an oversight in the preparation of the ad."

The Consumers' Opportunity

To better illustrate the service which the Vigilance Committee offers and to clearly show how the Consumer should take advantage of this service, we offer the following imaginary episode.

Reading the newspaper one morning, "Mrs. Consumer" sees in the ad. of Sellem & Co. the following:

**Shoes for Less Than Half—\$5.00 and \$6.00
Values on Sale To-Day for \$2.49.**

Being a thrifty little woman, "Mrs. Consumer" puts on her things and goes down town to Sellem & Company's. She goes directly to the bargain department and asks the salesman to show her some of the shoes reduced to \$2.49. The salesman goes and makes a great show of looking over the stock,—picks out three pairs marked \$2.49 and shows them to his customer. "But," says Mrs. Consumer, "these are not \$5.00 and \$6.00 values, they look to me like regular priced stock. Show me some of the reduced shoes. "I am sorry," says the salesman, "but the largest size we have left is a 3 and you wear a 5." Mrs. Consumer went home in a thoughtful frame of mind and at supper that night said to her husband, "Jim, look at this ad of Sellem & Company. I went down there the first thing this morning—arrived there at nine o'clock and wanted to buy a pair of those reduced shoes and they told me they were all sold out except in the small sizes and they tried to sell me a cheap pair. I'm not going to deal at that store any more. Their ad fooled me and I wasted carfare and half a day for nothing."

"Why, Dear, you've got yourself all worked up, but I don't blame you. Now go get pen, ink and paper and I will show you how to teach Messrs. Sellem & Company that the public have some rights to fair play. You write just what I say.

Chairman,

Vigilance Committee, Rochester Ad Club,
P. O. Box No. 1052, Rochester, N. Y.

Dear Sir:—

Induced by ad, which I attach hereto, I visited

Sellem & Company's store this morning and asked for a \$5.00 or \$6.00 pair of shoes reduced to \$2.49, but was told that my size (5) was all sold, though I was in the store at 9.00 a.m., the first day of the sale. I was offered inferior goods as a substitute. The misleading ad cost me carfare and nearly half a day's time. Will your Committee kindly investigate this sale in the interests of the shopper and please do not use my name.

Yours truly,
Mrs. Consumer,
123 Bidwell Parkway.

"There," said Mr. Consumer, "I will post it right away and you will hear from the Committee in due time."

The scene now shifts to the work of the Vigilance Committee. Upon receipt of the letter from Mrs. Consumer by the Vigilance Committee a letter was sent by the Chairman to Sellem & Company with a copy of the complaint, omitting the name of the complainant. In a few days a reply was received by the committee from Sellem & Company, stating that the ad complained of was in accord with advertising usage as understood by Sellem & Company, and that while it was true that the shoes advertised were small sizes this was explained by the fact that it has not been the general custom to give details as to sizes, quantities, etc. Too much detail would reduce the "pulling" value of the ad and plain statements as to the conditions of stocks would frequently fail to attract customers.

This frank statement of Sellem & Company was given careful consideration and then a reply was sent to Sellem & Company, directing their attention to the Declaration of Principles to which they had subscribed: "It is desired that our advertising shall be free from all exaggeration or any statement tending to mislead the Public in any way whatsoever," with the further statement that in the opinion of the committee it would be better business for Sellem & Company to put facts into their advertising, not fiction. Successful business is built upon confidence and confidence is destroyed when the advertising is misleading.

Sellem & Company, upon receipt of this letter from the committee requested a meeting of the committee for a full discussion of the matter. As a result of this meeting Sellem & Company were convinced that the complaint made was justified and that they could not afford to have even one consumer feel that Sellem & Company were not making every effort to give their customers service. They further agreed to change the style of their advertising and make every effort to have it state facts, and so inspire confidence in the minds of the purchasing public.

* * *

The Truth Pledge

Following is the Rochester Ad Club Advertising Code outlining the principles and prohibitions governing advertising.

Principles

1. That advertising is objectionable which adversely affects public health, morals or pocketbooks.
2. Anyone who accepts advertising for publication or display, in any medium he controls, is under moral obligation to protect the readers of, and legitimate advertisers in, such mediums, against objectionable advertising.
3. Anyone offering advertising for publication or display, is equally responsible for the honesty, truthfulness and reliability of such advertising.

To vitalize the spirit of the principles set forth, we adopt the following specific prohibitions:

Prohibitions

1. Absolute and total, against
 - (1) Objectionable medical advertisements.
 - (2) Suggestive or indecent advertisements.
2. Partial or provisional, against
 - (1) Offers of something for nothing or apparent mercantile impossibility.
 - (2) Doubtful financial, mining, real estate or other business propositions.
 - (3) Any advertisement which fairly raises a suspicion of fraud.

The "Service" of the Manufacturer

Columns have been written about "service," but in the main its application has been to the retail dealer; little has been said concerning the "service" which the manufacturer can render to the retailer. The ques-



One of the fashions "of the hour."

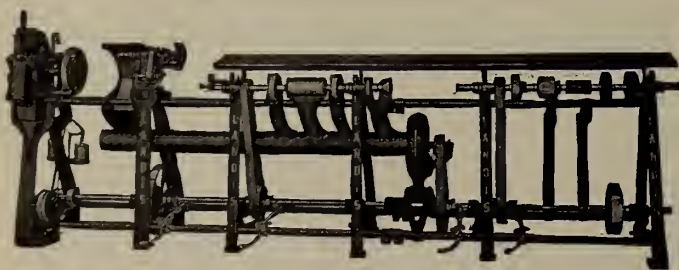
tions of price, attractiveness of goods, and the personality of the traveller are doubtless the chief elements governing the purchase of shoes and other commodities, but "service" also counts in many cases. "We find," said a Montreal shoe manufacturer, "that our 'service' is of material assistance in keeping together our business. While we are aware that goods and prices must be right, we also know by experience that buyers appreciate the help we are able to give them, in the way of prompt delivery, and in the way of seeing that goods promised for a given date are there on time. We do not promise delivery unless we are assured of being able to keep our word; better not to name a date than to disappoint a customer. Our system enables us to fill orders in a short time; sometimes, however, we are asked to do what we consider unreasonable things in the way of delivery, but in those cases we notify the customer that we cannot comply with the demands, and we believe that we are serving our own interests and those of the customer in plainly telling him that he is asking for the impossible. We suggest two or three days' delay, and often this is conceded."

Boot Repairers of Yesterday, To-day and To-morrow

Mr. J. Rowley, at a meeting of the Middlesbrough & District B. T. A., recently delivered an interesting and practical address on "Boot Repairers of Yesterday, To-day and To-morrow." Speaking first of the boot repairer of yesterday, Mr. Rowley said he worked according to his lights and the lights of a quarter of a century ago were very poor ones. He never made any progress. He stuck in the mud, and he stuck in the mud because he was satisfied with what he was doing. One of his great advantages was that he could get cheap material, often purchasing it direct from the tan-yard instead of going to the middle-man. He had not to meet the competition they had to-day. One man one village, was the rule. But the day of these men was past, and the reason why he failed was that he did not see it passing. Conditions changed, but he never changed, and the result was failure. The repairer of to-day was in an entirely different position. It was harder for a man to make both ends meet. Very often he found repairers working on a Sunday, not because they were greedy, but because their labours of the week did not return them sufficient to keep their wives and families. The man of yesterday got pure leather, but to-day he began to doubt if such a thing existed. The tan-yard had been commercialized, and existed not so much for the purpose of making good leather as for piling up profits.

Their only course, he said, was to adapt themselves to the new conditions. Mr. Rowley went on to urge the value of united effort to improve existing trade conditions, declaring that many of their present troubles were from the seed of disunion in the past. Many repairers would rather fight each other till they died than meet together and live. What, he asked, would be the man of to-morrow? The war had only speeded up the changes which were bound to come. The time was coming when the trade would have to undergo great changes, and they must be ready for those changes when they came.

There was an increasing demand for leather substitutes. Whether they were good or bad, leather sub-



Model 22 Landis Shoe Repair Outfit, Left Hand
Manufactured by LANDIS MACHINE CO., St. Louis, Mo.

stitutes were bound to come. The time might not be far distant when people would buy their soles and heels in bottles, pour it on the boot, and wait for it to set. The future, when the war was over, held for them a difficulty in regard to the supply of workmen in the trade. He believed that many of the men wounded would turn their thoughts to boot repairing. They could not exclude these men from the trade, but he urged that they could see they were properly taught and properly remunerated.

Making Friends for Twenty Years

After a connection of 20 years, Mr. C. M. Mills, of Montreal, has resigned his position with Ames-Holden-McCready, Limited, Montreal. There is no better known shoe salesman in the Eastern Townships of the Province of Quebec than "Charlie," who now represents the James Muir Company, Maisonneuve, in the province of Quebec outside the Island of Montreal, and the Macfarlane Shoe Company, Limited, Montreal, in the Eastern Townships and Huntingdon district.



Mr. C. M. Mills.

Mr. Mills has been practically all his business life in the shoe trade. Prior to coming to Canada, he travelled for five years for an English firm. Then he joined the sales force of the Cochrane and Cassels Company, Montreal; afterwards he was with Ames-Holden, and continued with this company when it became Ames-Holden-McCready, Limited. He has been on the same territory during this entire period, so it is obvious that he has a wide circle of friends in the province. Mr. Mills has but one hobby—shoes. The local travellers of Ames-Holden-McCready, Limited, had a little surprise in store for their old colleague. They waited in a body on him at his house at Westmount, and made a double presentation—a huge bouquet of American Beauty roses to Mrs. Mills, and a handsome marble ornament to Mr. Mills.

Dust-U-while-U-wait

A boot and shoe repairer in Los Angeles has hit upon a novel convenience for attracting patrons. His shop is fully equipped with all machinery necessary for "While-U-Wait" repairing, and one of the machines is provided with a circular brush which extends out to the street, a short distance from the sidewalk, and is kept revolving. Pedestrians step up to the front of the shop, hold their shoes against the rotating brush for a moment, and have their shoes nicely cleaned. Several passers-by, including ladies, take advantage of this convenience and it serves as a good advertisement, as many remember the place where this device has dusted their shoes.

Keeping style records—It will pay you to use some system—Many are very simple

A boot and shoe retailer, who is at all systematic in the management of his business, must adopt some means of keeping a record of the styles he carries in stock. There are various methods employed by different retailers, some of which are very simple, while some, on the other hand, are much too complicated for the small dealer.

A very common and simple plan is to assign stock numbers to the various styles and, in a book kept for this purpose, to set down consecutively the numbers corresponding to the styles in stock and opposite them brief descriptions of the boots and shoes they represent, specifying whether they are men's, women's, or children's; the material of which they are made; the pattern—Blucher, lace or button; the sole—whether welt, turn or McKay; the last; name of the manufacturer; cost price and selling price, thus:—No. 167 women's, black kid, button, Goodyear welt, Newport last, Blank Shoe Manufacturing Company, \$2.15-\$4.50. With this system, the record should be neatly kept, the numbers of the styles carried being placed, say, in a column to the left, the descriptions uniformly arranged in the centre, and the cost and selling prices occupying the right-hand side of the pages. It is also advisable to group the figures referring to the stock of the different departments into separate divisions, just the same as the styles of these departments are put in different places on the shelves. In one store, for instance, the series of numbers from 1 to 499 represent women's boots and shoes only; from 500 to 999, the men's, and from 1,000 to 1,499, children's. Some dealers prefer still further differentiation in the grouping; one speaks of using separate groups for women's boots, women's Oxfords, slippers, misses' boots, children's footwear, infants', boys', men's boots and men's Oxfords.

A Little More Complicated

Another system, which is as elaborate as the former is simple, is very popular with many large dealers. The principal feature of this system is that the stock number is not made to act merely as an index number, which will have its place in the list in the record book, but consists of several digits—usually four—each of which has a special descriptive significance. From left to right, the first digit will represent the material of which the boot or shoe is made; the second digit, the price in dollars; the third, the pattern and the price in cents if the price is not in even dollars; the fourth digit is used to specify the style of toe. Fractions are placed to the right and left of the row of digits to further qualify the style, the fraction 1/2 on the right signifying that tip and vamp are of the same material; 1/4, that the tip is of patent leather; 1/2 on the left indicating an Oxford, 1/4, a pump, 3/4, a women's evening slipper, etc. The digits used in the first place may represent materials in some such manner as the following: 1, dull black calfskin; 2, vici kid; 3, enamel; 4, patent colt-skin; 5, box calfskin; 6, gun metal; 7, kangaroo; 8, grain; 9, mat goatskin; 0, suede. In the second place \$1 \$2, \$3, etc., may be represented by the digits 1, 2, 3, etc., respectively. Then, in the third place, the digit may be used to represent both the pattern and the price in cents, thus: 1, lace and 0 cents; 2, button and 0 cents; 3, lace and 25 cents; 4, button and 25 cents; 5, lace and 50 cents; 6, button and 50 cents; 7, lace and 75 cents; 8, button and 75 cents. Finally, the type of toe may be represented by the last digit, as follows: 1, French; 2, Globe; 3, Commonwealth; 4,

Square; 5, London; 6, Coin; 7, Bulldog; 8, English; 9, Pointed. As an example of the working out of this system, let us say that the stock number assigned to a shoe is 5419 1/2. If we refer to the table above we find that the first digit, 5, indicates that the material is box calf skin. The second place digit, 4, shows that the price in dollars is \$4.00. From the third digit, 1, we deduce that the price is the even \$4.00 and, at the same time, that the shoe is a laced pattern. The 9 in the fourth place will indicate a pointed toe. The fraction, 1/2, at the right shows that the tip and vamp are of the same material.

The details of such a method as this, however, would naturally have to be adapted to meet the special requirements of the individual dealer, as the material, patterns of the lasts, type of toes, etc., will differ considerably according to the nature and variety of the stock carried.

That this system is "systematic" is beyond doubt. But the question is, is it not more than necessarily complicated and is it advisable to have the number of each individual style convey such detailed information? Some retailers state that they have found this to be the most suitable method, while others consider that a simpler system is more satisfactory, and that it suffices to have the stock number act only as a mark of identification; they maintain that there is no necessity of these details with regard to patterns, material, etc., when you have the boot or shoe in your hand, and can readily ascertain this information by referring to a stock record book, in which the styles carried are fully described under their respective index numbers.

Paste this up in your Hosiery Department—That pre-supposes you have one

The chart herewith shows what size of hosiery to sell with each of the various sizes of children's and adults' shoes.

Hosiery Sizes Corresponding to Shoe Sizes

SIZES OF HOSE	INFANTS' SHOES	CHILDREN'S SHOES	WOMEN'S SHOES	MEN'S SHOES
4	1 & 1 1/2			
4 1/2 . .	2 to 3			
5	3 1/2 to 4 1/2	3 1/2 to 4 1/2		
5 1/2 . .	5 to 6	5 to 6		
6	6 1/2 to 7 1/2	6 1/2 to 7 1/2		
6 1/2 . .	8 to 9	8 to 9		
7	9 1/2 to 10 1/2	9 1/2 to 10 1/2		
7 1/2 . .	11 to 12	11 to 12		
8		12 1/2 & 1	12 1/2 & 1	
8 1/2		1 1/2 to 2 1/2	1 1/2 to 2 1/2	
9		3 to 4	3 to 4	5
9 1/2		4 1/2 to 5 1/2	4 1/2 to 5 1/2	5 1/2 & 6
10		6 to 7	6 to 7	6 1/2 & 7
10 1/2			7 1/2 to 8 1/2	7 1/2 & 8
11				8 1/2 & 9
11 1/2				9 1/2 & 10
12				10 1/2 & 11

Boots a Good Second

A mother who was speaking at the meeting of a town council in England recently, stated that the first need of her children was bread to eat, and that their second requirement was boots to wear, and begged the town fathers, in providing relief for the poor families in these war times, to see that the children are furnished with footwear.

Style Problem in Women's Footwear

Address by Mr. W. L. Ratcliffe, President Thos. G. Plant Co., Boston, at Style Regulation Conference of Joint Committee representing National Associations of Manufacturers, Retailers and Last Makers

I think the problem under discussion is mostly a women's shoe proposition. The men's shoes are now so plain and neat that the men's manufacturers are anxious to have the women's manufacturers sic' this Style business onto them, so they can get additional business—and I don't blame them.

If you wish to be the guardian for the average retailer in the United States, why assume to tell him what percentage of Patent Leather—be it 40 or 50 per cent.—is going to sell? The real situation that confronts us is that for years the dealers have been endeavoring to educate the consumers up to the point of paying more attention to their footwear. Women formerly bought new hats and suits (with long skirts) for Easter. Now skirts are higher and they are paying more attention to the way their feet are dressed, and we are upset and disturbed because the thing has come about. Now that we are having this evolution and have gained the point we have been after for a long time—shall we discourage it? Or shall we help it along by encouraging it?

You can't tell the dealer what the girl is going to wear next fall but we know—and every retailer knows—that all the shoe business will not be done on novelties.

What is a novelty anyway? Who can define it? Your fathers wore brogans and plow shoes. To-day men lay bricks in Patent Leather shoes—they don't wear brogans. The women used to wear peg shoes, some with copper toes. Now many a woman goes out to milk in a pair of Patent Leather button boots. That's a staple shoe to-day.

As an illustration, I consider a black cloth top shoe absolutely staple, and I think anything that is a big seller is staple for the time being.

Own Personal Judgment is Best

The type of shoe a woman or man is going to wear, is, in my opinion, generally speaking up to the dealer in the town where they live. He knows best whether his trade requires wide or narrow toes, French or Cuban heels. We can't tell. The dealer is on the firing line.

The small town follows the big cities; there is no argument about that, but the fellow in the big city is out for a different class of trade. They tell you there are a half a million strangers in New York every day. Some of them buy shoes and some see the pretty things in the windows and go home and look around for them. Sometimes they don't find them. But the styles that the dealer is selling in Poughkeepsie or Elmira are his styles, when he has bought them, and they are the styles he should put across. He ought not to lie down—but get busy and sell the merchandise he has.

I believe what Mr. Hart said was very true, and I would endorse it in a minute. I would like to see his address taken as a basis for any statement we want to send out to the retail trade, as it is absolutely fair and square.

The manufacturers want to sell their shoes—that is what they are in business for; the retailers want to sell their shoes—that is what they are in business for. This novelty game, so-called, as far as the women's shoe

proposition is concerned is bringing them all a much larger volume of business than they have ever had in any other way. It is giving the retailer an uplift, and he is getting \$5.00 easier than he used to get it. He couldn't get \$5.00 a little while ago from the rank and file of his trade. Some of my retail friends tell me that what some of the girls are paying for their shoes is really wonderful—and it is just because they have been educated up to the point of doing so.

A few years ago everybody said: "Oh we can't get that price for shoes—\$3.50 is the limit. People haven't the money." They had the money to buy gloves, when they pushed the price up from 75c to \$1.50. They pushed the price up on everything else—but shoes—no! they couldn't raise the price on them. The great trouble has been to get the retailer to get into the uplift movement, and get a higher price for his shoes. But this novelty game has been doing it for him, and when it is over and business gets good once more, there won't be so much of the novelty craze because we won't be obliged to put in new patterns or lasts every week in order to get additional volume. When it's all over, he will find that he can sell plain shoes at an average higher price.

Must Get More Money

You fellows—the retailers—have got to get more money for your shoes. You should be perfectly willing to pay more for shoes. The Lord knows the manufacturer will have to get more money for his merchandise, as he has to pay the last maker and pattern maker. There is no argument about that.

The average dealer buys a shoe with a toe and heel which he thinks is suitable for his town—and that is all he can do. As Mr. Hart says, he cannot sell all the shoes there are sold in that town any more than we make all the shoes sold in the United States. It is a problem for the dealer and manufacturer to work out for themselves. It is a millinery proposition—and all the men's manufacturers have to do is to smile, because it affects the women's game. If you don't believe it, go over to the corner of Fifth Avenue and 34th Street and watch the women go by, wearing shoes of all colors of the rainbow. The big store that wants to play this novelty game flashes something new and pretty on the horizon and pulls the girls into the store, because they want a pair of that kind if they can get the price.

By and by when business is better, the dealer won't be worrying so much about how to pull them into the store.

I don't see how you can sit down here and tell the dealer that shoes will sell 50 per cent. "shiny" leather or 40 per cent. Gun Metal—or whatever it may be—because you know that Patent Leather shoes at the present time, as has just been said, are the thing. I guess there have been days when you couldn't see anything but "shiny" leather. How do we know that it won't drop in two in the middle in two or three months if the supply fails or the wearers decide to buy Gun Metal shoes? That's what we are up against. On the other hand, if Patent Leather is not scarce, the

dealer must buy Patent Leather shoes and be sure he has them when the demand comes.

I do know we will sell a certain amount of Black, Cloth Top shoes, on the lasts and with the heels suited to the localities in which they are sold, but they don't sell the same things in the East as out West. They want different kinds of toes out there.

I know we will sell a certain amount of Gun Metal shoes, with cloth and dull tops—and a certain amount of Black Kid shoes. We always have. We have sold 25 per cent. Kid shoes lately, and will sell 25 per cent. and upwards this fall—but I don't want to say whether they will have French or Cuban heels, because I don't know. Nobody else knows, either, what the fad of the moment will be. The fellow in Elmira or Corning or the other place, should get in touch with his own atmosphere, find out what the fellows in the towns next to him are doing, and what the large cities in his locality are reflecting on the community, through the newspapers, etc. There is no need of his wondering what they are doing in Chicago or San Francisco; that doesn't help him any.

Late Orders—Late Delivery

I say it is up to the dealer to a large extent if the lady comes in for shoes, and he hasn't what she wants and can't get them made as quickly as she must have them. The shoe factory does not exist that can make up a lot of these things all at once. We have a factory of our own and our spring orders have all been cut. We are now cutting and making fall shoes, and are going to keep the factory going. If some of them wait until next June before sending in their orders, I tell you they will have to advance the dates of delivery. I have written our salesmen myself within the last few days, to this effect—that we have no criticism to offer of any dealer who does not wish to place his orders now, as he is the fellow who is expected to pay for the goods, but we are going to have something to say about the dates of delivery on the orders when placed. I asked every salesman who called on a man a second time to mark on the top of his order, "2 C" or "3 C," meaning second or third call, and I am personally going to see that the fellow who buys his shoes on the first call has the preference over the fellow who purchases his the second or third call. We are not going to be driven to an insane asylum or some other place next August when the dealers discover that they want their shoes right away, but have not given us time to make them. We are going to make shoes first for the fellow who pays his bills—but above all we are going to make them for the fellow who gives us his order upon our salesman's first call. The "second call" orders will take their turn. I have written the salesmen that when they receive notice that we are sold up to July 15th or August 1st, or whatever the date may be, they must tell the dealers then and there that we cannot deliver the goods until the next date we have given them as a limit. If the dealer doesn't like it he will have to buy them elsewhere. I know very well if present conditions continue we will all go dippy answering telegrams, and the dealers will want their shoes by express and ask us to stand the express charges, etc. It won't make any difference when they place their orders, they will all say they want the shoes delivered August 1st, August 15th or September 15th.

Buy Reasonable Amount Now

The merchant who is a wise man and on to his job doesn't need any guardian. He is going to buy a rea-

sonable amount of shoes and have them ready. If business in this country wakes up, there will never be another season on this question, because when the salesmen go out next fall to sell spring shoes, and find some of their customers haven't received their fall shoes, merely because they didn't buy them early enough, they will find their customers all ready to buy.

We of course would rather sell our shoes with three or four delivery dates specified. We sell Mr. Geuting some shoes, and I think he will bear me out in saying that we have advised splitting up the orders. I blame our own salesmen for some of the trouble, because they send us an order for such and such a date and leave it to a \$2.00 a week girl in the office to figure out which half the dealer wants first and which later. She doesn't know—so she gets the storm boots for August delivery and the light, dainty stuff for September or October. The trouble with the average retailer is that he doesn't pay enough attention to his own business. He doesn't figure, when he buys so many dollars' worth of shoes, what he is going to do to get those dollars rolling back into his till. All he thinks about is a pair of shoes, and not what they cost him. We are always ready to do what we can to help him.

I believe in the dealers buying a moderate amount of shoes, and all that, but if the factories are going to lay idle for a couple of months twice a year, they have got to get more money for their shoes. A manufacturer has to pay a shoemaker about so much money to live and keep him satisfied. If the employee must earn his money in eight months instead of twelve, the manufacturer will have to pay him on such a basis that he will make as much in eight months as he formerly did in twelve. There is no way out of that.

Staples Always Sell

The women and men don't know until you fellows spring it on them next fall what the real thing is that they want in a fancy line, but the dealers all know they will sell a reasonable amount of so-called staple shoes if they have courage enough to buy them. They can buy them to-day just as well as two months from now, because they know as much to-day as they will two months from now.

I don't wish to do all the talking, but I would like to say something right here: The shoe retailers of this section of the country—New York City and surrounding districts—have not been carried away by these Japan or China styles, or whatever they call them. You have stuck fairly close to lasts. You have sold what we term "ladylike looking" shoes; you haven't sold them with bumps on the top of the toes and all that sort of thing.

We used to make a line of samples, and if it was satisfactory in this vicinity it was good all over the United States, but during the last few years the styles have been coming from the West, East. They start on the Pacific Coast and get along to Chicago and Buffalo—and they have gotten them floating right up to the bulwarks. They have had New York City surrounded, but you fellows never let them through—and you are to be congratulated. I am glad you said you were going to sell women's shoes, not whatever you may call them.

We have bought the lasts, and in a way it doesn't make any difference to us whether we make them with sloping or narrow toes, or how we make them, but we would personally prefer to make nice, ladylike looking shoes—what any gentleman in the room knows as a

ladylike shoe, a shoe you would be willing to have your wife or daughter wear.

An Age of Pretty Shoes

This is an era of pretty shoes, and that is what the girl is going to get. Novelties look pretty to her now, because they are something new, but six months or a year from now they will look like the Old Harry. You can fix the last situation where you have a rounding toe or a medium rounding toe, but our Western friends and those on the Pacific Coast have stuck up their noses at the shoes you fellows were retailing in the East. Now what is going on out West? They have an Exposition out there, and there are lots of people out there from this part of the world. The people who have gone are the class of people who have money to travel with. They buy their shoes in the vicinity of New York and the large Eastern cities. They have gone out, dressed in Eastern costumes, with ladylike shoes. Out there on the Pacific Coast their feet look different from what the girls there are accustomed to. The kind of shoes they are wearing in the West are stage effects—wide toes and high heels, and all that



One of the many attractive styles of the Blachford Shoe Mfg. Co., Toronto.

sort of thing. The women on the Coast are going around to the stores to see if they can find these New York styles, and some of the dealers are "buggy" because they didn't buy any. Stage lasts are at a discount, and we have many requests to change shoes to lighter looking toes. The same is true of the low shoe proposition—they are looking for low shoes just now on the Coast—where low shoes have never gone to any extent. The dealers out there would have been a great deal better off if, instead of running away with an idea that what they thought was a pretty shoe (and everybody else thought was a "bug") was the thing for them to have, they had decided that what they really wanted was something ladylike, whether the toe was a quarter of an inch wider or narrower or the heel higher or lower.

I believe myself that it would be a mighty good thing to tell the trade that the tendency in lasts for women's shoes is towards a sloping toe. You can call them short or long—but the "bugs" are no longer popular. They no longer want the bumps on the toes. They want ladylike looking shoes; they want them out West, and that's what they are going to get.

Let's make a fair statement to the trade. Give them such information as we can, consistently, without going into it so deep that we tell them that Patent Leather is going to sell in a certain percentage and Kid and Gun Metal a certain percentage—because we really don't know. We do know what the trend is. Remember that all the shoes are not sold in the large cities and the fellow in the large city doesn't usually need anybody to look out for him. It is the dealer in the moderate sized town who hasn't such a big outlet and can't get rid of some of these things, when the styles change so rapidly, who needs the help.

The New War Boot

The War Purchasing Commission have been endeavoring to secure a type of army boot that would prove satisfactory in every respect, and overcome the objections which have been raised in connection with the boots originally issued. With this object in view certain specifications were drawn up and sample boots based upon them manufactured, and these specifications have been changed from time to time. On Tuesday, June 1st, a number of Canadian boot and shoe manufacturers and officers of the Militia Department held a consultation in Ottawa, together with representatives of the Purchasing Commission, to decide upon a type of boot submitted, which was claimed to embody features giving a maximum of wear and serviceability. The new sample boot was considered carefully by these experts and approved. In appearance this type is very similar to the original issue, but is slightly heavier, with the best quality of leather used throughout. It is also furnished with a rim of steel around the heel. There are also minor changes of a more or less technical character, which aim at greater strength and durability.

U. S. M. Annual Report

The annual report of the United Shoe Machinery Corporation for the year ended March 1st, 1915, has just been distributed. The report refers to the recent decision in the suit in equity brought by the United States Department of Justice for the dissolution of this company, which the Federal District Court in Boston, has just ordered dismissed, the decision being unanimous. The President, Mr. S. W. Winslow, referred further to this matter in the following terms:

"Since the directors of the corporation believe it is as much their duty to protect its reputation as it is to work for its commercial success, I am sending to each of the stockholders of the United Shoe Machinery Corporation and to each of the stockholders and customers of the United Shoe Machinery Company a complete copy of the opinions of Judges Putnam, Dodge and Brown.

"In these opinions for the first time the leases of the company and its methods of business in this country are discussed exhaustively by competent judicial authority. They embody the carefully considered conclusions of three judges who personally heard the testimony concerning the leases of the company and their effect and the business methods of the company from the time of its organization.

"In view of the misunderstandings resulting from the many misstatements which have been made concerning the leases of the company and its business methods, I earnestly request that the opinions be read in full, with special reference to those portions which relate to the leases and their effect."

New Factory of J. H. Hamilton Co.

The illustration herewith represents the new factory of the J. H. Hamilton Company, Limited, Sherbrooke, Quebec, who have been manufacturing shoes in that city since early in the year. The factory is a



Sherbrooke, Que., factory with capacity 4,000 pair per week.

four-storey building of mill construction, and has a capacity of 4,000 pairs per week. The plant is equipped with the most modern machinery, manufacturing Goodyear, McKay, and standard screw boots for the jobbing trade exclusively. Mr. J. H. Hamilton, president of the firm, has been connected with the shoe manufacturing business in Canada for many years.

Aggressive "Tally-Ho" Campaign

Canadian jobbers have received an intimation that the Tally-Ho Shoe Company, Limited, of 491 St. Valier Street, Quebec, and 132 Lincoln Street, Boston, have decided on an aggressive campaign of marketing their new Tally-Ho men's Goodyear shoe through the jobber. This shoe, sold retail at \$5, is manufactured in Canada, on the same patterns and lasts as the United States Tally-Ho is made on, and in conjunction with one of the largest shoe manufacturers in the United States. There are 24 styles in all six shapes. A valuable feature of the new shoe is the Tally-Ho arch support, made of steel, which owing to its truss construction is very strong and light; it is claimed to be unbreakable and to increase the efficiency of the shoe about 50 per cent., without adding to the price. It is comfortable and neat, and will act both as a preventive and an after aid in many cases of foot trouble. The Tally-Ho Shoe Company points out that hitherto retailers in handling a specialty shoe bought direct from the maker were obliged to put in a large stock to cover the necessary styles, sizes, and widths; by this company's system, the retailer can buy from the jobber as required, thus obviating the necessity for carrying this heavy stock.

An Excellent Idea

A large United States boot and shoe manufacturing concern have introduced a unique selling scheme, which their sales manager claims works out admirably. Whenever a new style is placed on the market, they secure either a shoe of this style or a description which will enable them to make one up themselves. This shoe is photographed and from the negative a number of prints are made and the salesmen of the firm are

supplied with them. The salesmen are also furnished with stereoscopes. The stereoscope and photographs thus represent the salesman's stock-in-trade, where ordinarily he would carry a sample shoe. Though some adverse criticism has been expressed with regard to this novel method of salesmanship, it is said to be a great success and to constitute a considerable saving in time and material.

Selling "Service"

A live dealer in boots and shoes will do more than merely attempt to give his patrons their "money's worth." The merchant who is going to be most successful in his trade, is the man who aims at **satisfying** his customers before anything else. The service policy of a certain prominent retailer and repairer which came to our notice a short time ago, is characteristic of this more far-seeing class of shoeman. When a pair of boots or shoes is left in his store to be repaired, instead of doing merely what the customer has specifically ordered, he has the shoes cleaned and polished, sees that the laces or the buttons (as the case may be) are in good condition and, if they are not, puts in new laces or fastens the buttons securely. Nine times out of ten the patron will appreciate and remember this extra service, and will be attracted to this store on future occasions, when he wants a new pair of shoes or has an old pair to be mended.

Effective Advertising

A progressive boot and shoe retailer, whose experience has taught him the value of effective advertising, has been distributing a very handy novelty among his customers and prospective customers. This novelty is a practical pocket shoe polisher. To a piece of shiny leather, on which the dealer's name and address are conspicuously designed, is attached a piece of thick fleece in the shape of a pocket, just big enough to accommodate the four fingers of one hand. When the hand is inserted, the fleece provides an excellent polishing surface. The polisher may be rolled up into a small roll, with the fleece side in, fastened by means of a clasp with which it is furnished, and conveniently carried around in one's pocket.

British Making Dyestuffs

British Dyes, Limited, has been formed in England with a capital of \$10,000,000 of which the Government has advanced \$7,500,000 to the company. It has also appropriated \$500,000 for a research laboratory. The Government has also cancelled all German patents in England, releasing them to English manufacturers and has taken the tax off alcohol used in the dyestuffs industry. It has also pledged itself to shut German dyestuffs out of England after the war.

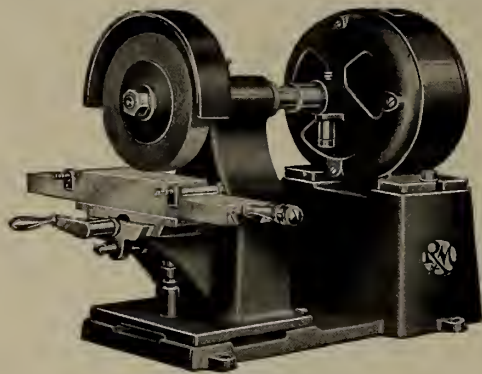
Mr. Rannard Honored

At a meeting of the Manitoba branch of the Retail Merchants' Association of Canada, held in Winnipeg, May 14th, Mr. C. F. Rannard, of the Rannard Shoe Limited, Winnipeg, was elected president of the Provincial Board.

U. S. Government attorneys have filed an appeal from the decree of the United States District Court, dismissing the bill in the dissolution suit against the United Shoe Machinery Company.

Electric Driven Grinder for Preparing Test Samples of Rubber

The machine illustrated herewith has recently been developed by the Emerson Apparatus Company, 251 Causeway Street, Boston, Mass., for the purpose of preparing samples of rubber of absolutely uniform cross-section for tests of tensile strength. Its principal use is for preparing samples of hose lining for test. A section of hose several inches in length is slitted along its length, and the interior lining with its rubber backing is stripped from the fabric. This strip of rub-



Motor driven rubber grinder.

ber is cut to a uniform width of one-inch throughout a distance of three or four inches along the middle of its length. The strip is then strapped closely to the plate of the grinder, smooth side down, and held firmly in position by the two eccentric rolls. By means of the longitudinal, vertical and cross adjustment of the plate of the grinder, the sample may be quickly ground down to an absolutely uniform thickness throughout the length of the test section. The grinder is direct-driven by a 1-6 horse-power motor, manufactured by The Robbins & Myers Company, Springfield, Ohio.

The Lion Heel Plate

During the year 1914 the Lion Heel Plate Company, Ithaca, N.Y., cut forty-three tons of steel into heel plates like those shown in the accompanying illustration. This device, which sets in so as to form a part of the regular shape of the heel, is anchored solid so that there is no noise or rattle of any kind. This company make two regular sizes, for women's and men's shoes respectively. These heel plates, judging



Made in two regular sizes.

from the tremendous demand made upon the factory, are evidently filling a long-felt want for a practical heel protection that does not detract in any way from the appearance of the shoe.

Chain of "Blue List Cobblers"

The Essex Rubber Company is establishing a chain of "Blue List Cobblers" throughout the country and will eventually extend it to every State in the Union.

Each "Blue List Cobbler" is qualified to attach Essex Rubber Soles or Heels and his shop is designated by an unusually artistic window sign showing an old-time genial cobbler at work and announcing that the owner of the shop is a "Blue List Cobbler." All who have ever experienced trouble with rubber soles or heels because of faulty attachment will welcome this move on the part of the company that has made rubber soles popular. Any cobbler who wishes to attract more customers to his shop will do well to write to the Essex Rubber Company at Trenton, N.J.

Orders for 62,000 Pairs

The Canadian Government has placed orders for 62,000 pairs of army boots. The specifications on these are as follows: Heavy tan calf, only oak insole viscolized, middle sole, ten gauge, oak outsole, smooth sole. Steel ring on heel. It is stated that the order has been divided as follows: Ames-Holden-McCready Company, Limited, Montreal, 20,000 pairs; Tetrault Manufacturing Company, Montreal, 15,000 pairs; the John Ritchie Company, Limited Quebec, 10,000; the Murray Shoe Company, Limited, London, Ontario, 5,000; the Western Shoe Company, Limited, Berlin, Ontario, 4,000; the Perth Shoe Company, Perth, Ontario, 3,000; the John McPherson Company, Limited, Hamilton, Ontario, 5,000 pairs.

Must "Deliver" the Goods

"Personality," said an experienced shoe traveller who has been many years on the road in the Province of Quebec, "is half the battle, but personality will wear out unless you deliver the goods. It gives an ex-



Button or lace—Patent and Russian calfskin.

cellent means of entree, at the same time you have to satisfy your customers. A traveller cannot rest entirely on the personal element, he must be able to give value for money, or his friends will soon lose their confidence. It is not satisfactory to be told in effect, "Well, I will give you another order, but this is because I have known you for so many years." Any traveller who wants to stay in the game cannot afford to have such remarks made to him; he had better make a change and preserve his connection."

"Show" Him Something Else

A mistake of some shoe clerks is to say to the customer to whom he has made a sale, "Do you want anything else?" A far better plan is to show him something else, for in that way you have a chance of making another sale, whereas you haven't one chance in a thousand the other way.

Prominent Manufacturer Gone

On Sunday, May 23rd, Mr. Walter Dowker Beardmore, head of the firm of Beardmore & Company, 37 Front Street East, Toronto, died at his home, 50 Crescent Road, Toronto. The deceased was sixty-six years of age, and had been ill for some time previous to his death. He was born in Hamilton on October 30th, 1849, and was educated in England and at Upper Canada College. His father established the present business, which is now one of the largest leather concerns in Canada. It includes houses in Toronto and Montreal, and tanneries in Acton West and Bracebridge. At the age of 21 Mr. Walter Beardmore took over his father's business, and was later joined in its management by Messrs. George W., A. O. and F. M. Beardmore. The success of the firm has been largely due to his energy and ability.

The late Mr. Beardmore was prominent in Toronto's business and sporting circles. Besides being president of Beardmore & Company, he was a director of the Mutual Life Insurance Association, president of the Dominion Lumber Company, Muskoka Leather Company, of the Acton Tanning Company, and of the Beardmore Belting Company. For some years he served as chairman of the Toronto Board of License Commissioners. He was an Anglican, a member of the Toronto Club, the Toronto Hunt Club, the York Club, the Ontario Jockey Club, the Ontario Club, the Royal Canadian Yacht Club and the Sports Club, London, England.

Mr. Beardmore is survived by his wife, four sons and one daughter. His eldest son, G. Lissant Beardmore, was in Berlin when war was declared and was detained as an alien enemy. Recently he escaped from Germany disguised as a peasant. He is a lieutenant in the 23rd battalion of the Canadian Expeditionary Force, now stationed at Shorncliffe, England, and is at present on a visit in Toronto, on short leave of absence. His daughter is Mrs. Kingsmill, wife of Vice-Admiral Kingsmill, director of the Canadian Naval Service.

"Germany's Plot"

Reference was made in this column in a recent issue to a statement by Sir William Ramsay to the effect that Germany prosecuted her commerce as she has prosecuted this war—ruthlessly. Confirmation of a remarkable character has since been forthcoming in the shape of articles under the above title appearing in *The Standard*, in the early days of this month, from the pen of Henry Sturney. The author sets forth the inception, growth, and operation of the German Commerce Defence League in a manner which should arrest the attention of every business man, and it is to be hoped the contributions will be published in pamphlet form. This League has had the support of nearly every large manufacturer and merchant in Germany. Its system of commercial espionage is spread the world over. "It is now a nationally recognized body, and receives the co-operation of, and works through, the German Consulate system and Chambers of Commerce, who screen its movements and figure before the world as the ostensible actors in regard to trade enquiries." As to the financial assistance the League gives to enterprise against foreign commercial rivals, as to the manner in which our goods are imitated and our labels and trade marks pirated, the articles must be read to be appreciated. Military, political, and commercial aggression have gone hand

in hand, the one trying to help the others, one object alone in view—"Deutschland uber alles."—*Shoe Manufacturers' Monthly*.

How to Figure Turnovers

In answer to the question—What is the correct way to figure the number of times a stock has been turned in a year? "System" gives the following reply:

Divide the average stock on hand during the period, at cost, into the sales for the period at cost. Or divide the average stock on hand during the period, at selling prices, into the sales for the period.

For instance: in a department the sales are \$100,000 a year and the goods these sales represent cost \$50,000. There are four inventories during the year, showing the stock on hand at each time to have cost \$12,000, \$10,000, \$8,000 and \$14,000, and to have been marked to sell for \$24,000, \$20,000, \$16,000 and \$28,000 at those times. The annual rate of turnover would be figured either this way:

$$\frac{\$100,000}{\$24,000 + \$20,000 + \$16,000 + \$28,000} = 4$$

Or this way:

$$\frac{\$50,000}{\$12,000 + \$10,000 + \$8,000 + \$14,000} = 4$$

Which in either case is 4 6-11; since

$$\frac{50,000}{44,000} = 4 \frac{6}{11}$$

is exactly the same as

$$\frac{100,000}{88,000} = 4 \frac{6}{11}$$

Either method of figuring the rate is entirely accurate.

Sale of Hides in Germany Controlled by Government

It is stated in one of the German newspapers that the Ministry of War, in conjunction with the War Ministries of the various federated States of Germany, has enacted regulations for the Government seizure and distribution of hides and leathers at prices fixed by the Government. From May 1st all hides, furs, and tanners' supplies taken over by the Government were to be distributed only to such tanneries as conformed to the regulations of the War Leather Company, both in respect to prices and other prescribed obligations. The prices of the hides were to be increased, causing a diminution of profits for tanners. The monthly profits made by the War Leather Company, by reason of the difference in prices at the time of purchase and that of sale, are to be turned over to the general military treasury.

Smokes for the Boys

The Reliance Shoe Company have put up a box in their factory at 350 Sorauren Avenue, Toronto, in which the employees may put their contributions to provide smokes for the boys at the front.

About those Soldiers' Boots

Montreal, May 22, 1915.

To the Editor of Footwear in Canada:

Dear Sir:

Before going into details I would like to say that I believe that since such severe criticisms were spread around about the boots that I consider the investigation by a special committee was certainly advisable (as long as they stuck to the question of the quality of the boots, as was intended, and did not delve into other private business matters, presumably for political purposes, or to satisfy some disgruntled would-be contractor).

I do not think that any of the manufacturers would intentionally make bad boots, under these or any other circumstances, and that the result of this investigation showed that, on the whole, the boots were good, and that there was no intention of fraud in their construction. That the majority of complaints were due to burning and improper care. The boots were made in a hurry and perhaps in some cases a little lighter in weight of materials than the Inspector insisted upon (in one case at least) on account of scarcity of heavy leathers, and although many of the reports were twisted and garbled in such a manner as to infer that I was a boodler and a grafter—instead of being a party to a perfectly straight and legitimate business transaction—the findings of the investigation were that the boots supplied by the Gauthier Company (official contractors) were the only ones built on specifications (except where privilege was given to use side leather in part to facilitate delivery).

Re Shape of Army Boot

There is no better average fitting boot. It is the same as is used for the United States Garrison National Guard Colleges and Post Exchange, is the best fitting and selling of the Slater Shoe Company's many good fitters, which can be vouched for by their many agents. When first adopted it was considered wide in the toe as compared to the tooth-pick toes in vogue at that time. Styles have changed since, and, while there is some demand for freak toes, this shape (No. 137 Army) continues to be the best seller and best fitter of them all, and ninety-nine out of a hundred of the soldiers would prefer it to any other (there is plenty of room for the toes if worn long enough).

As an instance in point, we were called upon to get up a new pattern of Wellington boot with a rounder toe, because the men did not like the shape, which was squarer in the toe than the ankle boot; in fact, one board of officers reported that some of the men had taken their boots to the local shoemaker and had the toes cut down to make them look narrower.

We made a good many trial samples at considerable expense and trouble before we got something to suit, but incidentally we did not get the order for these boots.

I should at least recommend the retention of the No. 137 last for a garrison boot, if one is to be issued.

You are probably aware by this time that most of the manufacturers made the shoes (war orders) on their own lasts and patterns, and without specifications; consequently, the attack on the standard last is a prejudiced one. Each and every shoe manufacturer has his own pet last which he wants to put forward, especially if he had none of the others on hand.

Two years ago suggestions were made by me whereby the wearing qualities of the soles of the boots could be greatly improved at a slight expense. These were not adopted.

During the investigation there was considerable discussion re the shape of the old boot, and also as to why orders had not been yet placed for a new pattern boot advocated by a few manufacturers who apparently seem to

think that I have been "the nigger in the fence" in the way of preventing them from getting any orders for this new pattern.

Possibly I may have been a factor in that direction. I put my opinion on record in a letter to the Prime Minister on January 22nd, but I certainly did not boast of it as they did when they thought that they had succeeded in having the boot rejected that I made up for the Department at their request, because it was made by the Standard Screw process, which these few manufacturers could not make to as good advantage as the Goodyear welt.

Out of dozens of samples made up under my personal supervision, costing a lot of time (many weeks) and a lot of money, one particular boot seemed to appeal to the Department officials. This boot, I understand, was submitted to the Prime Minister and at his request I had twelve pairs made up, presumably to be sent to other manufacturers to work from.

I put myself on record in writing at the time to the effect that I was quite willing to make up these samples, and give the necessary time and attention, but that I felt I should be given due consideration when orders were being placed, having in mind some previous incidents when, after doing similar work I had not received any orders, or less than some others who had not gone to any trouble.

It was in the latter part of November when I was first called upon for samples and learned of General Alderson's report as to the non-suitability of the old boots for the purpose required. I had given a great deal of thought and study to the question of a suitable boot for the extreme conditions to be contended with, and advocated a heavier boot made by the Standard Screw process. These would be more heavy and clumsy, of course, and would take more time for the men to become accustomed to, and to my mind should only be used for active service. A boot similar in type to the present issue, with some slight changes, should be retained for an officer's or garrison boot.

I have always made it a point to do everything possible to oblige the Department in the way of service; even in one instance where a contractor who had the contracts for knee boots refused to make for them a few special sizes, we made them (although we had to get the patterns and lasts, not being contractors for that style of boot). They cost three times what we asked for them, but we retained the good will of the Department officials **who knew about it**, although there is not much advantage in that as far as securing orders is concerned, under the system in vogue, where no matter how much you do to help out, you are likely to get abuse from certain directions instead of credit.

Difference in Manufacturers' Prices

The boot manufacturing business is a very complicated one. No two factories' products cost alike. No two lots made in the same factory cost alike; each manufacturer figures his costs in his own way.

The Boot Committee seemed to be somewhat credulous as to how one manufacturer could make so much cheaper than the other. It was not because of any very great difference in the cost of the materials or in the labor that actually goes into the shoe, but because of the difference in the overhead charges between the manufacturers making for the wholesale trade and those making for the retail trade. The fixed charges are much heavier in one than in the other, as is usually the amount of capital invested. Should the manufacturer who sells only to the wholesaler desire to reach out for outside trade such as Government trade, he then has to add to his price the cost for selling and looking after any other work attached to the handling of this business. If he can give it the proper time and attention him-

self, all well and good, if he succeeds in getting the business; if not, he has had the work and expense for nothing.

Another alternative is for them to put a salesman on the job specially for the purpose, at their risk, win or lose. Some of the Quebec manufacturers had a test of this in sending a salesman to Europe at a cost of several thousand dollars, with nothing to show for it, and I don't think they will be anxious to try it again.

One of the witnesses in his Round the Ring evidence stated that it cost him \$1.00 a pair and two years of his life to get an order for 5,000 pairs of boots, and in another breath stated that he did not see why any commission should be paid for securing orders. Who was to do the Round the Ring Business in that event? For every time he went Round the Ring once, I went around ten to a hundred times, so at that rate I should have been dead long ago, and broke as well. But joking aside, I will admit with him and all others that have been through the experience, who can vouch for it, that it is some strenuous proposition; a good many fell by the wayside after going around the Ring a few times. Perhaps their firms get discouraged at the expense and quit with a big holler that they could not get any orders, censuring the overworked officials without just cause. Poor fellows, they were doing their best, and I wonder they stood the strain at all.

In most cases, especially where the manufacturer has no regular selling organization attached to his business, he is eager to get some one who will take the risk of the expense and time, and is quite satisfied to get the business at a close price, not caring how much the man who brings the business and takes the risk, gets out of it.

The manufacturer who sells to the retail trade is quite well aware that when it comes to a show-down he can't compete on the regular basis with the other fellow unless where a profit has to be added for selling, etc.

The high-class shoemaker to the retail trade may put a little more finish on his shoes, but they won't add to the wear if they are both built to the same specifications. Finish or looks are not essential features in army shoes. The principal considerations are **fit and wear**, while style and finish are also essential features in footwear for the fastidious who can afford to pay for it. One manufacturer who was one of a committee advocating the adoption of a new pattern stated the case in a nutshell when he said that his firm were makers of fine shoes for city trade and had no business to be making soldiers' footwear; and still he recommended the adoption of the pattern advocated by his committee,—a **good** boot, but an unnecessarily expensive one for the purpose, on account of the expensive cost of construction, etc.

The Old Contract Price

When the war broke out and the boot question first came up, we (The Gauthier Company) were the official contractors at \$3.62½ for the boot supply secured a few months before in competition with other manufacturers who had been invited to tender. According to the contract we could have been called upon to supply further quantities at the same price and assuming the contractor had similar rights he could have demanded sufficient business to keep his factory going at the contract price. Had we done this, those of the other manufacturers, with the high cost of production, would have been shut out of it altogether, and we would have made a larger profit on a smaller percentage on account of the increased volume. It might have been considered as a case of "dog in the manger," as it is doubtful if we could have made them all in time. As long as we could get the same price as the others to offset the loss in volume, it seemed fair enough as long as we got our fair share.

As it turned out, however, we only got a small percentage

of the total and did not get any at all of the last batch of orders given out about October.

The other manufacturers evidently did not think of this side of the question, or that in attacking me they were hurting their own chances of getting orders in the future, and probably strengthening mine.

As to the coincidence of nearness in price in present tenders to others in tenders previous to the war, it was simply a question of my being a better guesser than the other fellow. My knowledge of the shoe trade would give me a good idea of what the others could afford to quote, and I figured it out that as the previous price was \$4.00, that most of them would quote that or over. And I believe there were several who did so. It justified the previous price as not being an exorbitant one, notwithstanding some statements made to the contrary.

There was one firm who I knew were very anxious to get the business and I figured that they would probably quote 25c. less than the previous price to try and scoop it, although it was reported that they had an understanding with another large concern not to cut under the price. I acted accordingly in quoting \$3.72½ and I was certainly very much relieved to learn that I had been successful, as it meant very much to me at the time. Gauthiers were not taking any risk, but if I had lost out, all my time, trouble and expense, would have been for nothing. Again, the following year I figured that the others would quote lower again and made my price accordingly.

No Undue Influence or Inside Information

I make this explanation because of the insinuation that might lead people to believe that the Director of Contracts, Mr. H. W. Brown, was implicated in a drag (as they call it) with me. It is as manifestly unfair to insinuate anything of the kind against him as it is to insinuate anything but a legitimate business transaction in my case. I defy anyone to prove to the contrary, despite the talk of iniquitous contract.

I consider Mr. Brown the soul of honor, and even a little too prejudicial in his dealings with contractors, as I know from personal experience. His position is certainly one wherein there might be a lot of temptation to the ordinary individual, but I would hate to be the man to suggest a bribe to him. Instead of casting reflection on him, he should be rewarded for faithful duty. I am glad to have this opportunity to say what I think about Mr. Brown. Others have threatened that they would put him down and out.

I don't propose to discuss the political end of the proposition any more than to say that I am no politician anyway, and did not rely on politics to get business. When the Government came to us to get shoes there was no question of politics, and I will say for the late Government that during the whole time we supplied them with shoes, there never was a question of politics, but I presume it was well known that the stockholders and directors were of both parties, as is the case in most incorporated companies.

My Status as a Contractor and Connection with Gauthier

My business is to sell shoes to the trade (or Government).

Prior to and after making an arrangement with the Gauthier Company to look after their interests on Government orders, of which they had never had any before, I was representing them in selling their goods to the trade under an arrangement whereby the goods were sold in my name under Power of Attorney at the regular jobbers' profit of 20 per cent. (in some cases the jobbers get 30 per cent.). Prices to me were arrived at on the same basis as on the army boots, and the balance went to my credit, out of which I had to deduct my selling expense, so that it is easy to see that the

advance on army boots was less than to the regular trade,—15 per cent. as compared with 20 to 30 per cent.

While not an actual partner in the Gauthier business to all intents and purposes, I was practically so as far as these army boot orders were concerned. In fact I was the Gauthier Company as far as any transactions with the Government were concerned, and had full authority to represent them in all dealings, even to the collection of the accounts. The only thing they did not confide to me was their manufacturing costs, so that I never knew what profit they made, but I am pleased to know from Mr. Long's evidence that they made as much or more profit than I did, as theirs was a clear profit and mine was only after deducting expenses.

There was nothing out of the way in my deal with Gauthier. They were not obliged to accept any orders and had a right to make price at their own option, but based on their regular price to the trade I can prove that they sold the same goods to others at practically the same price, much smaller quantities, and that they were satisfied to take orders on that basis.

My Profits—Real and Fancied

As to the matter of profits which have been the subject of so much comment—whatever I may have cleared was only a fair remuneration for the time and expense involved and the chances taken.

Surely I could not be expected to put my time and expense at the service of the Gauthier Company or any other company without getting paid for it. Considering that I brought with me all the fifteen years' knowledge and experience gained from the making of army boots for the Government, which resulted in their being able to make even a better boot than the previous makers at a lower price, thus making a saving for the Government through my knowledge, and also through my knowledge and guidance being able to make the boots from the start, avoiding the usual pitfalls or mistakes that the new contractor usually makes (as has been pretty well proved at this investigation), why should they not be willing that I should get the advantage of any extra profit I could make out of it. They were satisfied, which I can prove, notwithstanding the evidence of an irresponsible witness who had no authority to make the foolish and contradictory statements he did before the Commission, which were sufficient to show that he did not know what he was talking about half the time. The letter herewith shows the extent of the value of Mr. Long's evidence.

(Copy of Letter from Louis Gauthier Co.)

Louis Gauthier Company, Limited,
Manufacturers of Fine Boots & Shoes,

Quebec, April 15th, 1915.

Chas. E. Slater.

Dear Sir:—

We have read the article in the Montreal Gazette of April 6th and regret very much that Mr. Long should have made any statement, if he did, that would unduly reflect on you in any way.

As to the statements attributed to him of kicking you out of the factory and telling you that we did not want to do any more business with you, that is ridiculous on the face of it. Mr. Long is only a minor official anyway, as you know, and would have no authority to decide in matters of that kind, and we assure you that any action of this kind was furthest from our thoughts. You more than carried out your part of the contract with us, helping us in many ways to fill the orders as well as getting them for us, and we would have been glad, as we repeatedly told you, to have had more orders to help keep our factory busy, and as we told you when you were last in Quebec, hope you will soon be able to get some more.

As to some of the other statements made by Mr. Long, in reference to purchase of leather by us in 1913 in advance

of receipt of orders, satisfactory explanation can be given of this, as well as any other matters, to your entire satisfaction.

Again expressing our regret for any unintentional slight to you, we remain,

Yours truly,
The Louis Gauthier Company, Limited,
Per Louis Gauthier.

And this telegram defines my status in the matter.

"Quebec, Que., March 25, 1915.

"Chas. E. Slater:

"We authorize Mr. Chas. E. Slater to represent us at the Government inquest re Military Boots.

(Signed) Louis Gauthier Co., Ltd."

As a matter of fact, my real profit was about 5 per cent., and if the order had been only half as large I would not have had any. On this basis Gauthier made more than I did, as theirs was clear profit.

The chances were all against me, and if I had not secured any business, I would have been out of pocket all the expenses. When I first discussed an arrangement with them there was talk of a salary and expenses basis, which they would not listen to, not caring to take chances of spending their money without a guarantee of business which I could not give them. They then proposed the plan as entered into and were well satisfied to get the business on that basis and clamored for more. Further, they sold others the same goods at practically the same price, in much smaller quantities. As a matter of fact, I allowed them a better price than they asked for from the start on the express stipulation that the goods must be up to the proper standard, and I gave each order from the very first my personal supervision to see that they did this, at a great loss of time and heavy expense, besides the expense I had to get the orders.

I wanted to keep up the same standard of service I gave the Department when President and General Manager of The Slater Shoe Company.

I had to sweat blood, as it were, to get the orders, do the same to get them filled, and then get the money and collect what was coming to me, taking in part payment in some instances, goods instead of cash.

I have given practically my entire time since the war broke out to this army business, to the detriment of other branches of my business, the earning power of which depends solely on my personal efforts. I even abandoned my regular fall trip which covers from Halifax to Vancouver, jeopardizing the loss of valuable trade connection which cost a lot to establish, and which I would not have done had I not expected that as official contractors we would have secured a much larger share of the orders. As it is, I estimate my expenses at about \$1,000 a month, or at least \$10,000 a year, before I commence to make a dollar for myself. So that you can easily figure how much they would be for the eight months since the war began, at a thousand dollars a month.

My time was pretty well divided between Ottawa and Quebec. I not only had to fight hard to get the orders, but had to be on the job to see that they were filled, or they never would have been filled, and even had to contend against some underhand influence against us on the contention that we could not finance to fill the orders.

This naturally affected our supply of leather, and we had to go to the States to get part of what we used. I insisted on working the factory on Saturdays and holidays to get the goods out, and the orders would not be filled yet if I had not stuck to the job,—a different proposition to walking around the hotel, and merely taking an order to hand to the factory to be filled. In some instances I paid for extra machinery to help increase the production, and in others made extra allowances to cover increased costs of materials. My extra telephone, telegraph and stenography

bill alone would probably run up to pretty near four figures during the eight months.

The Fit of Boots and Other Complaints

The majority of the critics are evidently not aware that prior to the war boots were only issued to the permanent force, consisting of only a few thousand men, and not to the active militia of fifty thousand or more. Why? Because the people would not vote the necessary funds for the purpose; in fact, were always kicking about the amount of the Militia vote. The orders were consequently small and not worth while the manufacturers quarreling over. Had it been decided before to serve boots to the Active Militia the troops would have been in much better shape to go to the front, not only on account of reserves of boots on their feet, but a probability of a much larger stock in stores to draw from.

With a larger quantity of boots to disburse to the Active Militia, a system of assuring a better fit to the men could have been installed, and obviated a lot of the dissatisfaction which was undoubtedly caused by poor fitting. A proper fit is very essential to the comfort and service any boot will give.

The proper way to be sure of good fitting would be to follow a plan in future as in vogue in some other countries, especially in war times, to have competent men to fit the boots to the men's feet according to the size they should have, not what they think they should have themselves. (Special care should be taken that they are fitted long enough). Each man's name should be registered in a record for the purpose, giving date he was issued the boots, and when he required another pair, it would be easy to issue him a duplicate of what he had before.

Of course, this was out of the question under the existing circumstances and special rush to get the men away, as all the officials were overburdened with work, nights and Sundays included, so much so that in my opinion they deserve a vote of thanks from the country instead of being unfairly criticized for not doing everything exactly as they would like to have done it in peace times or as some of the "know-it-alls" think it should have been done, no matter what the rush.

Re Side Leather

The Gauthier Company should not be penalized for using side leather, as no instructions had been given to discontinue doing so, and they had the Inspector's approval. There is no need to go into the question of the merits of the leather as compared to winter calf, as that has already been thoroughly discussed, and in most instances it was admitted that the side leather was more suitable for the purpose than winter calf, especially where the latter was under weight. It is too bad that statements were made that would give the public the impression that split or inferior leather was used by some manufacturers, and with fraudulent intent, especially bearing on the Gauthier product, which were probably best of all, being the only ones that were built on specifications (except where privilege was given in this one instance) all the other manufacturers claiming that they had none to work from.

As to the question of the Gauthier Company buying leather in February, 1913, before contract was awarded, if such was the case it was ordered on option of delivery if required, so as to protect the price quoted me by them on the chance of my securing the business for them, which they were anxious to get at the price quoted.

My Position in the Matter

After the first orders were filled, and again since, I intimated that I would undertake to supply further requirements of the Department at a lower or special price conditional on the quantities being large enough to make it worth while. At any rate, it would strike me as a good policy for the Department to continue to buy from firms who gave

them satisfaction until they are sure that they can get equally as good from someone else for less money, same as is good business policy for a merchant to do, and not have to go through the experimenting process continually. Some people think that all that they have to do when they get a Government contract is to give them any old thing, and it will go.

They sometimes learn to their sorrow that the Government is much more exacting in its specifications than the trade. I know of one instance in the boot end, and have heard of a great many in other lines, where manufacturers have tendered at lower prices, put up their deposits, and afterwards requisitioned the return of deposit, stating that they could not fill the order, or preferred not going ahead.

It has been proved on special examination by evidence of experts that the Gauthier boots were all right.

I contend that if the whole order had been intrusted to my care, all this hue and cry about poor boots would have been avoided and the Government would have saved money, as I offered to supply at lower prices for larger quantities.

I was threatened some time ago that I would not get any more orders, but I hardly think any government can afford to ignore bona-fide bids from responsible firms.

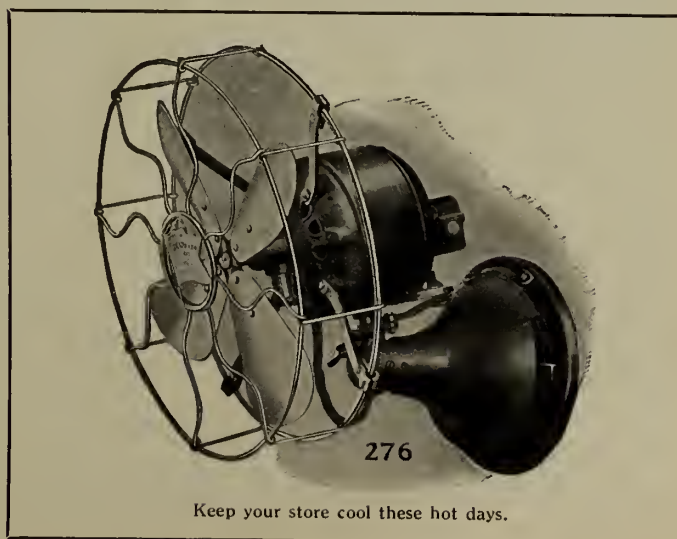
The reason for the publishing of this statement at this time is that in the forthcoming election the Army boots are liable to be a live issue, and it is only justice to me that my side of the story should be known.

Yours truly,

CHAS. E. SLATER.

"On War Service"

Not a few leather and shoe firms have issued to their employees a certificate to the effect that they are serving their country by making leather for accoutrements or manufacturing boots for the soldiers. Whilst these neatly-printed and official-looking cards may be readily produced when the bearer is confronted with the question whether he is doing his duty to his country, they are generally considered non-effective. The sensitive young shoe operative complains of the sneering soldier and the giggling girl, who accost him discourteously in the street. The certificate in his pocket is no protection against these onslaughts. Messrs. Arnold, of Northampton, have met the case with some pretty buttonhole badges. These are given to their workmen of military age by Messrs. A. and W. Arnold. The badge is of blue and gold, lettered "On War Service," and bearing also the initials of the firm. It is understood, from the enquiries which are constantly reaching Messrs. Arnold, that other firms are following the example.—Shoe Manufacturers' Monthly.



FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

The Ramsdell Engraving Company, Livingston Building, Rochester, N.Y., recently issued their 1915 catalogue of stock cuts of shoes. This is a very useful catalogue for manufacturers or retailers, who require cuts for advertising purposes. The prices charged for the cuts are very reasonable. The value of the catalogue may be judged from the fact that it contains approximately 1,000 designs.

Mr. W. H. Jardine, representative of the Blachford Shoe Manufacturing Company, Limited, Toronto, has just returned from a successful northern trip and is now working a number of towns in the east.

Mr. Chas. A. Blachford, of the Blachford Shoe Manufacturing Company, Limited, Toronto, has returned from the Ottawa district, where he found business very satisfactory.

On May 17th, about sixty employees of the Great West Saddlery Company, of Calgary, Alta., threw down their tools, refusing to work alongside several alleged Germans and Austrians in the employ of the company. The trouble was settled, however, by the dismissal of a naturalized German employee and the men returned to work.

The Miller Rubber Company of Canada, Limited, and Natural Tread Shoes, Limited, Toronto, have obtained charters.

The stock of the boot and shoe store of the Estate of James Agnew, Winnipeg, has been sold.

Mr. Achille Tremblay and Mrs. Louis Reeves have registered as boot and shoe dealers in Montreal; the firm will be known as Tremblay & Company.

Mr. C. B. Payne has discontinued his shoemaking business in Netherhill, Sask.

The Colver Tannery has started business in Lethbridge, Alta.

Mr. B. Pappani has opened a shoe repairing shop in Thorold, Ont.

The Jap Company, dealers in boots and shoes, Calgary, Alta., have dissolved.

The Nicholson Harness & Shoe Repair Company has started business in Delbourne, Alta.

The Craft Fashion Shoe Store has been opened at 153 St. Catherine Street East, Montreal, P.Q.; Isaac Bernstein, proprietor.

A shoe repair shop has been opened in the Dominion Hotel Block, Millbrook, Ont., by Mr. Wm. Rennie.

Mr. Frank Mungo has had an electric shoe repair outfit installed in his repairing establishment, Niagara Falls, Ont.

Mr. Henry Palmer, of Galt, has been placed in charge of the shoe repair department of Aitchison's Shoe Store, Elora, Ont.

Mr. E. K. Snyder, boot and shoe dealer, Berlin, Ont., has been elected a member of the Berlin Board of Trade.

Mr. W. F. Avenel, for 19 years pattern designer for D. Armstrong & Company, Rochester, has now taken charge of a similar department with the United Last Company, Maisonneuve.

Mr. A. Dupont, of Dupont and Frere, Maisonneuve, was recently in New York on business.

Montreal and Maisonneuve shoe manufacturers are not, as a rule, very busy. Orders generally are small in

volume. There is a fair amount of business in women's descriptions, particularly in medium and cheap grades, but there is a decided lull among makers of men's shoes. The shoe findings trade is quieter, although one house reports that the first half of this year will be considerably ahead of that of the corresponding six months in 1914.

Mr. E. W. McMartin, of Montreal, has been on a trip visiting the Ontario shoe manufacturers with a full line of English laces and elastic webbing.

Messrs. Lechance and Tanguay, of Quebec, have installed a number of U. S. M. "Ideal" clicking machines, and report that they are proving very satisfactory, both from the economical and productive points of view.

Mr. Walter Smardon, of the Smardon Shoe Company, Limited, Montreal, was a recent visitor to New York.

The Miner Rubber Company propose to hold their annual convention at Granby, P. Q., during the month of August, instead of June, as on previous occasions. These gatherings have proved of great value to the officials of the company and also to the office staff and travellers.

The Central Shoe Store, St. Catherine Street West, Montreal, has opened a branch on Fairmount Avenue, Montreal.

The New Castle Leather Company, the well-known American manufacturers of black and colored glazed kid, whose factory is in Wilmington, Delaware, with the main office at Cliff and Ferry Streets, New York, and branches for the distribution of their product in Boston, Chicago and Cincinnati in the States, and in London and Paris for the European market, have, in appreciation of the importance of the Canadian business, opened a branch at 335 Craig Street West, Montreal. This branch is under the management of Mr. Arthur Buerger, who has been covering the territory of the Dominion for the New Castle Leather Company for a number of years, and has many friends among shoe manufacturers and leather dealers. The Montreal branch is well supplied with an extensive stock of "New Castle Kid" in order that the requirements of the trade can be promptly met.

Charbonneau and DeGuise, makers of the "Boston Boy" and "Boston Girl" shoes, are now located at 636 Craig Street East, Montreal, having removed from Amherst Street. The firm occupy the premises recently vacated by the Meyers Shoe Company, whose assets and machinery they purchased. This gives the firm ample accommodation, and has enabled them to largely increase the business.

Mr. R. J. Younge, of Montreal, has been appointed joint general manager with Mr. F. C. Armstrong, of London, Eng., of the Export Association of Canada, Limited, with a capital of \$500,000. The object is to increase the sale of Canadian goods in foreign markets. Mr. Younge was formerly sales manager of the Canadian Consolidated Rubber Company.

Owing to the high price of side leather, good quality kid is coming more into favor. The demand for patent leather continues to be steady. Heavy descriptions of leather are in good request, although the buying from England is on a reduced scale, owing to the previous large purchases.

Mr. Alec R. Angus, of Ames-Holden-McCready, Limited, who represented the Canadian Shoe Manufacturers' Export Association in England in connection with Army orders, has

returned to Montreal. Mr. Oscar Dufresne, who was the Association's representative in France, returned at an earlier date.

Mr. M. C. Mullarkey is now representing Ames-Holden-McCready, Limited, in the city of Montreal.

Mr. R. W. Clarke, late sales manager in Vancouver for Ames-Holden-McCready, Limited, has been appointed sales manager of the Montreal division for the same company. Mr. Clarke has been connected with the company for several years.

Mr. Alfred Lambert, of Alfred Lambert, Incorporated, shoe manufacturers, Montreal, chairman of the municipal affairs committee of the Montreal Chambre de Commerce, is taking a prominent part in a movement to abolish level crossings in the city. At a dinner held on May 26 he reported great progress in the propaganda. The Chambre, he said, saw the bad effect of present conditions in depreciating values and in lowering the profits of business carried on. They noted the number of lives lost and they felt that the sooner the source was removed the better it would be for everyone.

Mr. D. S. Benvie, of James Robinson; Mr. F. A. Todd, of the Canadian Consolidated Rubber Company; and Mr. J. Mireault, of Ames-Holden-McCready, Limited, have been elected members of the Board of Governors of the Canadian Credit Men's Trust Association. The election was held in Montreal.

Mr. J. M. Rice, accountant of the Winnipeg division of the Canadian Consolidated Rubber Company, has been appointed a director of the Canadian Credit Men's Trust Association, Winnipeg branch. There were twenty candidates for four positions, and Mr. Rice was second on the list of elected directors.

Mr. Peter Kottenko has opened a tannery in Morden, Man.

Messrs. Day & Lamarre, boot and shoe dealers, Longueuil, P. Q., have dissolved partnership.

Mr. E. Smith has started a shoemaking business in St. James, Man.

The shoe repair business of Mr. R. Hepenstall, Warton, Ont., has been taken over by Mr. Wm. Hands.

A boot and shoe store has been opened at the corner of Carriere and St. Denis Streets, Montreal, by Mr. W. Michaud.

Mr. John Wiggins has resigned his position as foreman of No. 2 factory of Ames-Holden-McCready, Limited, Montreal.

The Eureka Shoe Company, Limited, head office Montreal, P. Q., has obtained a charter; capital, \$20,000.

Mr. E. Fitzgerald has accepted a position with J. & T. Bell, Limited, Montreal, succeeding Mr. A. O. Giroux.

Mr. Fauteaux has resigned his position as foreman of the fitting room of J. & T. Bell, Limited, Montreal, and has accepted a position with Ames-Holden-McCready, Limited, Montreal, No. 2 factory.

Mr. Amos Matthews has resigned his position as superintendent of Ames-Holden-McCready, Limited, Montreal, No. 2 factory.

We are pleased to report that Mr. James Moore, city traveller of S. C. Cronk & Company, wholesale shoe dealers, Toronto, who was ill for some time, has recovered.

Mr. Wm. Butt has resigned his position as foreman of the leather room of J. W. Hewetson Company, Limited, Brampton, Ont.

Mr. Chas. Howe has been appointed superintendent of Ames-Holden-McCready, Limited, Montreal, No. 2 factory;

Mr. Howe formerly occupied a similar position with a Portsmouth, Ohio, shoe manufacturing concern.

Mr. F. Leonard Smith will manage the newly-opened branch of John Agnew, Limited, in London, Ont.; Mr. Fred Adams, of Brantford, will succeed him as manager of the Berlin store of the company.

The addition to the factory of the Miner Rubber Company, at Granby, Que., is one hundred feet in length by seventy in width, and will enable the company to considerably increase their output.

Mr. R. W. Lautenschlager has succeeded the late Mr. A. A. Voelker as assistant manager of the Merchants Rubber Company, Berlin, Ont. Mr. Lautenschlager has been on the staff of the company for some years.

Mr. Chas. Thompson has succeeded the late Mr. N. W. Creech as secretary-treasurer of the Brandon Shoe Company, Brantford, Ont.

The Yale Shoe Store has been opened at 1005 First Avenue West, Calgary, by Mr. A. J. Irvine, formerly with the Regal Shoe Store, Winnipeg.

Mr. Herbert W. Gilhooley, boot and shoe dealer, Brockville, Ont., was recently married to Miss Margaret Abbott, of Brockville.

An attractive boot and shoe store has been opened at 191 Barrington Street, Halifax, N.S., by Mr. A. Newman. On the opening day every person who came in received a carnation.

Mr. David Mendelsohn and Miss Ida L. Oldrieve have registered in Montreal, P.Q.; they will carry on a boot and shoe business under the name of Mendelsohn & Company.

The Hurlbut Shoe Company propose to erect a new factory containing 15,000 square feet of floor space and agree to pay out \$35,000 a year in wages commencing January 1st, 1916. The building is to cost not less than \$15,000, and the machinery \$10,000. In return they ask a loan of \$25,000, repayable with interest at 5½ per cent. in 15 annual instalments.

The Wm. Taylor Company, Limited, Halifax, N.S., recently adopted a novel scheme to increase trade. With each purchase of \$1.00 or over, a ticket was given, and the person holding the lucky number received a pair of shoes gratis. It is stated that the scheme was a great success in increasing the volume of sales.

The firm of Parker-Irwin, Limited, Montreal, P.Q., has been incorporated; capital \$50,000. The firm will manufacture and deal in an extensive line of shoe manufacturers' and retailers' supplies.

Mr. W. H. Trusdale, formerly with the White Shoe Company, has joined the travelling staff of Ames-Holden-McCready, Limited, Toronto.

The Merit Shoe Shop has been opened at 221 St. James Street, Montreal, Que.

Mr. W. L. Tuttle, boot and shoe dealer, Halifax, has moved into his handsome new store at the corner of Barrington and Duke Streets.

Mr. Hugh Gibson has moved his boot and shoe repair shop in Uxbridge, Ont., from Harsell's Store to the store formerly occupied by Mr. Walter Lapp, five doors from the post office.

The shoe store belonging to Mr. J. Todd, on Church Street, Mimico, Ont., was destroyed by fire on May 21st.

The boot and shoe stock of the Estate of J. E. Fawkes, Paris, Ont., was advertised for sale by public auction.

Mr. Charles Bonnick, who recently resigned his position as manager of the Toronto branch of Ames-Holden-McCready, Limited, has opened an office in the C. P. R.

Building, King and Yonge Streets, Toronto, where he is conducting an insurance and financial business.

The boot and shoe store of Mr. F. C. Taylor, Ottawa, Ont., was entered recently and about \$30 stolen.

The stock of the Canadian Consolidated Rubber Company and the Belleville Shoe Company, Belleville, Ont., was damaged by a fire which broke out recently in the Bank of Commerce Building.

Mr. Geo. Hicks, formerly manager of the W. W. Cooper Company, Swift Current, Sask., has been appointed manager of the firm of Herbert Snell, Limited, dry goods and boots and shoes, Moose Jaw, Sask.

Borbridge's Shoe Store have removed the stock of their Brantford branch to the main store in St. Thomas, Ont.

Mr. C. S. Corson, sales manager of the Regal Shoe Company, is on an extended business trip in Western Canada.

Mr. D. J. Lynch, formerly with the Regal Shoe Store, Toronto, has accepted a position with the A. B. C. Distributors, Toronto.

On May 10th Mr. Fred Knox, boot and shoe dealer, of Bowmanville, Ont., was married in Caledon East, to Miss C. B. Hanna, of Albion.

A new boot and shoe repair shop has been opened at 172 North Christian Street, Sarnia, Ont., by Mr. Ernest H. Curtin.

Mr. W. B. Parvin, proprietor of the Fit-U-Shoe Company, has removed from 1169 Bloor Street West, Toronto, to attractive and spacious premises at the corner of Margueretta and Bloor Streets.

The boot and shoe business of Katherine H. Phillips, Toronto, has been discontinued.

The Klassy Boot Shop has registered in Montreal, Que.; Mrs. Charles Hansher, proprietor.

Mr. Wm. Stewart, shoe repairer, is removing from 1093 Queen Street West, Toronto, to a new shop at 1134 Queen Street West.

Mr. E. J. Fleetwood has been appointed manager of Ames-Holden-McCready, Limited, St. John, N.B., succeeding to Mr. W. M. Angus, who has been transferred to Montreal as assistant general sales manager.

Mr. Stewart C. Mitchell has been appointed sales manager for the Maritime Provinces for Ames-Holden-McCready, Limited, having been engaged in the warehouse in St. John for the past sixteen years.

Messrs. A. Labelle & Cie have registered as boot and shoe dealers in Montreal, Que.

The boot and shoe business of Mr. E. J. Hopkins, Halifax, N.S., has been discontinued.

Mr. Matthew Fitzgerald, stitching room foreman, of Brockton, Mass., has accepted a position with J. & T. Bell, Limited, Montreal.

Mr. McMillan has resigned his position as foreman of the sole leather and stock fitting rooms of the John Ritchie Company, Limited, Quebec, P.Q.

Messrs. Long Bros., hide and skin merchants, Charlottetown, P. E. I., have dissolved partnership; the business is being continued by Mr. G. F. Long.

Mr. A. O. Giroux has resigned his position as foreman of the finishing room of J. & T. Bell, Limited, Montreal.

Mr. John Carney, formerly with the Hartt Boot & Shoe Company, Limited, Fredericton, N.B., has accepted a position in Worcester, Mass.

Mr. Joseph R. Labelle has registered in Montreal; he will carry on a wholesale boot and shoe business.

Under the authority of the Ontario Companies Act, the Relindo Shoe Company, Limited, 130 Wellington Street West, Toronto, has changed its name to the King Shoe Company, Limited.

Messrs. Russell Bros. have discontinued their retail boot and shoe business in Fort William, Ont.

Mr. Joe Fox, boot and shoe retailer, St. Thomas, Ont., has sold his stock.

General Store News Throughout Canada

Where the Shoe Manufacturer May Find a Customer

Ontario

The general store of Messrs. Brown Bros., Unionville, suffered loss by fire recently.

Messrs. Bolus & Simon, general storekeepers, Blenheim, have dissolved partnership.

Mr. R. L. Downing has sold out his general store business in Routhier.

The general store of Mr. W. O. Bundy, Linwood, suffered fire loss recently.

The assets of the general store of J. C. Brown & Company, Vankleek Hill, have been sold.

The general store of Mr. F. H. Walley, Waterdown, suffered loss by fire recently.

Quebec

The general store of J. F. Ouellet & Cie has registered in Thetford Mines, P. Q.

The general store of Phileas Parent, Enreg., Beaupory, suffered loss by fire recently.

The assets of the general store of V. Gingras, Mont Laurier, have been sold.

The People's Exchange, Limited, general store, Ayers Cliff, have obtained a charter.

The assets of the general store of Descoteau & Pepin, Limited, Victoriaville, have been sold.

The assets of the general store of Mr. J. A. Lebrun, St. David, have been sold.

Messrs. Clarence C. Savage and Bert R. Blaufrim have registered in South Roxton; they will carry on a general store business under the name of Savage & Blaufrim.

The assets of the general store of Mr. John Connolly, Les Eboulements, have been sold.

Alberta

Mr. V. W. Limoges has moved his general store business from Grandin to Lac La Biche, Alta.

Messrs. Hayman & Brody, general storekeepers in Leduc, have dissolved partnership; the business will be continued by Mr. Hayman.

A sale of the stock of Mr. R. B. Price, general storekeeper, Camrose, is being negotiated.

Saskatchewan

Mr. Henry A. Buchanan has succeeded to the general store business of Messrs. Henderson Bros., Carlyle.

Messrs. Porter & Company, Limited, have purchased

“BLANCO”

THE WHITE CLEANER

KEEPS WHITE SHOES WHITE.

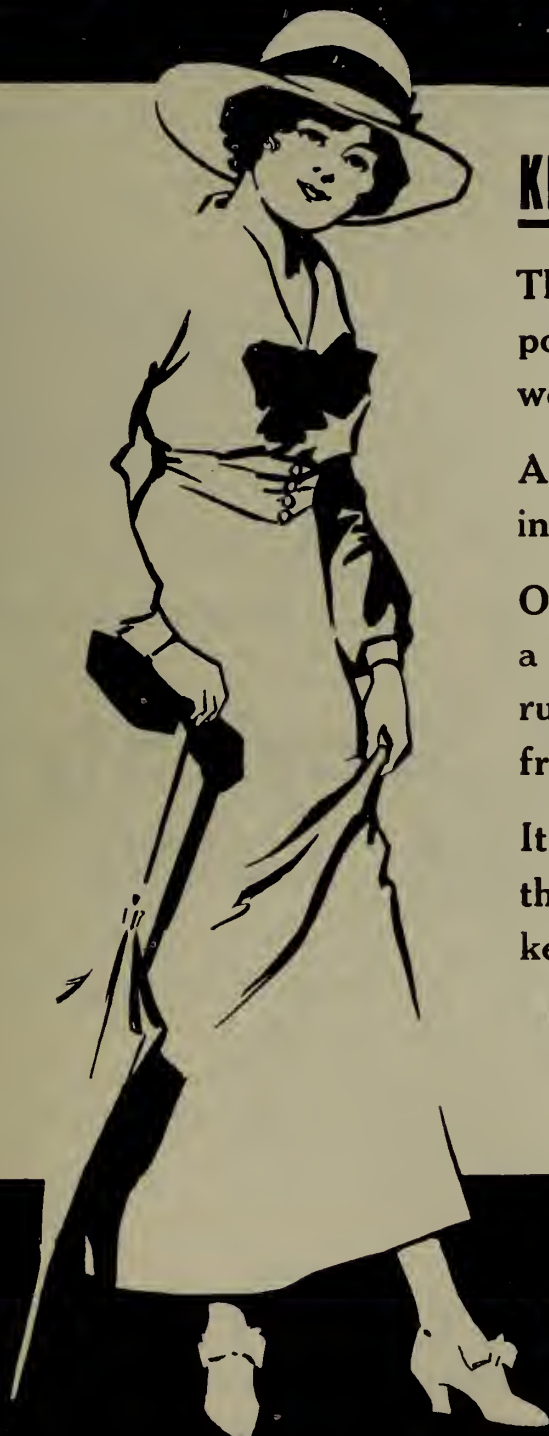
That is the first reason for its popularity. It *really does* the work it is meant to do.

And it is so easy to use—applied in a moment.

Once a “BLANCO” user, always a “BLANCO” user—that’s the rule. Thus your customers grow from more to more.

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.



Manufactured by
JOSEPH PICKERING & SONS, LTD., Sheffield, England.

the stock of the general store of the Estate of Porter Bros. & Company, Limited, Broadview.

Mr. A. Duboff has purchased the stock of the general store of the Estate of F. Miles, Brooking.

Two general stores in Plenty suffered loss by fire recently,—the Plenty Supply Company, and the firm of Gilroy & Brunt.

Mr. W. Karasov, general storekeeper, Outlook, has opened a branch at Loreburn.

Mr. A. Lavitt has purchased the general store of Mr. Henry Levetin, Vibank.

The general store of Mr. T. E. Mahaffy, Paynton, recently suffered loss by fire.

Mr. N. Tasker has succeeded to the general store business of Chelmnitsky and Tasker, Vanguard.

The general store of Mr. M. Steinberg, Broadview, recently suffered fire loss.

Mr. R. P. Eades is admitting Mr. S. S. Eades as partner in his general store business in Ernfold.

Nova Scotia

Messrs. Edmund LeBlanc & Company have registered as general storekeepers in Wedgeport.

Messrs. J. A. S. Ingraham, J. A. McLeod and R. McDonald have registered in New Victoria; they will carry on a general store business under the name of Ingraham, McLeod & McDonald.

New Brunswick

Messrs. S. Melanson & Son, general storekeepers, Bathurst, have dissolved partnership; the business will be continued by Messrs. Henry A. and Hector W. Melanson.

The store buildings and stock of the general store of the Estate of Geo. F. Beach, Honeydalc, were totally destroyed by fire recently.

Manitoba

Mr. R. A. Crosby has moved his general store business from Binscarth to Minnedosa.

Messrs. Rosner & Moscovitch, general storekeepers, Lowe Farm, have dissolved; the business will be continued by Mr. M. Rosner.

Mr. J. H. More has moved his general store business from Margaret to Souris, Man.

Messrs. McCullough & Rollins have succeeded to the general store business of P. K. Rollins & Company, Kilarney, Man.

Mr. I. Dumbroster has discontinued his general store business in Beausejour.

The assets of the general store of the Cunningham Company, Foxwarren, have been sold to Messrs. Cunningham & Laycock.

Mr. S. Weiner has sold out his general store business in Beausejour.

Messrs. Polsky Bros. have purchased the general store business of Portnuff Bros. & Slobinsky, Morris.

Messrs. Ruthowski & Michaelowski have succeeded to the general store business of Mr. M. Shnier, Tolstoy.

Mr. F. Freeman has purchased the general store of the Franklin Supply Company, Franklin.

Mr. H. Sage has succeeded to the general store business of Mr. Robb Chanin, St. Louis.

The assets of the general store of Mr. J. Orloff, Sandy Lake, have been transferred to Messrs. Newton & Nicholson.

The Armstrong Trading Company, Portage la Prairie, are discontinuing their branch general store at Oak Point.

Mr. G. Johnson has purchased the general store of Messrs. M. Hark & Company, Inwood.

Strength and Simplicity in Robin Bros. Lasts

Our new hinge device with interlocking wood lips makes our hinge last the strongest on the market. Simplicity is another of its qualities. Nothing in it to work out of order.

Please do not wait until the last minute to order your fillers this season. Now is the time. Write for price list and save 15% on your last account. Look for this ad each month.

Established 1869.

Robin Brothers

Manufacturers of Lasts and Fillers

131-143 Carriere St.

MONTREAL

Bell Phone St. Louis 1609

Retail Shoe Business Wanted

Experienced retail shoe man, with capital, wants to buy out shoe stock and retail business in some good Canadian retail town or city. Must be a first-class proposition. Box 207, Footwear in Canada, Toronto. 6-6

Shoe Factory Wanted

Advertiser, who formerly conducted successful shoe manufacturing business, wants to begin manufacturing again, and is open to buy shoe factory or to put capital into manufacturing business with good future prospects. Box 208, Footwear in Canada, Toronto. 6-6

Salesman Wanted

Large U. S. shoe manufacturing firm specializing in boys' and girls' footwear, wants to secure reliable, Canadian representative for either the whole or part of territory between Montreal and Pacific Coast. Advertisers could make it interesting for some one working this territory to take their samples as a side line. No delay in filling orders. Stock always full. Box 206, Footwear in Canada, Toronto. 6-7



All Leather

Prices and Samples on Application.

EUGENE GUAY, 230 St. Marguerite Street
MONTREAL

We also make Union, Standard and Leather Board Counters.
TORONTO REPRESENTATIVE—638 Shaw St.

Cheaper Satisfaction

Your customer's customer will pay less for more satisfaction if you put **Guay All-Leather Counters** in your shoes. It pays.

Splendid Opportunity

Large floor space for rent for first-class women's and children's boot and shoe department on second floor; modern new building. Express passenger and freight elevators connecting.

The location is in one of the best manufacturing cities in Ontario, which is also the centre of a splendid agricultural district.

Two radial roads are now running into the city, with two more under course of construction which will connect with a number of smaller towns from which trade is now being drawn, but will greatly increase on completion of these roads.

The firm making this offer ranks as the first in the city.

There are only three boot and shoe firms in the city of any importance.

To the man with the necessary capital and experience this is indeed a golden opportunity.

Reasonable rental on long lease.

Reply in first instance, giving financial references, to Box 209, Footwear in Canada, Toronto.

\$25.00 — PRIZE — \$25.00 FOR A TRADE MARK NAME

for a line of women's, misses' and children's shoes, in welts, turns and McKays

OPEN TO EVERYBODY

interested in the retail shoe business. This name will be for a high and medium grade of footwear, and must apply to all the ranges above stated.

Every competitor will be allowed to send in three names.

Competition will close on July 15th.

Mail all suggestions to

GETTY & SCOTT, Limited - Galt, Ontario

Makers of the Nationally Renowned "CLASSIC" Shoes

P.S. The name of the new line of shoes and also of the prize winner will appear in the August issue of "Footwear in Canada."

Brodie's Patent Flour Paste

For Shoe Manufacturers

BRODIE'S PATENT FLOUR PASTE is the most "adhesive" flour paste on the market. You can rely on it every time.

BRODIE'S PATENT FLOUR PASTE is "economical." It will spread well, and keeps much longer than any other paste.

BRODIE'S PATENT FLOUR PASTE is "perfumed." It is put up in kegs, half barrels and barrels.

If you are not already familiar with this excellent paste let us quote you prices. We can save you money and give you a most satisfactory article.

Brodie & Harvie, Limited

14 Bleury Street

Montreal

AIRD & SON, Montreal

New Lasts New Heels
New Styles

☞ Jobbers are invited to call and see our new samples when in Montreal.

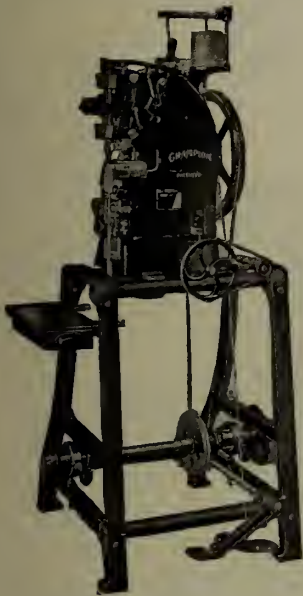
☞ They include new styles, new heels and new lasts in McKays and Turns for men, boys, youths and women.

☞ They provide a good margin of profit and are A1 footwear.

WRITE OR CALL.

CHAMPION SHOE AND REPAIR MACHINERY

The Largest and Most Complete Line in the Market



Champion Standard Straight Needle Shoe Stitcher.

When you get ready to equip yourself with shoe repair machinery, bear two important features in mind—Working Efficiency and Selling Conditions under which you can equip yourself with the machinery you want.

Champion Standard Straight Needle and Awl Shoe Stitcher

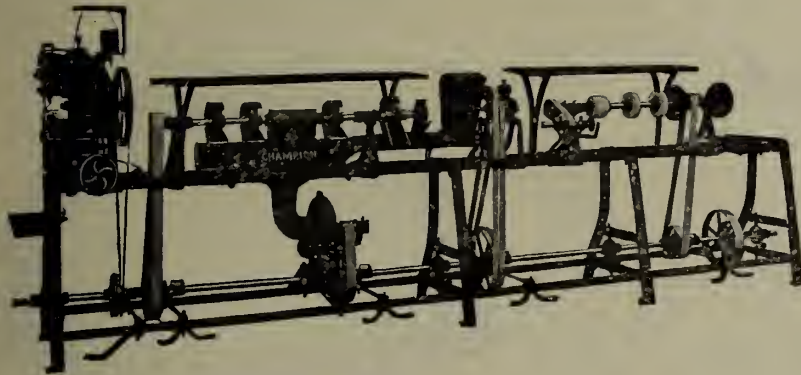
is expressly designed for the repair shop—It has working features such as no other machine in the market. You don't have to trim down a sole in advance and then stitch it. That's one big feature on this stitcher. It saves time and that's what counts.

Champion Ideal Stitchers

Especially designed for new custom work and for repairing. This machine has the proper radius on needle and awl, and a large stitching range, consequently every class of work can be properly taken care of—from the heaviest to the finest.



Champion Ideal Model Curved Needle and Awl Shoe Stitcher.



Champion No. 35 Shoe Repair Outfit.

Champion Shoe Repair Outfits

are equipped with the best and most complete equipment on both scouring and burnishing shafts.



Champion Metallic Fastener Machine or String Nailer.

Champion Power Loose Nailers and Power Metallic Fastener or String Nailing Machines

Profitable and indispensable in the repair shop. Soles are waterproof when nailed on properly—Both these machines will take care of a great deal of trade, that maybe you now let go by.

Champion Combination Harness and Shoe Stitchers

are just the machines for that shop where harness is stitched and shoe repairing work is done.

CHAMPION Machines are not sold on royalty—They are sold outright, for cash, or on time payments.

Write us for catalogue, prices and terms.

Champion Shoe Machinery Company

3727-3741 Forest Park Blvd., St. Louis, Mo., U. S. A.

Cut this out and send in.

Champion Shoe Machinery Co.

Please send me particulars on.....

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Name.....

Address.....

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Learn Scientific Chiropody BY MAIL

A considerable increase in your weekly income may be obtained after studying for this profession.

A thorough knowledge of the anatomy and physiology of the human foot, of the cause and cure of corns, callouses, bunions, etc.

The correct fitting of arch supports.

The worst case of a suppurating, ingrowing toe nail always succumbs to my methods.

The experience of 15 years of successful teaching and operating on foot troubles in London, England, and New York, U.S.A., given in a course for which most schools charge \$100, may be had for a limited time at less than half price. Write

Dr. Robert Ashton, D.P., M.T.D., Opt. D.,
RICHFIELD SPA, N.Y., U.S.A.

BOX TOES THAT COME ALIKE

Made in leather, split, combination leather, canvas and felt.

HEELS

that will not check, all grades, denominations and heights—a full line.

INDEPENDENT BOX TOE CO., 102 Christophe Colomb, MONTREAL



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.

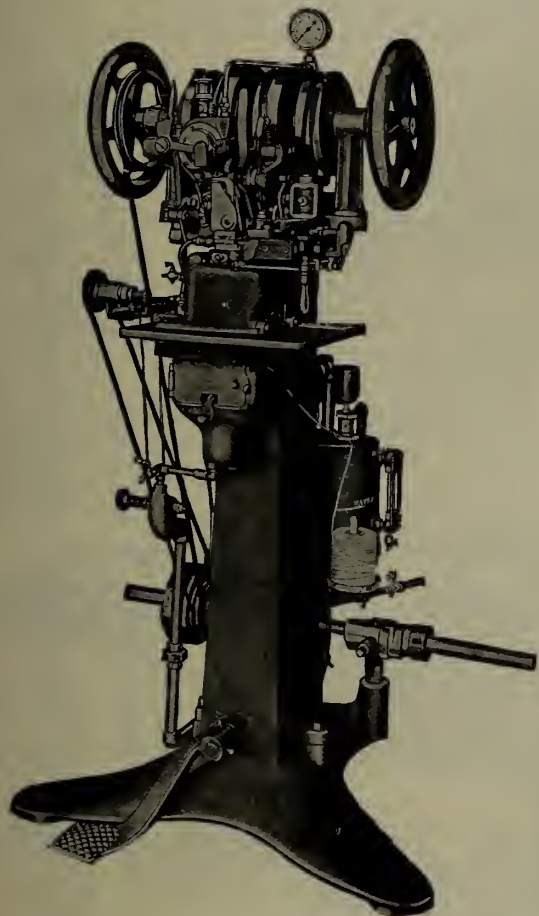
Good, comfortable rooms, unexcelled cuisine, and reasonable rates.

American and European plans. Send for circulars.

TILLY HAYNES, Proprietor

JAS. G. HICKEY, Manager

Landis Curved Needle and Awl Shoe Soling Machines



PRICE AND TERMS
LANDIS NO. 12 STITCHER

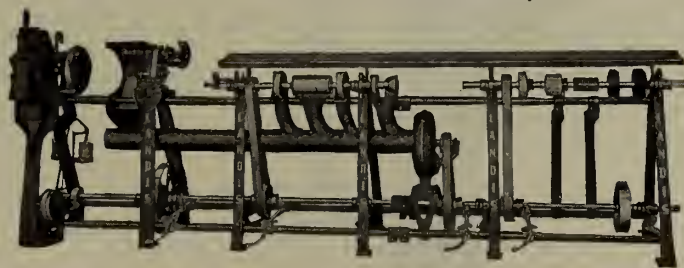
Weight, crated—About 750 lbs.
Head only, crated—About 500 lbs.
Price—Complete with Stand, power only, \$500.00, F. O. B. St. Louis.
Head only, \$475.00, F. O. B. St. Louis.
Terms—15% discount for cash.
Time Payments—\$50.00 cash and \$15.00 per month.
Deferred payments to be closed by notes without interest.

Sold Outright—No Royalty



PRICE AND TERMS
LANDIS NO. 10 STITCHER

Weight, crated—About 700 lbs.
Head only, crated—About 300 lbs.
Price—Complete, with Stand, foot-power or power, \$400.00, F. O. B. St. Louis.
Complete, with Stand, combination foot-power and power \$410.00, F. O. B. St. Louis.
Head only—\$375.00, F. O. B. St. Louis.
Terms—15% discount for cash.
Time Payments—\$25.00 cash and \$10.00 per month.
Deferred Payments to be closed by notes without interest.



Model 22 Landis Shoe Repair Outfit, Left Hand
Manufactured by LANDIS MACHINE CO., St. Louis, Mo.

Landis Machine Company

St. Louis, Missouri, U. S. A.

WE ALSO MAKE THE LANDIS HARNESS MACHINES. ASK YOUR HARNESS MAKER ABOUT US.

American Shoe Machinery

Guaranteed to be the BEST and Cheapest at the Price
NO MATTER WHAT THE PRICE

Canadian Leather and Findings Jobbers are our Sales Representatives—Give them your Orders.

MIDGET JACK,
to sit and work, can
also be placed on
box to stand and
work.



Height 24 inches.
Height 27 inches, with last and
block attached.
Position for sewing, trimming and
finishing. Cut shows last and
block attached.

Height 41 inches.
Height 44 inches,
with last and
block attached.



Position for sewing, trimming and
finishing. Cut shows last and
block attached,

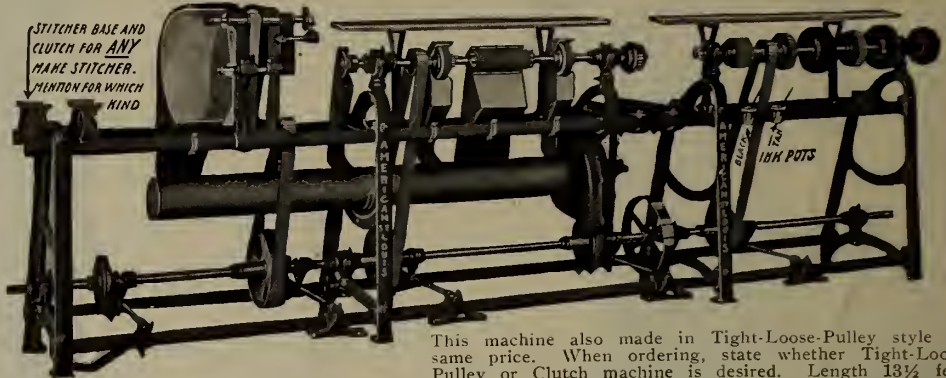
Send for complete "American" catalog to your jobber, or firm who sells you leather and findings.
If you cannot secure same from them, write us,

American Shoe Machinery & Tool Co.

Dickson St., ST. LOUIS, Mo., U.S.A.

"AMERICAN" Clutch Finisher, Model 20—Special

Including Complete Stitcher Base and Clutch. Specify what make Stitching Machine you have that we may know
kind of Base to furnish.



Width 24 inches. Weight crated 1200 pounds. Requires one horse power motor. Equipped with the fol-
lowing parts: SELF-ADJUSTING EDGE TRIMMER, Shank Trimmer, Grinding Attachment for Edge and
Shank Trimmer Cutters, 4 Sanding Wheels, Adjustable Edge Setter, 3 Burnishing Rolls, 3 Bristle Brushes,
Powerful Airtight Exhaust Fan, 2 Ink Pots, Base for Stitching Machine, Complete Clutch for Stitching
Machine. An Extra Clutch for Operating Blower Individually.

"AMERICAN" Space- Saver No. 3

With or without Motor

For shops where space is lim-
ited. This machine sets close
to the wall or anywhere in shop.
Stands are designed very mas-
sive—no need of bolting to wall.
Equipped with necessary sand-
ers, burnishers, etc., for both
black and tan shoes. Width
only 14 inches. Length 6 feet.
Weight crated, 340 lbs.



Send for
complete
"American"
Catalog
which de-
scribes 35
additional
models—both
clutch and
tight-loose-
pulley
machines.

"AMERICAN" Midget Skiving Machine

This Skiving Machine will skive heavy upper lea-
ther as well as heaviest, thickest, hardest, toughest or
thinnest sole leather to perfection and to any width
bevel up to 1 7/16 inches.

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- The Great West Saddlery Company, Winnipeg, Man.
- The Great West Saddlery Company, Calgary, Alta.
- The Great West Saddlery Company, Edmonton, Alta.
- Wm. Watson, 103 King Street, London, Ont.
- Storey & Campbell, Vancouver, B.C.
- B. C. Leather Company, Vancouver, B.C.
- Dominion Leather & Shoe Finding Co., 101A Ontario
Street E., Montreal, Que.

Cut this coupon out and mail

AMERICAN SHOE MACHINERY &
TOOL COMPANY,
St. Louis, Mo.

Gentlemen:
Please mail catalog and particulars to

Mr.

Address

My Jobber's name is

Address

Footwear in Canada



**We Can
Supply Anything
From a Tack
To a Full Factory
Equipment**

**If there is anything
you want, write us**

United Shoe Machinery Company of Canada

MONTREAL, QUE.

Toronto

Quebec

Something New

Cleaning powder for cloth top shoes, all shades and colours, will clean soiled cloth and make it look like new again.

Newbuck Powder and Liquid Dressings

for white leathers, kid or newbuck, it also can be used for white kid gloves.

Coloured Laces

In all colours and shades, all lengths, mercerized or silk, blind eyelet style.

Shoe Buttons

In all colours and shades.
Buckles and shoe ornaments of all descriptions in the latest design.

G. J. Trudeau

365 Ontario Street East - Montreal, Que.

Shoe Cloth Creations

**In the newest patterns
shades and colors**

We have in stock direct from the manufacturers a full range of shoe cloths in all the latest effects. They include a splendid range of patterns, shades, colors and materials.

Write us for samples.

Fisk Factory Cement

Our Cementing Department is fully equipped to take care of the cementing or pasting of your cloths.

We manufacture channel cement, stitching room cement, cork filler.

Write us.

Fisk Limited

Montreal

CAT'S PAW

CUSHION
RUBBER HEELS



Cat's Paw Rubber Heels are known everywhere for their excellent wearing qualities. Our patent canvas friction plug positively prevents slipping without affecting the buoyancy of the rubber.



For sale by all leading jobbers throughout Canada

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TOES

High grade box toes for Goodyear work

Also combination toes of all kinds

Men's, Boys' and Women's Heels
All Grades



Write for Prices

The Montreal Box Toe Co.

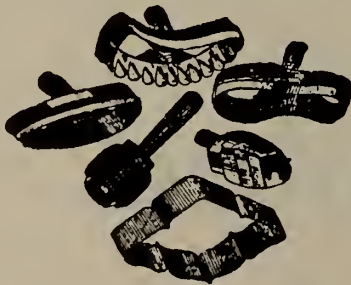
321 Aird Ave., Montreal

Dominion Die Co.

MANUFACTURERS OF

Cutting Dies

of Every Description



For Cutting
Leather, Rubber, Paper
Cloth, Etc.

ALL WORK WARRANTED

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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.

THE COMMERCIAL
EST. 1882
THE WEEKLY FINANCIAL, COMMERCIAL & GENERAL TRADE NEWSPAPER OF THE GREAT WEST

Over 29 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued every Saturday Morning at WINNIPEG, Canada.

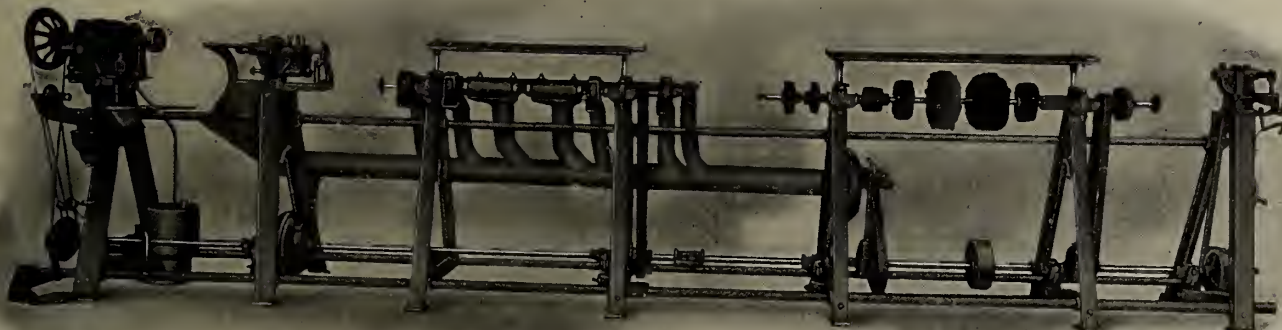
Is the ONLY PAPER reaching the General Merchants in all points, Port Arthur and West to the Pacific Ocean

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.

22-Foot Goodyear Shoe Repairing Outfit



MODEL N.

THIS Outfit represents the highest development in shoe repairing machinery, and meets every demand of modern shoe repairing. It embraces all the essential processes for making new shoes from old ones, giving the maximum of equipment and efficiency in the minimum space. The Outfit has the Goodyear Stitching Machine with all its improvements, including a new style steam generator which uses gas or gasoline for generating the steam, and operates automatically, thereby insuring a uniform heat for keeping the wax in proper condition and requiring little attention from the operator. The Edge Trimming Machine has the new feature of the two shafts being operated by a single belt, and the cutter grinder is attached directly to the main shaft. This arrangement gives better results with less power.

The Buffing and Scouring Machine has a shaft 57 inches long and carries the following equipment:—

- | | |
|--|------------------------------|
| 2 Split Bottom Buffing Rolls | 1 Heel Breast Scouring Wheel |
| 2 Flat X-Ray Heel Scouring Wheels | 1 Pin Wheel Pad complete |
| 2 "C" Shape X-Ray Heel Scouring Wheels | |

A powerful Blower System removes the dust resulting from the trimming, buffing and scouring operations, and is designed to overcome certain objectionable features of other blowers.

The Finishing Machine has a 78 inch shaft which has all the necessary equipment for black or russet work:—

- | | |
|--|-------------------------|
| 2 Corrugated Rubber Shank Finishing Wheels | 2 Heel Brushes |
| 1 Corrugated Rubber Heel Finishing Wheel | 1 Stitch Cleaning Brush |
| 1 Corrugated Rubber Bottom Finishing Roll | 1 Levelling Roll |
| 2 Shank and Bottom Brushes | 1 Bead and Wheel |

At the end of the Outfit is the Oscillating Edge Setting Machine which is fitted with union irons and in its motions duplicates hand workmen with quicker and better results.

Each of the machines is operated independently by a friction drive pulley, so that it is necessary to use only those machines which the operator may require. This feature means a saving of power.

All the machines are firmly mounted on legs and driven by a countershaft with carefully adjusted bearings, so that the Outfit runs with very little vibration, and is in every way most efficient.

Full information furnished promptly on request.

United Shoe Machinery Company of Canada

MONTREAL, QUE.

122 Adelaide Street West, TORONTO

492 St. Valier Street, QUEBEC

Do You Belong to Any of The Fraternal Orders?



You know how strong is the bond in the fraternal orders. There is a similar tie between Union men, no matter what the line of work they are engaged in. They endorse the Union principle at every opportunity by buying Union-Made goods. For footwear, where do they go? To the store that carries the Union Stamp on the shoes. Make it your store!

***It puts a great big
"O K" on your stock!***

***The Union-Made Shoe
a protection to YOU!***

The Union Stamp on your shoes shows that they have been thoroughly made by contented workmen, organized on the principle of a Square Deal to all concerned. Orders that you place for Union Stamp Shoes will always be delivered, for it is one of our fundamentals to continue at work even though disagreements are being adjusted. The Union Made Shoe is a protection to you.



THE BOOT AND SHOE WORKERS' UNION

Affiliated with the American Federation of Labor

**BOSTON, MASSACHUSETTS
246 Summer Street**

**John F. Tobin - - General President
Chas. L. Baine - - Gen'l Sec'y Treas.**

ESSEX RUBBER SOLES

Over 8,000,000 *Essex Rubber Soles* were sold last year. What a tremendous testimonial to their quality and the demand for them. The people want them.

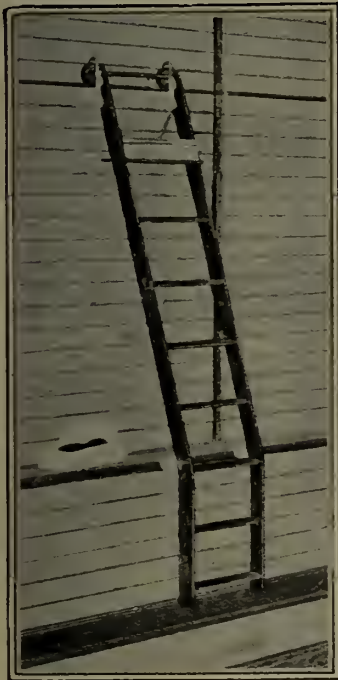
We have increased our facilities and will take care of you promptly this year. And yet it is wise to order early. Write us your requirements fully. Our factory, equipment and experience are at your disposal.

By the way—do you know the *Essex Fib-erized-Rubber sole*? May we prove that it will outwear any rubber sole you may buy elsewhere? Made by the makers of *Essex Heels*. Write for facts about wear, weight and prices.

ESSEX RUBBER CO., Inc., Department 4
7-A-15 Trenton, N. J.
Makers of most of the rubber soles used in America.



ESSEX
Blue List Cobbler



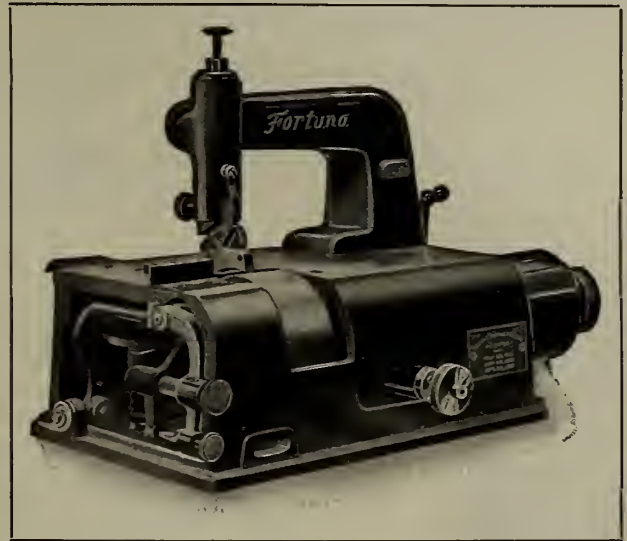
It Pays to Have an Attractive Store

A System of the Milbradt Rolling Step Ladders will pay for themselves in a short time by enabling you to wait on more trade, save the wear and tear on your fixtures and goods, as well as bring the appearance of your store up-to-date. Write for catalogue which shows various styles of ladders we manufacture.

Milbradt Mfg. Co.

2410 N. 10th Street
ST. LOUIS, MO.

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

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

Children's Shoes

good turn sewed shoes.



JOBBERS, LARGE DEALERS'
trade solicited, samples made to order, write the manufacturer.

A. B. Rolland : Montreal

LION HEEL PLATES



One Pair Sells Another
REPAIR SHOPS, ATTENTION

Lion Heel Plates appeal to both men and women because they look neat, wear well and have no metallic sound. Every satisfied customer is a salesman for Lion Heel Plates.

They are quickly inserted and pay a profit equal to that which you make if you rebuild the heel the second time, while they give you the reputation of doing neat, durable work.

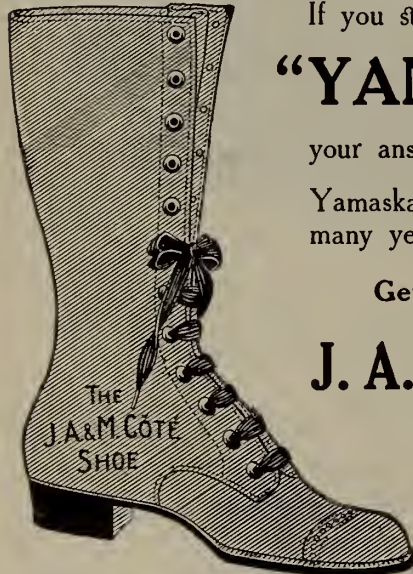
Get our prices and sample plates.

Lion Heel Plate Co., Ithaca, N.Y.

Your Staple Lines

Are they shoes of real merit that will stand up to rough and heavy service?

Can you show a customer a variety of styles and quote him a price below that of your competitor?



If you stock

"YAMASKA"

your answer is "yes."

Yamaska is a brand of many years' standing.

Get our prices

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St. Hyacinthe

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We want to BUY for CASH all the PIECED HEEL STOCK you make

**BROCKTON HEEL
COMPANY**
BROCKTON, MASS.



Footwear Warehouse

5 Floors To Let
Adelaide St. W.
Toronto

This warehouse building is the most attractive in the city.

It is well situated for footwear or finding stocks.

Centrally situated

Light on four sides

Passenger and freight elevator
Vaults

One block from four car lines
Floor area 6,300 sq. feet, each floor.

For further particulars ask

Hugh C. MacLean, Limited
347 Adelaide St. West, Toronto

Phone Adelaide 2700

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THIS MARK



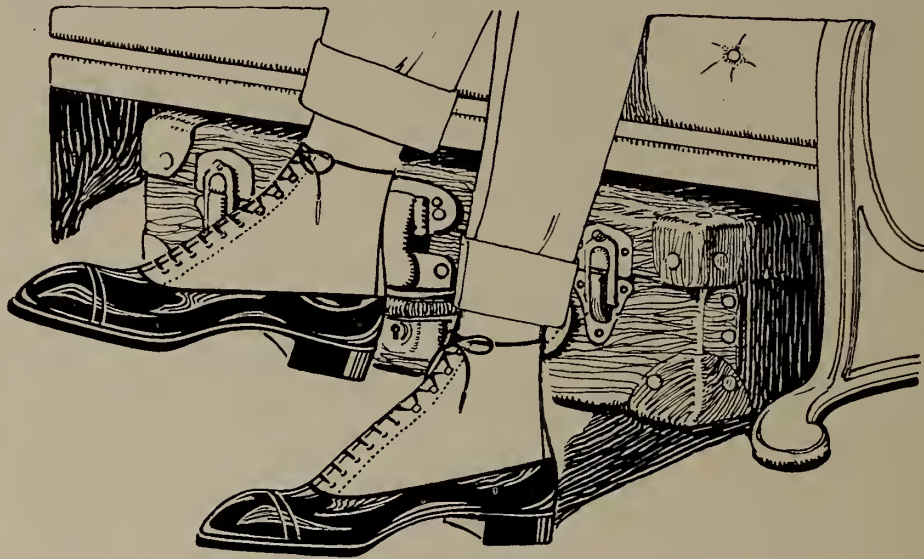
YOU CAN RELY
UPON THE QUALITY

United Shoe Machinery Company of Canada

Montreal, Que.

122 Adelaide Street West, Toronto

492 St. Valier Street, Que.



You'll travel a long way
before you find another shoe
so worthy of your recommendation
as

The Minister Myles \$5.00 Shoe

You can conscientiously vouch for it.
Your best customers will appreciate it.

Minister Myles Shoe Co., Limited
109 Simcoe Street, Toronto

Footwear

In Canada




*Send
your
Sorting
Orders
for
Miner*



**Sorting
Orders**

*Miner
Means
Prompt
and
Complete
Shipments*



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Miner Rubber
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Quebec

Montreal

Ottawa

Toronto

PANTHER

FIBRE RUBBER SOLES Are Guaranteed

STITCH, CEMENT, TRIM AND FINISH LIKE LEATHER

Don't burden your mind trying to remember all brands of rubber soles on the market. The word "Panther" stands for everything desirable in rubber soles—uniform quality, dependability, all styles and sizes, wide range of colors, reasonable price.

Remember "Panther" Fibre Rubber Soles and see that you obtain them. Beware of substitutes. The "Panther" guarantee trade marked fibre rubber sole is your protection. Look for trademark on shank of sole. Thousands of pairs of "Panther" Fibre Rubber Soles are used on new shoes daily. Thousands of pairs more are attached to shoes in the repair departments of retail stores, and in the shops making a speciality of shoe repair work.

Weight Only Twelve Ounces to the Pair

We claim our "Panther" fibre guaranteed trade mark rubber sole lightest. On the average, size 8, 1/4 inch thick, weigh 12 ounces to the pair. Samples on request.

Panther Rubber Mfg. Co., Sherbrooke, Que.

Factories: Stoughton, Mass., Trenton, N. J., Sherbrooke, Quebec, Canada



READ OUR GUARANTEE

We will Refund the Cost Price of Shoes to which "PANTHER FIBRE GUARANTEED SOLES" are properly attached, provided such Soles Crack, Break, or Tear. Through Any Manufacturing Imperfections.



28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.



SUMMER TIME

IS

FLEET FOOT

TIME

Worn by Every Member of the Family.



Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.

28 "Service" Branches Throughout Canada



Bostonian Shoes

—Style Leaders



Bostonian Shoes are true style leaders. Their distinctive and up-to-date appearance coupled with comfortable fitting qualities have won for them style leadership in all parts of Canada.



The Bostonian line for Fall 1915 contains a wide range of models. They cannot fail to please even your most fastidious customers. Each model possesses a merchandising value unexcelled. Don't put off ordering Bostonian Shoes. They will make sales where other shoes fail.

Send a sample order now.



James Robinson

MONTREAL

Robinson Service



Robinson Service starts with the selection of high grade footwear at a reasonable price and ends only when your customer is entirely satisfied.



When you buy from Robinson you are sure of a square deal, high grade merchandise and prompt shipments. You can recommend "Robinson Bought" footwear to your customer with a surety that it is the best obtainable at the price.

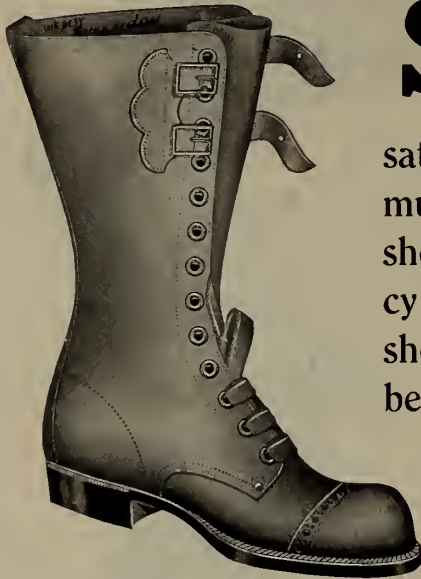
Test our "in stock" department. Send a sorting order for Independent Tennis Shoes. Robinson Service really serves. Prove it.



James Robinson

MONTREAL

Everyday Shoes



satisfy customers who must have the utmost in shoe durability. The policy of making the entire shoe ourselves from the best solid leather and the strongest findings has gained the accompanying tribute.

A Retailer's Opinion

"FORTY-TWO years in the shoe business has taught me to know shoe values. Catering to a class of customers who must have the utmost in shoe durability I rely on Sisman Solid "Everyday" Shoes to hold trade. They are the best money can buy in solid leather shoes."

T. Sisman Shoe Company, Limited
AURORA, ONT.

THE C. G. FLYNN LEATHER CO.

Announces to the trade that it is the Wholesale Distributor for Eastern United States and EXPORT TRADE of the



'MONARCH OF THE OAKS'
OAK SOLE LEATHER

IN

SIDES

BENDS

BACKS

SHOULDERS

BELLIES

HEADS



ALSO THE SAME TANNAGE OF OAK HARNESS AND SKIRTING LEATHER

The Product of KULLMAN, SALZ & CO., Inc., of Benicia, Cal., is celebrated for its superior quality. It has no equal. Inquiries for particulars and prices concerning these lines are invited.

THE C. G. FLYNN LEATHER CO.

CABLE ADDRESS:
"FLYLEATHER."

107 SOUTH STREET, BOSTON, U.S.A.



There's Some Style to these Shoes

Now do not ask us to explain just what we mean by the word "style." It has never been successfully defined. But whatever it is, it's the thing about a shoe that makes it sell —and it is certainly a marked characteristic of

THE MINISTER, MYLES SHOE

and

THE BERESFORD SHOE

Made by
Minister, Myles Shoe Company

Limited

109 Simcoe St., Toronto

Ames-Holden-McCready Shoes for Every Occasion



You will find in the Ames-Holden-McCready line of shoes for Fall, 1915, a shoe for every occasion. Each shoe has a definite purpose, an individuality that will appeal to your customers.

Briefly Ames-Holden-McCready shoes are made to suit your customers' Purpose and Pocketbook.

Our continued success depends on the satisfaction and service we render. You should look over our line of

Women's Welts to retail at \$3.50, \$4.00, \$5.00

Men's Welts to retail at \$4.00, \$5.00, \$6.00

Ames-Holden-McCready Service covers Canada from coast to coast. No matter where you are you can get in touch with one of our branches. Write them for samples. They will fill your orders carefully and promptly.



Ames-Holden-McCready, Limited

**Montreal St. John Toronto Winnipeg
Edmonton Vancouver**



The Wear of Your Threshold Tells the True Story

No matter how many foot-steps pass your Store every day or every hour, your profit comes from only those that *enter* your Store. The humps and hollows in the sidewalk do not prove your profits. More than 40,000 retailers are turning passers-by into customers through KAWNEER STORE FRONTS—in big cities and small towns. No matter what your business is or where you are located, you can make big profits on a KAWNEER FRONT. Put in one—loan yourself its cost and the Front will pay for itself by *pulling in* more people.

Location Advantage

You are paying big rental. What for? Mere storage room, or is it to *show* what you have for sale to the greatest number of people? What percentage of the passers-by do you attract? How many stop to look at the displays—how many *enter* your Store? That's the real point—*how many enter and buy*? There are many methods to attract attention but do you know of anything that can more consistently attract and sell than a modern, clean-cut, made-to-fit-your-business KAWNEER FRONT? Attraction without eventually selling is worthless to you. Your sales force is dependent upon your ability to get the people *into* your Store.

Kawneer
STORE FRONTS

The Correct Front For You

Fully 70% of all the Store Fronts in this country are alike in design and appearance—differing perhaps in color of paint or signs. Is yours like your neighbors', your competitors'—is yours the old-fashioned "two windows and a door" type? You will find butchers, grocers, furniture dealers, jewelers and all other kinds of retailers trying to attract people through this style. Be different—be individual. It costs no more and reaps much greater returns. Let us help you select a type particularly adapted to your business. We believe our nine years' experience in helping to build 40,000 KAWNEER FRONTS qualifies us. Our experience is the experience of those who have paid for and tried out the many kinds and styles of Fronts.

Kawneer
Manufacturing Company
Limited
Franchise & Prop. Secured
Dept. R, GUELPH, ONT.

Responsible Company

Our responsibility only interests you to the extent of our being able to help you build your Store Front. The average retailer buys only one or two Fronts during his business career—it's a big, important thing and *is* worthy of consideration from every standpoint—even to the company with whom business is transacted. We are the originators of the all-metal Store Front construction—we have fathered the wonderful Store Front development and you may go into any city and find KAWNEER boosters. Merchants who have adopted KAWNEER FRONTS help us to sell others. Look us up—let us tell you who have bought KAWNEER FRONTS near you—then ask them. We want you to judge not by what *we* believe, but by what you can prove about us and KAWNEER FRONTS.

Store Front Book

We've compiled and printed "Boosting Business No. 25"—it's without question the most instructive and interesting Store Front book ever published. See the actual photographs of many of the best-paying Store Fronts (big and little) in the country—see what other successful Merchants have adopted to boost their businesses—see photographs of some of the Fronts that have paid for themselves in just a few months. This is neither a book on window trimming nor a picture book for your errand boy—but an authentic book of Store Front ideas, compiled to help you. Send for it and it will come to you without obligation.

KAWNEER MFG. CO. COUPON
Dept. R,
GUELPH, ONT.

Please send us "Boosting Business No. 25" without obligation.

Name

Street and No.

City or Town

Business

It's All in the System

The secret of the business success made by thousands of shoe retailers lies in the System.

The System was inaugurated many years ago by far sighted men at the head of our business.

It (the System) consists of having located at nine central distributing points complete stocks of Rice & Hutchins Shoes ready for immediate delivery.

Your success depends more to-day than at any time in the history of shoe merchandising in being able to do a maximum business with a minimum stock.

The System (a complete stock ready for delivery) solves your problem.

Get in touch with the Rice & Hutchins Chicago Co., 231 W. Munroe St., Chicago, wholesale distributors of Rice & Hutchins Shoes for Western Canada.

Wholesale Distributing Houses

The Rice & Hutchins Baltimore Co. The Rice & Hutchins Chicago Co.
 The Rice & Hutchins Cleveland Co. The Rice & Hutchins New York Co.
 The Rice & Hutchins Cincinnati Co. The Rice & Hutchins St. Louis Shoe Co.
 The Rice & Hutchins Atlanta Co. The Atlas Shoe Co., Boston, Mass.
 Joseph I. Meany & Co., Inc., Philadelphia.

Rice & Hutchins, Inc.
Twenty-Four High St., Boston



THE
Professor

PAT. N^o. 119409
GOLD CROSS
SHOE

Tebbutt Shoes

For

Satisfaction

Get acquainted with Tebbutt Shoes. They combine comfort and wearing quality to an unusual degree. Send your jobber an order for six or a dozen pairs. Let the shoes themselves prove our statements.

To win and hold trade you must satisfy your customer. Tebbutt Shoes satisfy the most particular men because they are made on attractive sensible lasts that please the eye and give perfect comfort. This is the reason they enjoy popularity with even the "hard to please" buyers in all parts of Canada.



Our line of Professor and Doctors Shoes have special antiseptic, non-perspiro features. They are both comfortable and stylish.

Tebbutt Shoe & Leather

Company, Limited

Three Rivers, Que.

Marching to the Front

THE DRUMMOND SHOE



Shoes for
both
Style
and
Service



The Drummond shoe salesmen will soon be on their way with new samples. Get a good look at these shoes. They are made of high grade material in an entirely new and modern plant. Each pair leaves our factory perfect. They are good sellers and show the dealer a substantial profit.

If you want shoes in a hurry let us know and a man will call.

Drummond Shoe, Limited

Drummondville, Que.

Independent Tennis Shoes "In Stock"



INDEPENDENT Tennis and Sporting shoes are "in stock" ready for quick shipment at any of our well known representatives. Sort up from their complete stocks. Your order sent to any of the firms listed below will receive prompt attention.



The Independent special process of pressure vulcanization produces tough, durable rubber foot-



wear. Independent Tennis and Sporting shoes give your customer the greatest amount of value at a moderate price and are profitable for you.



Our Representatives Are:

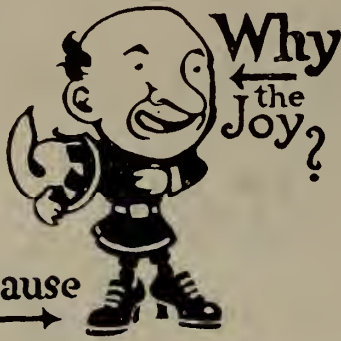
The Amherst Boot & Shoe Co., Limited.	Amherst, N. S.	Kilgour, Rimer & Co., Limited,	Winnipeg, Man.
The Amherst Central Shoe Co.,	Regina, Sask.	The J. Leckie Co., Limited,	Vancouver, B. C.
The A. W. Ault Co., Limited	Ottawa, Ont.	The London Shoe Co.,	London, Ont.
White Shoe Co.	Toronto, Ont.	McLaren & Dallas,	Toronto, Ont.
		James Robinson,	Montreal, Que.



The Independent Rubber Co., Ltd.

Merritton, Ontario





Shoe Men— Here's Something NEW

An Advertised
One-Price Man's Shoe
Sold Through the Jobber

Joy-peds and Tally-Ho Shoes are co-incident. Joy-peds are the happy people who either sell or wear the Tally-Ho shoes. The pleased expression is caused in the one case by the comfort and satisfaction afforded—in the other by the profit and ease of selling. Now is your opportunity to join the Joy-ped Clan.

Heretofore when you wanted to handle a specialty shoe you bought direct from the maker—got all tied up on a contract—and were obliged to put in a large stock to cover the necessary styles, sizes and widths.

Tally-ho \$5
Shoe



2 1/2

Trade Mark Registered

The same price in Canada as in New York or London.

Tally-ho
Shoe Co.

Registered

132 Lincoln St.
Boston

491 St. Valier St.
Quebec

Tally-ho

\$5 Shoes

with the new
Tally-Ho
Corset Arch Support

Are Sold on a Different Plan

Here's Some Details:

There are but 24 styles in all—with six shapes to choose from.

It is an American Shoe—put together in Canada.

It is made in conjunction with one of the largest shoe manufacturers in the United States on the same patterns and lasts as the American Tally-Ho Shoe.

It has a new patent corset-truss arch support built into every shoe.

With it goes a comprehensive campaign of store and newspaper advertising.



Ask Your Jobber—

to show you the new Tally-Ho line. If he has not stocked it—write us for list of jobbers who have.

Send for illustrated catalogue illustrating the Shoes and showing the arch-support feature—such as will be supplied dealer to mail to his customers.

Outside of the fact that it is a specialty Shoe—that you can buy of your jobber as you want it without carrying an enormous stock—the profit is as large as on unadvertised ordinary shoes.

Tally-ho Shoe Co.

Registered

132 Lincoln Street
Boston

491 St. Valier Street
Quebec





28 "Service" Branches Throughout Canada

Canadian Consolidated Rubber Co., Limited
Montreal, Que.



Some of our 1915 Fleet-Foot Newspaper Advertising

WEAR
FLEET FOOT
SHOES
for every Sport and Recreation

Sold by all good Shoe Dealers
Worn by every member of the family.

104

WEAR
FLEET FOOT
Shoes for every Sport and Recreation
Sold by all Good Shoe Dealers

Worn by Every Member of the family

101

WEAR
FLEET FOOT
SHOES
FOR EVERY SPORT AND RECREATION

Sold by all good Shoe Dealers
Worn by every member of the family

102

WEAR
FLEET FOOT
SHOES

FOR EVERY SPORT AND RECREATION

SOLD BY ALL GOOD SHOE DEALERS
WORN BY EVERY MEMBER OF THE FAMILY

105

WEAR
FLEET FOOT
SHOES
for every SPORT and RECREATION
Worn by every member of the family

SOLD BY ALL GOOD SHOE DEALERS

103

WEAR
FLEET FOOT
SHOES
for Every Sport and Recreation

Sold by all good shoe dealers
Worn by every member of the family

103



Canadian Consolidated Rubber Co., Limited
Montreal, Que.

28 "Service" Branches Throughout Canada



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 - Tel. Main 2299 - Room 119, Board of Trade
WINNIPEG - Telephone Garry 856 - 302 Travellers' Bldg.
VANCOUVER - Tel. Seymour 2013 - Hutchison Block
NEW YORK - Tel. 3108 Beekman - 1226 Tribune Building
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent St. 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. 5 July, 1915 No. 7

Personality Counts

Those who have been longest in the selling game know that personality often plays a larger part in the sale of an article than the quality does. A little thing will tip the balance for or against you. For example, the expression "My dear sir" or "My dear man" often sounds patronizing, and any store manager of average experience can run over a list of the unsuccessful salesmen he has had in his employ at one time or another and point to the large majority as having had bad manners or, let us say, an unfortunate manner.

Try to solve the attitude of mind of your customer. "That man could sell me anything," said an acquaintance of mine the other day. "I believe he is credited with being one of the most expert shoemen in town, and yet he actually asked my opinion on a number of points; listened to what I had to say, too. Was even deferential about it." Here was a case where the salesman sized up his customer and gave him the kind of service he appreciated.

Again, most people like to be recognized and called by name. In the larger centres this is not possible, but it is a fatal mistake to call a man "Mr." or "Mr.—ah—." As we have said before, it takes a good man to be a successful shoe salesman, and good manners are one of the prime requisites.

A Habit Worth Cultivating

Did you ever think how many there are who do not wear slippers in the evening,—and ought to? The wearing of slippers in the home is largely a habit, and often falls into disuse because the old pair wears out and the owner never thinks to replace them. Then, too, how often slippers are worn until they have paid for themselves four or five times over and become a by-word for "sloppiness" in the home, and sometimes throughout the whole neighborhood. This is chiefly because the owner forgets about his slippers as soon as he puts on his work boots, and so is never brought to the buying point. He takes a chance on the next birthday or Christmas supplying his needs.

The retailer who can reach the slipper wearer in his home,—that is, when his mind is naturally occupied more or less with slippers,—will find a rich harvest awaiting him. It will entail evening work, but that should make it none the less agreeable. Here is a bright suggestion by Willard F. Watts, writing in "System" on "What I would do if I were a shoe dealer and did business in a suburban town."

"I would make a specialty of men's slippers. My



sales plan would be to pay a commission to my brightest clerks to visit homes in the evening and by means of samples and an order book large enough to take an outline of the feet in question, build up a business that at present only supplies a fraction of the demand.

"The clerk's commission would be more than paid by his simple query, "Now, are there any shoes you want repaired?"—something sure to result in further orders. The clerk would also be in an excellent position to get orders for laces, polishes and shining outfits.

"I would start my campaign with letters mailed to reach the "man of the house" on his return from his office, and have a neat folder headed, "Rest your feet as well as your brain."

* * *

Quality Plus Advertising

A store conducted in the old-fashioned way may hold the old-fashioned customers all right, but these, perhaps unfortunately, are getting scarce. The dealer who says that satisfied customers are his best advertisement is only telling a half truth, for the man who can get and keep good customers deserves more trade. This is the type of retailer we all want to deal with. But how are we to find out about him if he does not advertise? He is keeping his very bright candle under a bushel.

The dealer who does not succeed in satisfying his customers is, of course, forced to advertise. The dealer who can and does satisfy his customers ought to advertise and extend his usefulness over a wider sphere. As between a good advertisement and a good reputation, the advertisement will probably win nine times out of ten, because people do not know. The only combination you cannot beat is reputation plus publicity.

* * *

Bankrupt Stocks If every retail merchant managed his business on a sound, honest basis, there would be no bankrupt stocks. We might even go further. If every retail merchant managed his business on a sound basis there would be comparatively few bankrupt stocks.

The statement was recently made by Mr. Henry Detchon, general manager of the Canadian Credit Men's Trust Association, that, of 844 estates handled by this association, not more than ten per cent. kept books. Theoretically, then, the proper course to pursue is evident,—the retailer must educate himself to conduct his business in a business-like way. Prevention is the best cure.

Now, we don't mean to underestimate the difficulties in the way of every retailer having a bookkeeping system adequate to his needs, but this is the proper means to prevent bankruptcy, and this is an age of preventive methods. In every line of business, our energies are being concentrated more and more on locating the causes of our failures and rooting them out. It is as true in the footwear business as in other lines. Bankrupt stocks are a constant bugbear to the regular retailer. Things get going nicely after a great deal of hard work and along comes a bankrupt stock, rents a vacant store next to you, and slaughters prices. Your customers, seeing nothing but the prices, of course, come to the conclusion you have been robbing them, and the result of years of careful nursing of your business and your customers is all gone in a few weeks.

Two means of assistance towards the prevention of such conditions naturally suggest themselves,—(1) by better organization shoe dealers may be gradually brought to see the necessity and advantage of better bookkeeping methods, and, (2) the manufacturers must watch their customers more carefully. In a case which is now occupying the public eye to a very considerable extent in a large Ontario city, the statement following the assignment shows that some twenty manufacturers have given credit to the same dealer, no payment whatever being made in a number of cases, though the business had been in operation since nearly a year ago. This particular failure, we judge, was caused indirectly by the negligence of the manufacturers, who, apparently, had no system of knowing how heavily involved this dealer had become with firms other than their own. If the manufacturers

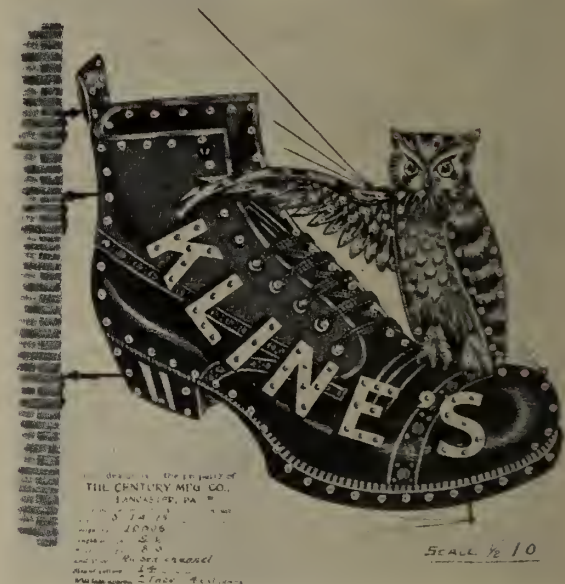
bore all the loss for their negligence in such a case, all well and good,—but they don't.

We print an article in the present issue, bearing on the subject of the disposal of bankrupt stocks. There are many suggestions in it that we hope will start the retailer thinking. Until such time as shoe-men can organize to remove the cause of this ugly disease, it is well that we should study carefully any suggested means of allaying the after-effects.

* * *

A Sign of the Times

Nothing attracts business better than an electric sign. Here is something that will make your store stand out by day or night. By day it identifies you as a "Shoe Man," and soon comes to be looked to as a landmark for locating your store. By night it keeps your name prominently before the public, and causes you to be talked about—just what you want. A sign like that illustrated herewith would give country-



wide notoriety in many a small town where such things are rarely seen. In the larger centres keen competition seems to make it all the more necessary.

The lights can be used in different ways to suit the wishes of the owner. In the particular installation of which this is a photograph, the shoe remains burning steady, the owl appears and then stretches its wing pointing into the store, after which the name "Kline's" flashes on. Another and probably more attracting way would be to have the shoe burning steady, the owl appears, stretches its wing pointing to the store, "K" comes on, wing flashes back in place and points again, "L" comes on, wing flashes back in place and points again, and so on, continuing until the whole name is spelled. Then the name goes out, the owl points again and the entire word comes on. Then all out and repeat.

The original cost of such a sign is not prohibitive, and the operating cost is almost negligible.

Toronto Shoe Retailers Organize

On Wednesday, July 7th, an organization meeting of the retail boot and shoe merchants of the city of Toronto was held in Room 414, Temple Building. The meeting was exceedingly well attended, over one hundred shoemen being present; in fact, there were only about a dozen of the local boot and shoe dealers who were not on hand, and it is expected that these, too, will see the value of becoming associated with their

righting many wrongs which have hitherto existed in the retail trade.

The chief work of the session was the election of a very efficient set of officers, as follows:—president, Mr. Howard Blachford; vice-president, Mr. Walter Burnill; secretary, Mr. Ed. Cook, manager of the Owl Shoe Store; treasurer, Mr. J. C. Budreo; executive, Mr. F. A. Guinivan, proprietor of the Walk-Over Boot Shop; Mr. A. Levy; Mr. J. Johnson; Mr. T. H. Bigwood; Mr. Geo. Chambers, manager of the Regal Shoe Store. The officers will hold a meeting shortly, to determine their policy and formulate a definite plan of procedure.



Mr. Howard Blachford, President Elect.

fellow workers, that the expression of opinion in this association may represent the unanimous view of the local trade.

Brief addresses were delivered by several of the prominent Toronto retailers, setting forth the urgent need for, and the great advantages to be derived from, association, in establishing a spirit of closer co-operation and brotherhood, in removing many obstacles and

The Art of Being Well Known

A large New York boot and shoe retailer recently installed an instructive and interesting exhibit in his show window, which he entitled, "Steps in shoemaking from the back of the calf to the foot of the man." The idea is an excellent advertisement, as crowds are continually being attracted by it and studying it carefully. All the steps are displayed and numbered consecutively. The first step is a raw calfskin, sun dried; the second shows the skin after two baths; the third represents the currying process and the skin dried and softened by oil baths; the fourth shows the dressed calfskin; the fifth, the different parts which are used in the making up of a shoe; and then the various processes in the manufacture of the shoe itself are represented, the lasting, welting, etc., there being nine steps in all, each of which is fully described and explained by a card. On the last of these cards it is pointed out that sixty-five operations are necessary before the shoe reaches completion.

The Japanese grow a plant from which is obtained a vegetable leather. This shrub, called the "mitsumata," grows an inner bark which, when treated chemically, becomes, it is said, as tough as French kid, as pliable as calfskin, and as translucent as waxed paper.



Mr. Geo. Chambers.



Mr. F. A. Guinivan.



Mr. T. H. Bigwood.

When and What Ought the Retailer to Buy

The case for the manufacturer—Delay in placing orders means higher prices because,—plant running part time, must keep “in stock” department, more stock left on hands, more salesmen needed. Employees working intermittently means frequent changes and poorer shoes. Tendency for manufacturers to open up their own retail stores. In case of shortage, the small dealer will suffer most.

Buying is a subject in which we all are vitally interested. To buy late with the “Safety First” idea in mind is the natural tendency on the part of all retailers, yet it seems to me that all sides of the situation have not been thoroughly considered and discussed as they should be.

I am going to take the liberty of calling to your attention some of the dangers of late buying. With retail conditions the way they are at present it seems inevitable that if the retailers of this country take concerted action to postpone their fall buying, as is being advocated in some quarters at the present time, sooner or later they are bound to pay the penalty for very logical reasons.

If the retailers want their fall shoes delivered by September 15th or before, as is usually the case, they should by all means place advance orders with the salesmen to cover their early season's requirements at least. You can easily see what will happen if the retailers of this section agree among themselves that they will not place a single order for fall. It means that after this season the salesmen cannot start out on their spring trips until a late date. It is safe to say that the season's trip of the average salesman lasts from twelve to fourteen weeks. In other words, if a salesman who is working on a fourteen weeks' schedule starts out on his trip June first it will be the middle of September before he will complete it.

The customers he visits first might be cared for but what about the others? Of course, a certain amount of the June and July orders could be delivered in time for fall business, but it is unreasonable to suppose that it is possible for the manufacturers to turn out during the months of July and August the same quantity of shoes which they would ordinarily require six months to manufacture.

Retailers will answer, “We'll buy from stock.” Although they should naturally keep their investment at all times down to a minimum and make use of the manufacturer's stock department to as big an extent as possible, I cannot see how it is either fair or possible for a retailer to depend absolutely upon the stock department for all of his needs. It takes just as long for a manufacturer to make shoes for his own stock department as for the retail trade.

A stock department of a manufacturer is at its best a gambling proposition to a certain extent, for we are up against the same difficulties that you are, except, of course, our problems are much more numerous and complex. Here in this city, if you so desire, you have the opportunity of keeping a record of every pair of shoes you sell, and as far as sizes and widths go at the end of the season you can have a pretty comprehensive idea as to just exactly what you have sold, and these figures, of course, govern your buying; but I do not believe that any man here would tell me honestly that in placing an order six months ahead that

he can tell exactly just what sizes are going to sell, not to mention the styles themselves; and yet your customers are more or less of a permanent nature, and you can depend upon a pretty big percentage of them coming back to you season after season.

If anybody in the world should be able to tell in advance what sizes and widths are going to sell it should be the retailer, and admittedly he cannot do so, and yet he expects us to be able to foresee just exactly what sizes he will need, as well as perhaps three thousand other customers on our books. What you are unable to do in a small way a manufacturer is unable to do in a big way, because the same conditions confront us that confront you, and there is no way of telling in advance just exactly what the demand is going to be.

If you will make it possible for us to make up at least 75 per cent. of your season's requirements we will most certainly be able to give you prompt, dependable service on the other 25 per cent. which you will obtain from stock as the need arises. No beneficial results for either of us can be obtained by your assuming the attitude that we should take all the risk of your business, and I think you will see the fairness of this statement.

Please do not misinterpret my attitude nor get an erroneous idea that I am trying to discourage buying as much as possible from the in-stock departments of the manufacturer, but there is a limit to which you can go and be sure of getting your orders shipped on time complete. Delays are costly, lost customers are hard to win back, as perhaps some of you have already found.

The purpose of the manufacturer in establishing the stock department was not to finance the retailer, but it was simply to help him. In other words, there was no expectation that the retailer would look to the stock department for all of his shoes. It was planned that the stock department would be run for the benefit of the retailers and that they would look upon it as a surplus from which to draw when in need of between season's sizes. I believe that your success and ours depends upon your giving an advance order for shoes to the salesman covering your early season's requirements in the staples at least, and to allow us sufficient time to make them up carefully and conscientiously so that the finished product may be worthy of your trade.

You, of course, realize that if the retailers of the country carry to an illogical limit the policy which they are now apparently desirous of following, it must inevitably work to their detriment in the long run. You will doubtless agree with me that it is to your advantage to carry as few lines in your grades as possible. It is only during the early part of the season that a dealer who splits his purchases over different lines can have complete lines. Constantly, sales are lost through lack of sizes demanded, customers are lost through poor fitting, and profits are

*Adapted from an address by Harris W. Fleming, Advertising Manager of the Churchill & Alden Company, shoe manufacturers, of Brockton, Mass., before the New Hampshire Shoe Retailers' Association.

lost through an almost constant need of cleaning up the broken lines.

If under present conditions the retailers persist in their determination to wait before placing their orders for shipment the early part of September, they will be almost certain to find at the last moment that some of the manufacturers on whom they have depended for their shoes will be broken on particular sizes or styles which they desire, and consequently they will be obliged to buy when they can. What will be the result? The inevitable accumulation of odds and ends from different lines cannot fail to bring disaster—perhaps insolvency—in its wake.

The small dealer will naturally suffer the most, for if all of a manufacturer's customers hold off placing their orders until the last minute a good, big percentage of them will be disappointed. As a manufacturer cannot under those conditions hope to serve all of his customers satisfactorily it is natural to expect that the big buyers and the discount man will be served first—and at the expense of the others.

Shoes Will Increase in Price if Factories Run Only Five Months

Depending too largely upon a manufacturer's stock department will eventually have a tendency to raise prices materially because of the fact that the manufacturers are bound to have an abnormally large amount of broken sizes and unsalable styles at the end of the season and naturally the loss sustained on these will be figured into the cost of the shoes, as well as the added investment of carrying the immense amount of stock which the retailers would recommend.

Furthermore, if by your attitude on the buying question you make it possible for a manufacturer to run his plant merely four or five months out of the year instead of twelve months—for he certainly cannot run his factory all the year round without advance orders from you—this item in itself will increase the cost of the shoes, for the smaller product will have to carry the burden of a plant idle seven or eight months a year. Unfortunately, the overhead does not stop the moment that production is stopped.

Then, too, factories which do not run with reasonable steadiness naturally have difficulty in holding help. Constantly changing employees will necessarily mean lack of uniformity in the product, and as a result, retailers will get poorer shoes. This is another point which perhaps has not been given the serious consideration it deserves.

The Increase of Overhead

Under the plan which is proposed a manufacturer would not only decrease his output but he would be undoubtedly obliged to add extra salesmen to his force, which, of course, means an added selling expense. When a proposition is so unsound from an economic point of view that on one hand it increases the cost of manufacture and at the same time increases the cost of distribution, you may be sure that there is something vitally wrong with it.

A Time for Co-operative Action

The manufacturers as a whole do not care when or how late orders are placed providing sufficient time is given them to turn them out. We will gladly change our selling season to coincide with your wishes if on the other hand you will change your selling season so we may be able to run our factory on an eleven or twelve month basis and give you your shoes on time.

In other words, if you will push along your clearance sale dates by unanimous agreement and will continue to sell oxfords at full price during the summer (the logical time to sell them), and will wait until August 20th before putting on your clearance sale and then not really start your fall season in earnest until the middle of October, and continue the season until your clearance sale is put on in the latter part of February, I believe that there is a possibility of this problem being worked out in the manner which will be satisfactory to all parties concerned. No problem can be settled for all time until the interests of everyone are equitably protected.

The manufacturers are willing to co-operate with the retail trade in every way, for they of course realize that whatever is for the best interests of the retailer is for the best interests of the manufacturer. The co-operation, however, to be satisfactory, must be mutual, and you and the manufacturers must expect to go fifty-fifty.

If this "buy late" movement runs amuck without the re-organization of trade conditions which will make it possible for the manufacturers to receive orders to be made up and delivered, allowing them a reasonable time for so doing, it means that instead of the manufacturers carrying a stock department from which to supply all the needs of every one of their retailers, the tendency will be to develop, in the cities and larger towns, at least, the chain store idea very rapidly, for you readily appreciate the fact that if a manufacturer is going to take all the risk both of his investment and left-overs at the end of the season, he might just as well go a step further and have his own retail stores and take his profits along with the risk. In other words, I feel that your policy will work against your own interests in the long run.

As under present conditions, it is a foregone conclusion that a retailer cannot expect to successfully buy all of his shoes from stock, my suggestion for the present is that all retailers buy at least 75 per cent. of their season's order of staples from the salesman in the usual way, and then, if necessary, depend upon the manufacturers for the novelties.

Store Departments Must Carry Both Staples and Novelties

A manufacturer's stock department, it seems to me, should plan to carry a normal amount of goods on the staple bread and butter styles which must always be the backbone of every retailer's business. From these styles the retailer should be able to replenish his stock promptly and conveniently, and never be without sizes on the styles he needs. On the other hand, because novelties have a short life, and are often introduced between seasons, the manufacturers should lay more stress upon carrying them in stock in sufficient quantities so as to give his customers reasonable service. I quite agree with you that if a manufacturer recommends a novelty to you as being a seller, he should be willing to prove his faith in his proposition by carrying the novelty in stock. In other words, I think that you are absolutely warranted in making the manufacturer assume the risk in this case.

As your success as retailers depends at present very largely on the successful handling of novelties, to look to the manufacturers to supply this end of your business seems to be the obvious and natural course, and of course, you realize that if you will co-operate with the manufacturer to the extent of ordering a good

proportion of your staple styles in advance, this will allow the manufacturer to put more of his investment and attention into his stock of novelty shoes. The more you hang back on placing your orders for staple shoes, the less co-operation you can get from

the manufacturer in regard to the novelties, for the one and simple reason that his capacity is limited, as he can only carry a certain amount of shoes in stock and he must have advance orders if he is to keep his factory running twelve months in the year.

Some Vital Ethics of the Shoe Trade

The business era of the future will be one of scientific co-operative effort—Recommendations that will help the trade—Adjustment of Complaints &c.

The Conference Committee of the National Shoe Retailers', the National Boot and Shoe Manufacturers', and the National Shoe Wholesalers' Associations, recently appointed, have prepared, at considerable cost of time and money, a booklet outlining "Some ethics of the shoe trade" which, if followed, must result in bringing these classes into closer and more mutual relationship. The suggestions are made, of course, by a United States committee for a United States trade, but their application to the Canadian footwear trade is evident. We would strongly recommend that these principles be studied carefully by every Canadian shoe retailer for his own good, for the good of his neighbor, and, finally, for the good of the trade as a whole:—

Some Ethics of the Shoe Trade Foreword

The chief object of this report is to establish a code of ethics for the relations between shoe manufacturers and retailers. Vexatious problems are constantly puzzling the trade, and while there is a proper disposition to settle them justly, the issues are sometimes confused through correspondence and arguments on details. These obscure the real question, and this booklet is intended to guide in such cases.

It also strives to make suggestions that will eventually do away with a great deal of waste that may now exist in the trade. Such waste can only be eliminated by co-operation and through understanding between retailer and manufacturer.

In the opinion of your Committee there should be no antagonism between the shoe retailer and the manufacturer. They should co-operate and look forward to mutual advantages, with a proper understanding of their respective spheres.

The business era of the future will be one of scientific co-operative effort. There should be no disposition on the part of the retailer to deny a manufacturer his reasonable profits, neither should there be a disposition on the part of the manufacturer to put limitations upon the opportunity for profit to the retailer. Both should work in harmony to the end that just profits be realized in the manufacturing and distribution of one of the world's most important commodities.

Complaints and Their Proper Adjustment

It is generally conceded that the consumer has been served with too free a hand in regard to complaints of shoes; that they have been led to expect too much from an industry that has to work with uncertain conditions, and that perfection cannot be demanded any more from the shoe industry than from any other industry.

It is strongly recommended that the retailers do not guarantee shoes to the consumer in any manner whatsoever, and to treat each complaint on its merits

with justice to the manufacturer, the consumer and the retailer.

It is advised that when a consumer returns a worn shoe with a complaint, the case be adjusted on the basis of the consumer paying for the service and value received out of the shoe; that the manufacturer be treated with fair consideration and wherever possible shoes be repaired; and when the complaint is settled with the customer, the manufacturer should stand no more than his proper share, based upon preventable imperfection in workmanship and leather.

We strongly caution the dealer against guaranteeing such materials as patent, enamel, and Russian leather as well as fabrics of every sort and as much as possible prevent the use of the word "Guarantee." It is too broad a term to be used in connection with an industry that under most favorable conditions is bound to have its complaints; and it should be remembered that in the end the dealer must pay in increased cost the complaints that are made good.

The manufacturer on his part should not take advantage of the fact that shoes made of these materials are not guaranteed but should use the best of his several kinds consistent with the grade of the shoes he aims to manufacture, avoiding experiments except after mutual understanding.

Patent Leather Shoes

Patent leather should not be sold without calling attention to the fact that it is likely to crack or check.

Wherever patent leather publicity is given, the unreliability of this leather from the standpoint of service should be constantly referred to.

In your dealings with the manufacturer on Patent Leather the very best judgment and common sense should prevail in deciding complaints; the assumption being that a manufacturer realizing the treachery of this leather uses the best Patent stock possible for the grade.

The following caution card placed in the shoe or the carton is recommended to the dealers of the United States in the sale of Patent Enamel Shoes:

"This pair of shoes is made from Patent or Enamel Leather, and its wearing qualities cannot be determined until put to actual test by the wearer of the shoes.

"The enamel being a veneer and not a part of the skin cannot be guaranteed to wear. It is liable to break, chip, check, or peel.

"In justice to the purchaser and wearer, he should be fully informed and made to understand that there will be no redress on these shoes from the dealer, from whom they are bought, after once worn.

"If after wearing the enamel checks, or loses its lustre, wash with lukewarm water—dry with a woollen rag and put on a little vaseline—and rub with a woollen rag until it is absorbed. If treated in this

manner, the shoes will look clean, will keep bright and have a better appearance.

Question: Are we not expecting, and do we not lead our customers to expect too much of Patent or Enameled leather, when we realize that the thing which troubles is the enamel rather than the skin itself?

Standard Cartons

At its Convention, January 14, 1914, the National Boot & Shoe Manufacturers' Association adopted Standard Measurements for Cartons as follows:

	Length	Width	Depth
Men's	12¾	6½	4½
Boys'	11¾	6	3¾
Youths'	10½	5¼	3½
Women's	11½	5¼	3½
Misses'	10½	4¾	3⅛
Children's	8¾	4½	2¾

Outside Measurements

In order to eventually standardize the cartons, it is recommended that whenever new fixtures are built, the retailers write to the Secretary of his local Association or the National Boot & Shoe Manufacturers' Association, either of whom will be pleased to furnish the measurements for the standard cartons as adopted in conference between manufacturers and retailers.

Special Carton Papers

The Conference Committee recommended first of all that Retailers give more thought to the question of cost and to the difficulty of obtaining perfectly matched carton papers as required by a great many retailers.

It was brought out at the conference that these papers oftentimes, in fact nearly always, have to be bought in fair sized quantities to get the exact shades and qualities required, while the order for shoes does not consume even a small part of the paper bought, which leaves the manufacturer with a lot of the paper on hand.

This is an unfair and unjust tax on the overhead cost of shoes, and the Committee advises all retailers to co-operate with manufacturers along lines tending to decrease this waste.

It is suggested that retailers who do not use special paper have a quantity bought by one of their manufacturers, and that other manufacturers be instructed to draw from the first named manufacturer for the necessary amount of paper required for smaller orders.

Size Codes

The Conference Committee three years ago recommended that size codes be simplified to the end that we would use only two systems, plain American size marking or the simple French system.

This year the Conference Committee unanimously adopted, after intelligent discussion, the recommendation that shoe retailers be advised to have all shoes marked in plain American sizes, and that French systems be abolished on the basis that they are intended to deceive the customer, and they place temptation in the way of incompetent clerks to misfit.

It is worth while pointing out that the leading stores all over the country in the last year or two, have adopted this suggestion, because it is based on common honesty and square dealing, and enforces the rule that all good shoe retailers are anxious to enforce, that of proper fitting of feet.

Cancellations and Deliveries

To save the waste and expense in the trade that result from cancellations, we earnestly recommend the shoe dealers of the United States to be extremely care-

ful in placing orders; to making a purchase in the true spirit of a regular contract; to be serious, strong and businesslike enough to enter upon this contract with the desire to carry it through.

Also that the manufacturer use all diligence and care to see that the goods are manufactured and delivered as near the date specified for delivery as it is physically possible so to do; and that the delivery date so specified be accepted in good faith by both parties; due consideration on the part of the retailer being given to the inability of the manufacturer at times to obtain the necessary materials for the manufacture of the order as quickly as agreed upon, in which case the retailer should be fully advised of the delay. This will avoid misunderstandings as to the reason for delayed shipments, the causes of many cancellations and returns, and of great loss to the trade, as well as diminishing the amount of floor goods sold to the detriment of both the manufacturer and retailer.

In order to help manufacturers distribute more evenly, and to do away with the feast and famine system of orders at the factory, shipments should be split by the dealer so that the manufacturer may have a continuous run of shoes and may distribute them over a season with better success. This should be done with due regard to the seasonability of the shoes and the size of the order.

This rule would also do much to help the dealer make a greater stock-turnover, and keep his merchandise new and fresh.

In returning shoes to the manufacturer, the invoice should always precede shipment, and the cheapest way should be considered, whether freight, parcel post, or express.

Clearance Sales

In order that the profits of the dealers be better conserved, it is recommended that the time of so-called "Clearance Sales" be curtailed and the profitable selling season be lengthened. In the northern district, no Winter shoes should be cut before February 1st, and no Summer shoes until August 1st.

In this connection we beg to call the general dealer's attention to the fact that many successful shoe merchants never run cut sales. They find that the closer they buy their goods to the requirements of their trade, the less cause they have for such sales.

Disposition of Floor Goods

The disposition of floor goods by manufacturers to illegitimate dealers is a menace to the legitimate and first-class merchant. We, therefore, recommend that wherever possible the manufacturer should endeavor to dispose of these goods to regular customers at the prices they are usually disposed of to the so-called job lot dealers.

The Conference Committee recommends that whenever the name of a dealer appears on the shoe as the regular purchaser, the manufacturer eliminate the name of the purchasing retailer, or, if not possible, indicate in some definite manner that the shoes are defective or rejected merchandise.

Job Lot Clearing Houses

The Conference Committee spent some time discussing the question of sample shoe stores, fake bargain stores, and various other so-called illegitimate retail shoe houses that are springing up all over the country and sell shoes at cut prices, and more often at regular prices and claiming them to be under-priced, and which are diverting trade from legitimate stores.

Among the remedies discussed were clearing

houses in brief, stores in tenement districts removed from retail shoe districts where factory damaged shoes, returned shoes and shoes from retail stocks could be sent to be disposed of on a commission basis.

It was recommended that a special committee be appointed, composed of three members from each of the associations—The National Boot and Shoe Manufacturers' Association, National Shoe Retailers' Association, and the National Shoe Wholesalers' Association to take up this problem and report its recommendations.

Sizes of Samples

In order to make samples more salable and to eliminate the waste that results from making samples of one size, the following size system is recommended to the manufacturer. This will add greatly to the value of the samples, making them more salable for legitimate dealers, who can then dispose of them and thus counteract to a great extent the fake "Sample Shoe" stores.

Grade	Men's				Women's					
	Width		Size		Width		Size			
Fine	A	6½,	7,	7½,	8	AA	4,	4½,	5	
	B	6½,	7,	7½,	8	A	4,	4½,	5	
	C	6,	6½,	7,	7½,	8	B	4,	4½,	5
Medium	B	6½,	7,	7½,	8	A	4,	4½,	5	
	C	6,	6½,	7,	7½,	8	B	4,	4½,	5
	D	6,	6½,	7,	7½,	8	C	4,	4½,	5
Cheap	D	6,	6½,	7,	7½,	B	4,	4½,	5	
						C	4,	4½,	5	
						C	4,	4½,	5	

Grade	Little Men's						
	Width			Size			
Fine	B	10,	11,	12,	12½,	13, 13½	
	C	9,	10,	11,	12,	12½,	13, 13½
Medium	C	9,	10,	11,	12,	12½,	13, 13½
	D	9,	10,	11,	12,	12½,	13, 13½
Cheap	D	9,	10,	11,	12,	12½,	13, 13½
	E	9,	10,	11,	12,	12½,	13, 13½

Grade	Youths'		Boys'	
	Width	Size	Width	Size
Fine	B	1, 1½, 2	A	3, 3½, 4, 4½
	C	1, 1½, 2	B	3, 3½, 4, 4½
Medium	C	1, 1½, 2	C	3, 3½, 4, 4½
	D	1, 1½, 2	D	3, 3½, 4, 4½
Cheap	D	1, 1½, 2	D	3, 3½, 4, 4½
	E	1, 1½, 2	E	3, 3½, 4, 4½

Width	Cacks		Infants'				
	Size		Width	Size			
D	4,	4½,	5	C 6½,	7,	7½,	8
				D 6½,	7,	7½,	8

Width	Misses'				
	Size		Size		
B	12,	13,	1,	2	
C	12,	12½,	13,	13½,	1, 1½, 2
D	12,	12½,	13,	13½,	1, 1½, 2

Width	Child's		Large Misses'						
	Size		Width	Size					
B	10,	10½,	11	B 3,	3½,	4,	4½		
C	9,	9½,	10,	10½,	11	C 3,	3½,	4,	4½
D	9,	9½,	10,	10½,	11	D 3,	3½,	4,	4½

Fictitious Values and Names

The practice of stamping fictitious values and names on shoes is vicious and should be condemned by all legitimate retailers and manufacturers. We urge a strong co-operative interest in our trade to do away with this pernicious practice to eliminate as much as possible fake stores that are prominent in many centres, and to further any legislation to accomplish same.

The Science of Retailing vs. Fixed Shoe Prices

Fixed shoe prices are unscientific and are chains which shackle the trade. They prevent the shoe business from being elastic and flexible and from adapting

itself to the changed markets, varying conditions of the trade in different communities and the differing services of stores.

Every shoe business has its own particular atmosphere and its own particular talent and service, which will stand or fall as the consumer desires it.

In order that the right prices prevail in your business, it is necessary for a dealer to know his entire overhead expense which may be ascertained by the Harvard System of Accounting. Then his legitimate profit should be added to this. Whatever figure results from this method should be the price of the shoe to the consumer. This is scientific and accurate, also fair to the consumer.

This system will help the retailer and the shoe trade generally out of the rut of the fixed price system, will make it easier to adjust prices in accordance with the rising and falling market of the future; will do away with the unscientific, bungling plan of retailing all kinds of shoes and leathers, regardless of their cost, at one price.

Your courage to put this system in effect will change your empty till to one with a legitimate profit, and it will soon be proven that the customer is just as ready to pay \$4.25, \$5.30 or \$6.40, as he is any other price, so long as it is fair and just.

Short Skirts and Artistic Footwear

The vogue of short, flaring skirts has now become general, the majority of the fair sex wearing them from four to six inches from the ground, while many young fashionable women wear them even eight or ten inches high. This is no doubt in large part responsible for the studied care which is displayed in the selection of stockings and footwear, in order to secure materials and colors which will produce the most pleasing effects of contrast or harmony. The large variety of new shades and designs of the gowns worn has induced dealers handling high-class boots and shoes to feature an endless range of fancy novelties, in which the combinations of leather, in many cases, are very pretty and often distinctly new this season.

The combination of colorings in so much of the footwear now displayed is softer and more subtle than was the case last season. Thus, in place of the rather too striking black and white combinations and contrasts of black with tan and different shades of gray and buckskin, as a rule the blending is more delicate and pleasing to the eye. For instance, in both boots and shoes we now frequently see two different tones of gray or brown, such as a dark with a light shade of the same color, or a delicate fawn shade with a soft dark brown. Among the most popular and attractive are perhaps the combinations of the different shades of grays and tans; sometimes these colors in combination with russet or black are also shown.

A distinctive characteristic of this season's stylish footwear is the tendency towards eliminating ornamentation in the boots and shoes, not only in the patterns used for everyday wear, but also those for dress and evening wear, though sometimes small buckles, inconspicuous button ornaments, small leather or military bows are in favor. But generally this absence of trimming is very noticeable and the smartest styles now depend rather on the unusual and original combinations of leather and colors for their effect.

Window Displays to Attract Passers-by

The First Step Towards Selling a Customer is to Get Him Into Your Store—Spend More Thought on it—The Average Man or Woman Starting Out to Buy a Pair of Shoes Asks “Where Shall I Go?”—The Next Question for the Retailer is, Therefore, “How Can I Attract His Attention?”—Your Window is Your Best Friend

The successful retailer must keep his store in the public eye,—and mind. Window attractions of various sorts have given splendid results. To-day, the war-map window, kept strictly up to date, insures the attention of every passer-by. Display cards like those illustrated herewith are generally easily obtainable and at small expense, and may oftentimes be given a local flavor that adds zest and further helps to make your store remembered and talked about. These may be relieved or replaced periodically by simple, snappy,

but carefully worded, plain cards of a goodly size. The suggestions herewith will illustrate the possibilities; they have the added advantage of low cost. Try out a few of them and change them often enough to make the public wonder, “Well, what does he say to-day?” The writer knows of a man who will walk blocks out of his way to see a certain window, which is changed regularly. Naturally he knows that store better than any other in town. Try it and see for yourself. The public is looking for such information.

*Did you ever see
Shoes like these before
for*
\$ **5.00** ?
Come in and try one on.

Keep your feet off your mind. When you wear our shoes your mind is left free to attend to business.

Are your feet paining you right this minute? Step inside and tell one of our salesmen. They're specialists. We combine comfort and style.

*Take a look over our new
Stock. Here's a sample
for Summer Wear at*
\$ **4.50**

*Don't look at me, look
at these Shoes Selling at*
\$ **1.75**
They're Worth More

The average man is afraid to buy a pair of new shoes. Our customers are different. Let us prove it.

There are no better values in the town than right here.

Depreciation in the Retail Shoe Business

Outline of a system of account keeping that will fit the needs of the average dealer
—More than ninety per cent of “bankrupts” do not keep books

The Graduate School of Business Administration, Harvard University, has already issued a number of valuable Bulletins dealing with various phases of the retail shoe trade. One of these dealt with the “Object and History of the Bureau with some Preliminary Figures on the Retailing of Shoes.” Another and more thoroughly practical bulletin is entitled “Harvard System of Accounts for Shoe Retailers, Explanation of the Profit and Loss Statement.” Their latest publication is “Depreciation in the Retail Shoe Business.”

These bulletins contain information of great value to shoe retailers, wherever located, and under whatsoever conditions they may be operating, because they tend to reduce the present more or less chaotic condition of footwear retailing to system and order. The following extracts from this latest publication are of more than common interest, as they strike at the very root of the cause of failure of some of our otherwise well conducted shoe stores.—Editor.

Depreciation is a loss in value due to wear and tear and the passage of time. In a factory, machines and tools wear out, and they also become less valuable as they become more old-fashioned. In a store, stock not only becomes shop-worn, but also goes out of date. This latter loss is less obvious than the other because it is a loss not of matter but of value. It is, however, inevitable. Depreciation is taken into consideration in determining profits either directly, with measurement in separate accounts, or, as at present in the majority of retail shoe stores, indirectly and without measurement. In the latter case, depreciation is taken either by a reduction of inventory, without showing the amount of reduction, or by clearance sales, which reduce the gross sales and consequently gross profit, without showing the amount of reduction.

Loss from depreciation can be in part avoided by careful buying, guided by carefully kept stock records. Even then, however, the caprice of fashion, with the passing of styles, or an unforeseen local change in sizes demanded by the dealer's customers, may result in a “bad buy”—an “unlucky season.”

Gross and Net Inventories

In the following discussion careful attention should be given to the difference between “gross” and “net” inventories. Gross inventory is the total merchandise on hand at billed cost. Net inventory is this gross inventory with the allowance for depreciation and discount deducted. A specific case illustrates the simple handling of these matters. Though the following figures do not comprise an actual record of any one shoe business, they are based on many such records, and may be regarded as not in the least theoretical but representing actual experience in the retail shoe trade.

On February 28, 1914, at the end of the first six months of a new retail shoe business, the books show totals which are arranged on the Profit and Loss statement as follows (numbers at the left correspond with the numbers of the items of the Harvard System of Accounts for Shoe Retailers):—

Statement for First Period		
5—Net Sales	...	\$20,862.05
6—Investment Mdse. Beginning Period	...	\$00,000.00
7—Purchase Mdse. at Billed Cost	...	28,836.00
8—Freight, Express & Cartage on Purchases of Mdse.	...	243.10
9—Total Merchandise Cost	...	\$29,079.10
10—Inventory of Mdse. End of Period	...	\$15,145.38
11—Less Discount on Inv. Mdse.	...	\$393.78
12—Depreciation of Mdse.	...	1,475.16
13—Net Inventory Mdse. End of Period	...	13,276.44
14—Net Cost of Merchandise Sold	...	15,802.66
15—Profit on Merchandise	...	\$5,059.39
16—Cash Discounts Taken on Purchases Mdse.	...	749.74
17—Gross Profit on Merchandise	...	\$5,809.13
44—Total of Expense Statement	...	5,111.20
45—Net Profit from Merchandise Operations	...	\$697.93
56—Total Interest	...	521.55
57—Final Surplus for the Period	...	\$176.38

Item 11 is obtained by dividing the cash discounts taken (Item 16) \$749.74 by purchases (Item 7) \$28,836, which gives .026, or 2 6/10 per cent., as the average discount taken. This average, therefore, is assumed to apply to goods still on hand which cost less than billed cost by the amount of this discount. Multiplying the gross inventory (Item 10) \$15,145.38, which inventory was taken at billed cost, by .026 gives \$393.78 as the discount on inventory or merchandise (Item 11) to be deducted from the billed cost value. This is done because a cash discount is not a profit, even though taken, until the goods on which it has been taken have been sold. If this were not done, Item 16, the total cash discounts taken on the purchases of \$28,836, would be reported as a total addition to profit even though on \$15,145.38 worth of that \$28,836 not even the cost of the goods has been recovered, to say nothing of any profit.

As the business is new, no depreciation has yet been provided for and the proprietors wish to provide a 10 per cent. allowance for depreciation on the unsold goods carried over at the end of the season. Subtracting the discount on inventory, \$393.78, from the gross inventory, \$15,145.38, leaves \$14,751.60, 10 per cent. of which gives a depreciation of \$1,475.16 (Item 12), which also deducted from the gross inventory leaves the net inventory at end of period (Item 13) of \$13,276.44.

This is obvious; but confusion or error may arise when later profit and loss statements are related to this one. Take the statement at the end of the next half-year, August 31, 1914.

Statement for Second Period		
5—Net Sales	...	\$24,110.78
6—Inventory Mdse. Beginning Period	...	\$13,276.44
7—Purchases Mdse. at Billed Cost	...	17,259.20
8—Freight, Express and Cartage on Purchases of Mdse.	...	149.30
9—Total Merchandise Cost	...	\$30,684.94
10—Inventory of Mdse. End of Period	...	\$15,294.68
11—Less Discount on Inv. Mdse.	...	\$428.25
12—Less Depreciation of Mdse.	...	1,914.89
13—Net Inventory Mdse. End of Period	...	13,379.79
14—Net Cost of Merchandise Sold	...	17,305.15
15—Profit on Merchandise	...	\$6,805.63
16—Cash Discounts Taken on Purchases Mdse.	...	483.26
17—Gross Profit on Merchandise	...	\$7,288.89
44—Total of Expense Statement	...	5,606.03
45—Net Profit from Merchandise Operations	...	\$1,622.86
56—Total Interest	...	482.22
57—Final Surplus for the Period	...	\$1,140.64

In the same way as before, cash discounts taken, \$483.26, divided by purchases (Item 7), \$17,259.20, gives the average rate of 2.8 per cent., which applied to the gross inventory gives a discount on inventory (Item 11) of \$428.25, and this deducted leaves a re-

remainder of \$14,866.43, the depreciation on which, if continued at 10 per cent., amounts to \$1,486.64 (Item 12), leaving a net inventory (Item 13) of \$13,379.79.

It may be stated here that neither the arbitrary percentage method nor the percentage 10 as employed above is actually recommended. On the contrary, the Bureau recommends the appraisal method as the best. Ten per cent. would probably be insufficient depreciation for a retail shoe business largely of a specialty nature, and possibly would be too much for one largely staple. The arbitrary percentage method, however, besides being very common in the retail shoe trade, serves better than the other methods for purposes of explanation. It clearly illustrates both principles and misconceptions about mercantile depreciation which apply also to the other methods of depreciation.

Returning to the example, it is most important to note that the apparently heavy cost for depreciation (Item 12) of \$1,486.64 is but a real cost of \$11.48, since \$1,475.16 of the allowance was covered by the depreciation taken at the first inventory (Item 12, profit and loss statement). The inclusion of the latter sum, therefore, is in one sense nominal, but it is a statistical necessity because the goods are again inventoried at billed cost; that is, the first 10 per cent. taken off has been restored. If the merchandise on hand at the first inventory had been recorded at billed cost less 10 per cent. and all new goods received since that inventory likewise entered with a value of billed cost less 10 per cent. (no matter at what price or profit they sold), then it would never be necessary to take subsequent allowances of 10 per cent. for depreciations on the profit and loss statement. But it is decidedly important for business purposes to know the billed cost of merchandise on hand, and so inventories are taken at billed cost each time, and the horizontal-percentage reductions are taken afterwards. Consequently there is the appearance at each inventory of a heavy depreciation cost when really the depreciation is only upon the increase of stock over the last inventory, in this case \$14,866.43 minus \$14,751.60 (inventories with cash discounts deducted) or \$114.83, which at 10 per cent. gives \$11.48 as the real depreciation cost at this inventory.

The Pith of the Depreciation Problem

The last paragraph contains the pith of the whole problem of depreciation in mercantile businesses. It is the point that the Bureau has found most difficult to make clear to shoe retailers.

As a result of its experience the Bureau believes the following to be the most effective form of explanation. The first merchandise inventory of this new business with discounts deducted amounted to \$14,751.60 (Item 10 of the first statement minus Item 11). On this stock, a depreciation of 10 per cent., or \$1,475.16, was taken. This is a depreciation once for all at the rate of 10 per cent. on that value of stock. The stock itself is changing continually but on a value of stock equivalent to \$14,751.60 a depreciation of 10 per cent. has been taken for all time. Subsequent depreciations need to be taken in reality on increases only of stock above \$14,751.60. Conversely, on decreases of stock below that value, the original depreciation will in reality be reduced if the same rate of depreciation is allowed. This is what automatically happens in any mercantile concern taking its inventories at billed cost and employing the arbitrary-percentage method of depreciation, which is the method employed in this case.

An Illustrative Table

A concrete table will make clearer the point that concerns which customarily deduct a certain percentage from their inventories for depreciation do not necessarily increase the depreciation of those inventories each time. Take three successive inventories, each with a value at billed cost of \$10,000, and depreciate regularly 10 per cent. at each inventory:—

THREE SUCCESSIVE INVENTORIES OF THE SAME VALUE AT BILLED COST WITH AND WITHOUT DEPRECIATION AT 10%

Inventories at billed cost	Gross Inventory (without depreciation)	Column A Depreciation on each inventory at 10%. Each inventory at billed cost. Really depreciation on first inventory only, with nominal depreciation thereafter. Proper for merchandise	A1 Net Inventory (after depreciation of Column A)	Column B Depreciation cumulative at 10% — the paring method. Amount of last depreciation deducted before next percentage is deducted. Proper for fixtures, but not for merchandise	Further explanation of Column B	B1 Net Inventory (after depreciation of Column B)
First inventory	\$10,000	\$1,000	\$9,000	\$1,000		\$9,000
Second inventory	10,000	1,000	9,000	1,900	Previous \$1,000 plus new 10% of last net inventory (10% of \$9,000)	8,100
Third inventory	10,000	1,000	9,000	2,710	Previous \$1,900 plus new 10% of last net inventory (10% of \$8,100)	7,290
Difference between first and third inventories	000	000		\$1,710
Difference between first and third depreciations	000	...	\$1,710		
Difference between inventories, gross and net A1 at first inventory time, \$1,000						
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Column A represents the method of depreciation that is employed when a business regularly deducts a certain percentage from each inventory after it has been taken at billed cost. This column shows that the total depreciation for three inventories is no greater than the first depreciation or, in other words, that no new depreciation was taken after the first inventory.

The problem has been simplified here by assuming an unchanging inventory, but the principle holds with a varying inventory. If, for example, the inventory increased to \$12,000, it would be found that an additional depreciation of \$200 would be taken as a cost once only, no matter how many subsequent times it was computed; and, similarly, if the inventory decreased to \$8,000, a reduction of depreciation of \$200 would result but once only.

In Column B of the table, the first inventory is taken as a permanent stock to be reduced in value—the paring method, as it has been called. The result in this column is seen to be depreciation in three inventories of \$2,710 distributed over all three, as contrasted with a depreciation of \$1,000 at the first inventory and none additional for the succeeding two inventories in Column A.

Column B is a proper method of depreciation for the fixtures of a store, which are for use and not for

sale, but not for the merchandise which is passing through the store. There is not a "turn-over" in fixtures as in merchandise, hence this steady paring method of Column B applies to fixtures as they wear out in the same way that it applies to the equipment of a factory.

Column A of the Table the Proper Method

Column A represents the percentage method of depreciation as it should be in a normally operating mercantile business, for after the aging of the first few months of the first stock of a new business the average age of stock should become no greater provided there is at least one stock-turn between each two inventories. For it can be assumed that in the long run newer goods take the place of goods sold in approximately the same degree that goods not sold grow older. Businesses not conforming to this rule cannot long remain going concerns. Therefore the depreciation of the first few months is not increased except as stock is increased, and consequently the depreciation allowance is not increased save on increases of stock, and is decreased on decreases of stock.

Misconception of Many Shoe Retailers

Curiously, many shoe retailers who have employed the percentage method of Column A have thought that they were allowing for a greater depreciation. When they allowed, for example, 10 per cent. a year for depreciation, they thought that they were making liberal provision and were gradually reducing their valuation on old shoes to little or nothing. Remembering that 10 times 10 is 100 they have believed that in ten years they have depreciated all old stock 100 per cent., or to no value at all; or, in other words, in accord with the paring method of Column B. They have not noticed that new stock constantly takes the place of old and that a depreciation taken on billed cost is in reality taken only once. Applying a 10 per cent. depreciation successively to a \$3 article would pare it to these successive values, \$2.70, \$2.43, \$2.19, etc. This is what some dealers think they are doing when they apply a constant percentage year after year to billed cost, but many of them never get below \$2.70 for they go back to \$3 at each stock-taking for a fresh start. This, as has been shown, is usually satisfactory. With stock moving fairly well the paring method is seldom necessary, if a depreciation percentage for the whole stock is employed, especially when the accuracy of the percentage is checked at times by the appraisal method, since as mentioned on page 4 insufficient depreciation on some portions of the merchandise is likely to be equalized by excessive depreciation on other portions. When, however, stock has been moving slowly for several months the percentage method becomes unreliable and resort should be made at once to the appraisal method. The age-of-stock method quoted above is in reality a paring method, since it employs a percentage of depreciation increasing with increasing age—25 per cent. for merchandise more than six months old and 50 per cent. for that more than a year old with some depreciation on merchandise less than six months old. Though less exact than the appraisal method, the age-of-stock method is to be commended as safer than the percentage method in times of slowly moving stock. As to the appraisal method, if the estimated selling prices of Column 2 are not frequently checked by the actual selling prices of Column 3 some form of paring method may well be employed.

(Concluded in August issue.)

Lusitania Injuries Prove Fatal

On Sunday, June 20th, Mr. Alfred Russell Clarke, president of A. R. Clarke & Company, Limited, leather manufacturers, Toronto, passed away in a London hospital, as a result of injuries received in the Lusitania disaster and the resultant complications of pleurisy and pneumonia. Several times it was hoped he would recover, but when he began to sink on Saturday, it was evident that the end was inevitable. His son, Mr. Griffith B. Clarke, who was left in charge of his father's business, received a cable on Sunday morning, stating that he was sinking rapidly and a later message informed him that his father had died.

The late Mr. Clarke was born in Peterborough in 1859. He came to Toronto at the age of 18 and founded the business now situated on Eastern Avenue, of which he was president. He has been a successful



The late Mr. A. R. Clarke.

business man and built up a tanning and leather manufacturing industry employing some three hundred people. He was active in business men's associations and also in church work, being treasurer of the Metropolitan Methodist Church, and was prominently associated with the following organizations: president Riverdale Business Men's Association; director, Toronto Housing Company; member board of governors of Canadian Credit Men's Association; director Toronto Civic Guild; member of executive committee Canadian Manufacturers' Association; director Ontario Motor League. He was also a member of the National Club, Albany Club, Lambton Golf and Country Club and belonged to the Masonic Order and the Odd-fellows.

Mr. Clarke is survived by his widow, one son, Mr. G. B. Clarke, aged 25, who takes his father's place at the head of the business, and one daughter, Miss Vivien.

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What is to be Done with Bankrupt Stocks?

Address by Mr. F. R. Freeze, of the Alberta Credit Men's Association before the recent convention of the Retail Merchants' Association at Red Deer

One of the greatest problems of modern business is to devise ways and means of disposing of bankrupt stocks so as to affect as little as possible the interests of the legitimate retailer, and at the same time obtain a fair return to the creditors. Look briefly at the condition of the stock. For several months prior to insolvency the debtor was not in a position to obtain a further line of credit. The largest selling end of his stock during quiet times is always his groceries, and as he is unable to replenish these, except by paying cash, and as they are the most easily depleted the result is that the assignee finds a stock with the groceries very much reduced, but long on shelf-warmers or goods that do not find a ready sale over the counter.

In February of this year the total of bankrupt stocks on the market in the Province of Alberta amounted to approximately \$300,000. Conditions became so acute that the Credit Men's Association circularized all the retail merchants in this Province, asking their ideas as to ways and means for the better disposition of these stocks. The replies that came in were many, and suggestions numerous. One merchant expressed a very original idea that would perhaps have disposed of the stocks all right, namely, that they be shipped over to Belgium. If his suggestion had been carried out, it would have prevented the demoralization of retail trade, but the creditors have not been trained as yet to such a point of philanthropy where this procedure would meet with their approval.

Could The Creditors Take Their Goods Back.

Another merchant said that it would be a good policy to have the different houses take back their goods to satisfy a pro rata amount of their account. This idea might be worked out where there are only one or two creditors, and we put this into operation recently in the case of a small estate. However, the claims of the various creditors are never proportionate to their goods in the insolvent's possession.

The supplying grocer is generally the largest creditor, whereas at the time of assignment, a very small amount of his stock would be left and he could certainly not be induced to take over part of a stock of hats, collars, or perhaps fancy goods of some nature. Another point that would have to be considered would be the freight on the return shipment to a house that might be located as far east as St. John, New Brunswick. You can readily see that there are reasons why the returning of stocks to the wholesale houses cannot be worked out except in isolated cases.

A Storage Depot for Bankrupt Stocks

Another suggestion received was that the wholesale houses should establish a storage depot for all bankrupt stocks, that all stocks be amalgamated and the different lines of goods separated and classified. A traveller should be employed to cover the Province, placing these goods with the retail merchants at slightly reduced prices. This proposition is certainly an original one, and if all stocks were of a standard quality it might be feasible, but you will, of course, realize that a considerable percentage of the merchandise is either shop-worn, damaged, out of style or depreciated

in quality in such a way that it would be impossible to sell to the merchants without considerable dissatisfaction. If all stocks were composed of staple lines of goods, such as standard groceries, staple hardware, etc., all would be well, but when you get an ordinary stock containing one hundred and one different assortments, you can see the confusion that would arise.

Passing on to a new idea, one merchant thought that the establishment of a depot in the City of Calgary and in the City of Edmonton for the handling of all stocks, selling them over the counter in a retail way, could be worked out to advantage. This plan was discussed by wholesale men at a meeting in Calgary some time ago. One objection to this plan is that some lines of goods carried at country stores could not be adapted to city trade. Another objection would seem to be the retail merchants in Calgary and Edmonton, as the establishment of large retail depots at these points would very seriously affect their legitimate business. I can fancy the retail section of the Board of Trade looking with horror on the establishment of a business of this nature.

A Division of Territory Proposed

A merchant from the East has suggested that the wholesale houses should divide the territory between them and each house confine itself to a certain section. But if the retail merchant had to buy from one grocery house only, or from one dry goods house only, he would certainly think it a most unfair proposition.

Another idea was to put a high tax on the transient trader, and this has been done in the town of Redcliff, where the purchaser of bankrupt stocks is forced to pay a license fee of \$200. Here again you are met with conditions that will not be remedied. How is this going to hinder the bankrupt stock dealer who opens up a store in a thriving country town with the idea of operating for a period of years. You could not call him a transient trader; on the other hand, neither is he a regular retail merchant; but this, in my mind, is the greatest menace to the legitimate trade in the Province. We have samples of this in a couple of Southern and in four Northern towns, where trade has been sadly disrupted by the establishment of permanent stores for the exclusive handling of bankrupt stocks. Not only are these stores doing a large amount of business, but have succeeded in alienating the goodwill of the merchants' regular customers, who immediately become possessed of the idea that their storekeeper has been charging them too high prices and reaping tremendous profits in the years gone by.

Co-Operation Must Be the Solution

I come now, gentlemen, to what in my mind is perhaps one of the suggestions that is in a measure feasible, and should in medium-sized towns in this Province work out to the elimination of bankrupt stocks. This solution is, that where an insolvency occurs in a town in which three or four other merchants are operating, that these merchants unite to buy the stock at a fair market price. The wholesale houses would give every benefit to the merchants who would

unite in this way, and it would clean up the stock without having any slaughter of legitimate prices or place the town in danger of having a bankrupt depot established. The merchants could either unite in placing a man in charge to dispose of the stock in a regular retail way, or could close up the store and divide the goods around among their respective places of business.

Do you not think, gentlemen, that something of this nature could be put into operation? The Credit Men's Association would be too glad to circularize all the merchants in a town where a stock may go on the market and give them the first opportunity to buy it in. We would go farther than that, and have a representative visit that town to canvass the merchants in an effort to secure thorough co-operation and unity of effort, whether members of your Association or not, so that the stock might be disposed of without interfering with the regular channels of trade.

We are following this policy in a small way at the present time. I regret that results attained have not

been very gratifying. In one case the merchants only offered us twenty-five cents on the dollar for a stock that afterwards sold at fifty-five cents on the dollar. In this connection, let me say that the past year has been a difficult time to dispose of bankrupt stocks and the prices are lower than is usually the case. However, I have made notation of the most recent sales, and in checking over the last twenty-five stocks that have passed through our office, an average price of 61.2/5 cents has been obtained.

We are also at this time operating stores at different points in the Province as regular going concerns. These are cases where we are endeavoring to work out a merchant's affairs for the benefit of retailer and wholesaler alike. Some of these stores are doing a very large turnover, and we use up some of the smaller stocks in this way. We have two stocks in transit at the present time from small points to be amalgamated with a large stock and sold over the counter in a regular retail way. It is our idea to still further work out this method in disposing of stocks.

The Processes in Leather Tanning

Interesting information for dealers in leather products—No footwear retailer or salesman can afford to be ignorant of a subject so intimately associated with his trade*

History of Leather

The wonderful tanning, tawing, currying, and finishing processes of the present day are the slow growth of centuries, and the production of leathers of modern quality and variety is the culmination of years of study by practical tanners and by chemists.

Probably the original process of curing skins was that of simply cleaning and drying. Then the use of smoke, sour milk, various oils, and the brains of the animals themselves was found to improve the texture of the leather. Later it was discovered that certain astringent barks and vegetables effected permanent changes in the texture of skins, and stopped decay. This knowledge was possessed by the ancient Egyptians, for engravings on their tombs depict the process of tanning. In China specimens of leather have been discovered in company with other relics that prove them to be over three thousand years old. The Romans used leather which they tanned with oil, alum, and bark.

Structure of Skin

The structure of animal skin consists of several layers which behave differently in a chemical as well as in a physical respect. The upper part of the skin in which the coat of hair, wool, or fur is rooted is a thin layer termed the epidermis or cuticle. Next beneath this is the much thicker corium or true skin, and next to this the under skin.

The epidermis does not combine with tannin or other substances to produce leather. It is therefore useless to the tanner and is removed at the same time as the hair. The portion of the skin thereby exposed is technically termed the "grain" side. The corium or true skin is the actual leather skin and is made up of interlaced bundles of gelatinous fibres. It is more or less filled with fluid matter that serves to renew the cuticle and maintain the skin in a pliant and moist condition. In the tanning process these matters are

removed, reducing the weight of the skin considerably, and there remains nothing but the fibrous portion to be acted on by the tanning materials.

The quality of leather which can be produced from a skin depends upon the thickness, flexibility, and strength of the corium, which exceeds the combined thickness of all the other layers of the skin. The under skin consists of a loose connective tissue, in which the sweat and fat glands, the blood vessels, and the muscular fibres are embedded. The side upon which the connective tissue of the under side is located is technically designated as the "flesh" side.

Hides and Skins

Most leather, especially shoe leather, is made from the skins of domestic animals, cattle and sheep furnishing the largest proportion. Many leathers named for wild animals such as "Chamois" and many imitations of sealskin, alligator, etc., are in reality derived from the sheep, chamois being the inner half of a sheepskin, and sealskin and alligator imitations being the embossed surface of sheepskin.

The skins of larger animals, such as oxen, cows, horses, etc., are called hides to distinguish them from the skins of smaller animals, such as calves, goats, sheep, deer, hogs, seals etc. Kip is the term applied to the skins of small beef or cattle around a year old.

It is important to keep in mind that animals are not grown for their skins which are a by-product of the food supply. Contrary to most raw materials an increasing demand does not therefore, stimulate an increased supply, it merely causes a rise in price. This is well illustrated by the situation of the hide trade in this country. Prices of cowhides are now over 50 per cent. higher than they were in 1905, while the domestic cattle supply is somewhat less, and there is little present prospect of much increase in the supply of hides though leather and hide prices are constantly advancing due to the greater demand for leather articles.

*From a pamphlet just issued by The Pfister and Vogel Leather Co., Milwaukee, Wis.

The same condition obtains more or less over all the world.

Another feature due to the fact that hides are a by-product of the food supply is that they can only be obtained in quantity in regions where the animal is used for food. Thus goatskins are not found in the United States, but are imported from Mexico, South America, East Indies, China, and many other countries where the people raise the goats for their flesh or milk. Russia is the main source of coltskins, France of veal-skins for the same reason.

The hides and skins of various animals can be distinguished from each other by the arrangement and size of the hair cells appearing on the surface of the leather. The hair cells become larger as the animal grows older, hence a cowhide can readily be distinguished from a calfskin because of the larger size of the hair cells. A cowhide is said to have a coarser grain than a calfskin. As a rule the wildest cattle, and those more exposed to natural climatic conditions, have the thickest hides, while breeding directed mainly to increase meat and milk tends to a thinner and larger hide of finer texture.

The whole thickness of the skins of smaller animals is generally used in leather. Cowhides and horsehides are generally split into two thicknesses for shoe upper or glove leather. Heavy hides for automobile and furniture leather are split into three thicknesses. For sole and harness leather the whole thickness of the hide is used.

Curing Hides for Shipment

As soon as hides have been removed from the backs of the animals they must be cured to preserve them for shipment to the tannery. Hides are usually cured in three ways, dry, dry-salted, and green-salted. In hot climates, hides are dried when taken from the back of the animal by laying them in the sun or hanging them on a pole in the sun or in a shed. They dry out very hard and firm and can be kept for an indefinite time in this condition. For better preservation, the hides are sometimes sprinkled with salt before being dried, and are then called dry-salted. Hides prepared in this manner are shipped in bales containing fifty to one hundred. Goatskins are nearly always received in the dry condition.

Green-salted or wet-salted hides are prepared by sprinkling on and rubbing into the hides a large quantity of salt after they are taken from the animals and when they are still moist. In this condition the hides are piled and left to drain and cure for about a month. When the hides are ready to be shipped they are taken from the piles and tied in bundles weighing from 25 to 100 pounds each. Hides must be dried or salted within a few hours after being removed from the animal, otherwise they will begin to putrify and cannot be used for leather.

The Three Divisions of Leather Manufacture

There are three great divisions in the process of making leather.

1. Beam house work, or preparing the hides for tanning.

The work in the beam house consists chiefly in removing from one side of the skin the epidermis and hair, and from the other side the under skin of loose connective tissue and adhering flesh.

2. Tanning.

Tanning may be roughly defined as the preparation of the hides and skins of animals so as to prevent putrefaction. This means that the animal fats in the skin must be removed and the fibres separated from each

other and brought under the action of vegetable tannins or mineral substances which unite with or coat the fibres to make them insoluble and proof against decay.

3. Currying and finishing.

Currying is a further process to make soft shoe upper, glove, or harness leather. In this process the skins are worked mechanically, and are stuffed with oils and fats to make them soft and pliable, and are dyed and finished with a polish or a dull lustre on the grain side.

Preparing the Hides for Tanning

When the hides are received at the tannery they are sorted according to the kind of leather for which they are best suited. The wet-salted hides are then trimmed to remove all waste parts. The dry hides are trimmed after being soaked. Cowhides are split along the back into two sides on account of their unwieldy size, except when intended for automobile, furniture, or belting leather where a large cutting surface is desired.

Soaking and Fleshing

The hides must now be soaked in water to soften them and to remove the salt, blood, and dirt that adhere. After the hides have been thoroughly softened and cleansed they are fleshed, which consists in removing all fleshy and fatty matter from the flesh side of the hide. This used to be done entirely by hand with a sharp knife, but is now generally done by machine. This machine has a cylinder fitted with spiral knives radiating from the centre against which the hides are brought. The knives scrape and cut off all surplus flesh.

Removing the Hair

In order to remove the hair and epidermis the hides are placed for several days in vats containing milk of lime which loosens the hair and epidermis and swells and splits up the hide fibres. Sulphide of sodium is also used along with the lime to remove the hair quickly.

Various other methods of unhairing with sodium sulphide and calcium chloride solutions, as well as lime and red arsenic are now being used extensively. Goatskins are sometimes unhaird, and sheepskins de-wooled by painting the flesh side with sodium sulphide which penetrates through, loosening the hair.

Hides for soft leathers are allowed to stay longer in the lime than hides for firm leathers. When the hair has been thoroughly loosened by the lime it is removed by a workman, who scrapes it off with a knife, over a "beam," or as is more often the case now, this is done by a machine having a cylinder which passes over the skin. This cylinder is fitted with spiral knives similar to a fleshing machine but much duller, which remove the hair very quickly. The hides are now thoroughly washed and passed through the fleshing machine again.

For firm sole leather used for half soles and shoe repairing the hides are first soaked in water to cleanse the hair. They are then hung in sweat pits, which are dark close rooms where the air is stagnant. The humidity in the sweat pits is regulated as much as possible by steam jets and water pipes. Here a process of decomposition takes place sufficiently to loosen the hair. Great care must be taken that the decomposition does not go so far as to penetrate the hide. This process makes a firmer, harder leather than the lime process which is generally used where the sole leather must be channelled (a groove cut) for sewing purposes by the shoe manufacturer.

Before the hides can be tanned the lime must be re-

moved and the swelling due to it reduced by treating the hides with lactic or other weak acids. This is sufficient for hides for sole, belting, and harness leather. To make the softer leathers the swelling must be still further reduced by bating. The bates consist of bacterial fermentations which induce bacterial action. The skins are put into paddle vats in which is the bate mixed with a large quantity of water. In the bate the lime is entirely removed and the skins get a fine silky grain, softened and strengthened by the bating.

Pickling

To prepare the hides for tanning they are paddled for about an hour in a weak solution of sulphuric acid and salt called a "pickle" to thoroughly cleanse them, open up the pores to receive the tan liquor, and get the skins into an acid state. When the skins come out of the pickle they are clean and white. From now on the hides are treated quite differently for different kinds of leather.

Tanning Materials

There are two general methods of tanning,—by means of vegetable tannins and by means of minerals such as alum and salts of chromium. Vegetable tanning methods were formerly the only ones used, but in the last 20 years the mineral tannages have developed to such an enormous extent that the permanence of many of the time-honored vegetable processes is now a matter of considerable doubt. The oil tannage based on oxidation of such oils as Cod oil is used in the manufacture of chamois skin and sheep splits for imitation chamois. Among the vegetable tannages the hemlock and oak bark processes lead. A mixture of these two, termed "Union tannage," is also used largely and makes a durable sole leather. Oak bark (rock chestnut oak or yellow bark oak) is considered the best vegetable substance for tanning purposes.

Valonia consists of the cups of the acorns of the common oak of Asia Minor, and is adapted to heavy skins or hides. In combination with oak or hemlock bark, it adds weight and firmness to sole leather.

Quebracho is the wood of a very tough South American tree. It has a high percentage of tannin and is used to a great extent, mixed with other materials. It gives a very red leather.

Gambier is a solid extract, derived from the leaves and twigs of an Eastern shrub. It is sold in cubes or bales. It has a bright yellow color and gives a soft and mellow tannage. It is used in the best grades of Russian calf and in combination with other materials in sole and upper leather.

Sumac comes from the leaves and small twigs of the Sumac plant. The best shrubs for tanning purposes are cultivated in Italy. It gives a soft tannage, excellent color, and durable leather. It is used largely in tanning furniture leather, bookbinding leather, etc., as it has little capacity for resisting water.

Other tanning materials used are myrobalans (a dried fruit of various East Indian trees), mangrove bark, mimosa, and palmetto root. Almost all vegetables that contain tannin in sufficient quantity for profitable extraction can be used to tan leather though the tannin from each plant has properties peculiar to itself as to color, softness, etc., of the leather produced. The tannin must be leached from the vegetable or bark by soaking in warm water, and the liquid thus obtained is concentrated and used for tanning.

The Theory of Tanning

Up to this point, the processes described have had for their object the removing of the hair, epidermis, and

flesh, and the cleansing of the corium before its preparation for tanning into leather. Raw hide, when moist, is soft and pliable, but rapidly putrefies. If dried, it becomes very hard and stiff. The object of tanning is to produce a skin, which, when dry, will be soft and strong, and not subject to decay. The tanning processes separate the fibres in the hide and coat, or changes each one in such a way as to make it resistant to water and proof against decay.

Tanning of Sole Leather

Most sole leather is still tanned with liquors or extracts made from oak or hemlock bark or a combination of these. Sole leather is not pickled and is very seldom bated. After unhairing and fleshing, the sides (for sole leather the hides are usually divided into two sides) are washed and then placed in a sulphuric acid solution to plump them and to remove whatever lime may be left in the pores. The hides are now hung on sticks in the hemlock or oak liquors for about a week and then taken out and laid flat in large pits. Between each layer is sprinkled a slight thickness of ground bark. Bark liquor is then run into the pits until the whole is covered over. The hides are left in the pits for several months, during which time they are removed from one pit to another or "handled" about four or five times.

When the leather has been tanned sufficiently it is taken out and rinsed in warm water, and then scrubbed to remove the deposits from the bark. All that remains to be done with sole leather is to work out the wrinkles and roll the hides. After being thoroughly dried and oiled off they are ready for sale. Some oak sole leather is scoured.

Sole leather is also tanned by the chrome process. Chrome sole leather is very strong, durable and light, but it cannot be polished on the edge and has an unattractive bluish-green color. Sole leather is sold by weight, except chrome sole, which is sold by area. A great number of dry hides are also imported from South America to be tanned into sole leather. Harness leather is tanned in practically the same way as sole leather with hemlock or oak bark.

The Chrome Tannage

Nearly all shoe leather is tanned by the chrome process. Some heavy shoe leathers, such as oil grain and imitation kangaroo, are tanned with vegetable materials or with a combination of the chrome and vegetable tannages. Russian calf is generally tanned with gambier or quebracho or a combination of both. Wax calf is tanned with vegetable materials. Glove leather is chrome tanned. Bookbinding, furniture, and bag leathers are tanned with sumac or other vegetable materials.

Chrome tanning is done by the one bath or by the two bath processes in revolving drums or paddle wheels.

The one-bath process is the one most generally used. The skins are first drummed in a solution of common salt with perhaps some glauber's salt to open the pores more thoroughly and make the skins more receptive to the tanning materials. After about 45 minutes rolling in the drums a concentrated solution of basic chromic sulphate or basic chromic chloride called a chrome liquor is run into the drum through the hollow axle. The skins are drummed in this chrome liquor until they are tanned, which takes five or six hours. The leather may be left to remain in the liquor over night.

In the double bath process the skins are first run in a solution of bichromate of potash or soda and hy-

drochloric or sulphuric acid and water. They are drummed in this solution for three hours. A chromic oxide is formed which penetrates the fibres of the skins. The chromic oxide would, however, be washed out if nothing further were done with the skins and the chromic acid formed would eventually destroy the leather. After the first bath a solution of hyposulphite of soda (common photographer's "hypo") and hydrochloric acid is prepared, in which the skins are run three or four hours. At the end of this time they are a blue color through and through, and are permanently tanned. This last bath changes the chromic oxide into a basic chromic chloride or basic chromic sulphate, as the case may be, which unites with the fibres to form leather.

Comparison of Chrome and Vegetable Tannages

In the chrome tannage each fibre is surrounded by a coating of mineral and oil which do not combine with the fibre but preserve it by keeping water and air out. Chrome leather is stronger, softer and more easily made waterproof than vegetable tanned leather.

In vegetable tanning the vegetable tannins such as exist in hemlock bark, oak bark, gambier, etc., together with the oils stuffed into the leather combine with the hide fibre rendering it insoluble and proof against decay. This compound of hide, tanning, and oil resists ammonia and acids strongly, though in time they gradually destroy the fibre.

The disadvantage of vegetable-tanned leathers is that they are naturally rather stiff and firm, and when exposed to water or hard weather, and even after ordinary wear they often become hard and uncomfortable on the feet. This hardness can be greatly lessened by working regularly into the leather when worn, a mixture of animal greases. It is impossible, however, in the nature of this leather that it can have the soft, mellow feel of chrome leather. Vegetable-tanned leathers do not have the durability and strength of chrome leathers, and unless stuffed heavily with oils are difficult to make waterproof. Some shoe upper leathers are tanned by both chrome and vegetable processes, one following the other.

Splitting

Cow or horse hides are too thick and heavy for ordinary upper leather, and must be split into two thicknesses. This is done by presenting the edge of the hide to a sharp revolving hand or belt knife which passes through it parallel to its surface splitting the hides very quickly and neatly into two thicknesses. The belt knife splitting machines consist of a steel belt about 2 ins. wide running rapidly in tension over two pulleys through a horizontal grooved guide, and kept sharp on one edge by an emery-wheel. Against this edge the hide is forced by passing between brass rollers, the upper of which is straight and perfectly rigid, while the under one is in sections resting on a lower roller of india rubber and can thus give to the inequalities of the leather. The thickness of the split is regulated by raising or lowering these rollers, and an upper split can be taken, almost as thin as paper if desired, and quite uniform; the inequalities remain on the lower split, which is often levelled by splitting a second time. Calfskins are split only in the thicker parts. The skin is merely pulled over a sharp horizontal knife under pressure to split the skin to an even thickness all over.

Splits

All the thicknesses of hides except the grain are called splits and are made into various kinds of cheaper

leathers. Some of the splits are retanned in a chrome liquor, buffed on an emery wheel, and dyed and finished to make cheap gloves or shoe tongues. Waxed splits are bark tanned, colored black and waxed-finished on the flesh or split side for use in cheap shoes. Flexible splits are bark tanned, made firm, and rolled flat for use as insoles of shoes.

Shaving

After hides are tanned and split, they are shaved on the flesh side to remove all shreds of flesh and to give them a smooth appearance as well as to remove lumps or marks due to poor splitting. This process is accomplished by placing the hide on a rubber roller and bringing it up against a revolving cylinder fitted with sharp radial steel knives, which remove whatever shreds of flesh have remained on the hide. Goatskins, and other light skins are not split at all but are shaved all over to give a uniform thickness.

(Concluded in August number.)

A Coveted Souvenir

The Essex Rubber Company, Inc., Trenton, N. J., are presenting a souvenir watch fob at the Convention of Shoe Finders at San Francisco. The fob is



illustrated herewith; it is manufactured of gold bronze and enamelled in four colors. This company are to be congratulated on their very handsome and timely souvenir.

Incidents and Announcements Arising Out of the War

Since our war alliance with Russia there has been a gratifying desire for increased commercial relations between the two countries. A Russian who was anxious to do business with Bristol wrote recently to a well-known firm of leather merchants, enclosing a list of goods that he desired to obtain. The list was fairly easy to understand with one exception, which was an order for "hot stockings." The local firm was unable to understand what their Russian customer desired, but, not wishing to lose the order, went to the Bristol University for information. The visit was not without result, for the professor of languages was able to provide the solution. What the customer desired was fire-hose and this was within the capabilities of the firm to supply, and the order has been duly executed. It should be added that sole responsibility for the accuracy of the foregoing story rests with a West of England contemporary.—Shoe and Leather Record.

"Why don't you advertise?" asked the editor of the home paper. "Don't you believe in advertising?"

"I'm agin advertising," replied the proprietor of the Hayville village store.

"But why are you against it?" asked the editor.

"It keeps a fellow too darn busy," replied the proprietor. "I advertised in a newspaper once 'bout ten years ago, and didn't even get time to go fishin'."

Disposal of J. H. Porter Stock

The stock of the J. H. Porter Shoe Stores, which recently made an assignment, was disposed of in three parcels to Toronto retailers as follows:—Mr. Powell, Dundas Street, at 75¼ cents on the dollar; Mr. Smith, Queen Street West, at 79 cents, and Mr. Young, Bloor Street West, at 78 cents. It will be noted that the price is fairly satisfactory and, as the stock is in good hands, we can be assured that the trade will suffer as little inconvenience as is possible under such circumstances. The undelivered stock was taken, we understand, by Mr. A. Levy, Yonge Street. The nominal assets of this chain of three stores was placed at \$79,268, with liabilities of \$87,905. A very large number of Canadian and United States footwear firms appears among the long list of creditors.

The influence on the local retail trade of the marketing of such a large bankrupt stock is fortunately fairly well under control, as intimated above. It was feared at first that the stock might be badly sacrificed and a movement was started by a number of Toronto retailers and a petition presented to the assignee at a meeting of the creditors, asking that precautions be taken against injury to legitimate trade. The exact wording of the petition presented is as follows:—

“Dear Sir,—We, the undersigned shoe merchants, at an informal meeting held at 189 Church Street, Toronto, June 11th, 1915, recognize the conditions of the retail shoe trade in the city, and believe that to dispose of a large amount of shoes in block at a reduced price to any one party at this time would be decidedly unfair to those who are conservatively trying to do business in a legitimate way and pay one hundred cents on the dollar for our goods.

“We therefore respectfully request that some plan be adopted in the disposition of the stock of the J. H. Porter Shoe Stores that will not upset the already not too good condition of the shoe trade in Toronto.

“We suggest, instead of selling the stock in one, two or three parcels, that it be listed and sold by catalogue in detail, and we, the undersigned retailers, agree to attend as far as possible the said sale and do our best regarding the purchasing of same.

“We respectfully request you to use your influence with the creditors in this regard.”

The suggestion was favorably received by the creditors, and the deputation was assured that in case any of its members would make a satisfactory offer for the stock or any part of it, this would not be put up at auction. However, this privilege of prior purchase was not taken advantage of and the stock was sold on June 19th as above mentioned.

The assignment was made to Mr. A. S. Crighton, of the Canadian Credit Men's Association, Toronto, who has the matter in hand throughout.

Women's Styles to Change (?)

A Montreal shoe manufacturer who recently returned from Boston expressed the view that there would be a decided change in women's styles. His opinion, based on talks with Boston manufacturers, is that the present styles, with the immense and ever-changing variety, have reached their height in popular favor, and that a more staple basis is bound to come. These freakish styles are not, in the end, profitable to either manufacturer or retailer, and unless the latter in particular is very cautious he is liable to be caught with a heavy stock which will show considerable depreciation.

Mr. Martineau Takes a Holiday

After selling shoes for twenty years, Mr. Henry Martineau, of Montreal, recently gave up his position as Montreal representative of Ames-Holden-McCready, Limited, with the object of taking a long holiday. In order to show their esteem for an old colleague, Messrs. G. Lefaivre, C. M. Mills, J. Ferron, R. H. Mills, J. Armstrong, A. Laberge, F. W. Wait, A. Lefaivre, and G. C. Trudeau, presented Mr. Martineau with a very fine pearl and diamond pin and Mrs. Martineau with a bouquet of roses. The presentation was made at the show rooms at 502 St. Catherine Street East.

Mr. Martineau does not intend to give up travelling and later will be again on the road. He was eight years with Ames-Holden-McCready, four years of this term being spent with the J. McCready Shoe Company and four years with the amalgamated company. As a young man he had some experience in the United States; returned to Canada, and again crossed the border, later coming back. In his earlier years he was associated with Michaud Lambert and Company, Montreal, afterwards representing for seven years the



Mr. Henry Martineau.

Kingsbury Footwear Company in the Province of Quebec. He was also identified with Mr. J. I. Chouinard in the formation of the Regina Shoe Company, and upon leaving joined the staff of the McCready Shoe Company. He has a very wide circle of friends, who will be glad to see him once more in harness after the termination of a holiday which has been well earned.

A New Dye

It is reported that one of the large United States shoe polish manufacturing concerns is placing on the market a new preparation which they guarantee will dye cloth toppings of any color black, without in any way discoloring the inner lining of the shoe or having any effect upon the cement backing which is commonly put between the cloth and lining. It is claimed that the finish secured by means of this preparation is a permanent jet black.

Frequently light colored cloth tops, such as putty, sand or fawn, become soiled and unsightly, and people would usually prefer to have them a fast black instead. In such cases it is stated that the dye will produce the desired effect. Again, many retailers will doubtless find it very useful, as the large numbers of unsaleable colored cloth top boots which are now lying on their shelves may be thereby converted into staple footwear which will be much more readily disposed of.

What the Discount Rates Mean

The merchant who takes advantage of the full time on his invoice imposes a severe burden upon his business. The following examples show what that burden is:—

(1) One per cent. in 10 days in a 30-day bill means 18 per cent. per annum. Example: Invoice \$1,000, 30 days net, 1 per cent. for cash in 10 days. If the merchant pays in 10 days he receives \$10 cash discount, which, in effect, is the interest the wholesale house pays him for the use of \$1,000 for the 20 days unexpired time. This is at the rate of 18 per cent. per annum for the interest on \$1,000 for 20 days at 18 per cent. is \$10.

(2) Invoice \$1,000, terms 60 days net, 2 per cent. for cash in 10 days. Discount \$20, unexpired time 50 days, interest equivalent 14 $\frac{4}{10}$ per cent. per annum.

(3) Invoice \$1,000, terms 6 months net, 6 per cent. for cash in 30 days. Discount \$60, unexpired time 5 months, interest equivalent 14 $\frac{4}{10}$ per cent. per annum.

(4) Invoice \$1,000, terms 4 months net, 4 per cent. for cash in 30 days. Discount \$40, unexpired time 3 months, interest equivalent 16 per cent. per annum.

(5) Invoice \$1,000, terms 6 months net, 6 per cent. for cash in 60 days. Discount \$60, unexpired time 4 months, interest equivalent 18 per cent. per annum.

The above few examples will show what a heavy disadvantage the retailer works against when he takes full time on his bills. He could borrow money to discount his purchases and make 6 per cent. to 10 per cent. on the transaction besides keeping his business in hand better than he possibly can when he owes a large number of wholesale houses.

New Champion Outfit

The Champion Shoe Machinery Company, St. Louis, Mo., are placing a new Double Treading outfit, for automobile tires, on the market. This machine



Double Treading Machine.

fastens the double tread by means of four rows of clincher fasteners—two rows on each side of the tire, and it is claimed that this can be installed on a tire in two minutes. The clincher fastener is shown herewith. This should be a profitable undertaking for the

harness maker or the shoe repairer when one considers the number of automobiles that are now in operation, all of which are probable customers.

Mr. Mathews Joins Directorate

The annual meeting of Ames-Holden-McCready, Limited, was held in Montreal on June 25th. In spite of adverse conditions the statement shows that the



Mr. M. V. Mathews.

company has been able to earn its fixed charges, after making liberal allowances for bad debts, reserve and depreciation. The board of directors has been strengthened by the addition of Mr. M. V. Mathews, general superintendent of factories.

Model Store Fronts

The model store front exhibited at the Panama-Pacific Exposition by the Kawneer Manufacturing Company, whose factories are located at Niles, Mich.; Guelph, Ont.; and Berkeley, Cal., is attracting considerable attention, not only for the complete and architectural manner of installation, but because of the prominent location it holds in the north entrance of the Varied Industries Building. This store front is also exciting a great deal of interest because it has been awarded the Gold Medal. The man in charge is daily receiving many calls from visitors from all over the continent, as well as from the Orient and other foreign countries.

Successful Cobblers

Successful cobblers who have recently installed "American" Machinery, same being manufactured by the American Shoe Machinery & Tool Company of St. Louis, Mo., U. S. A., and sold by one of their Canadian agents, namely: Jones & Moore Electric Company, Limited, Toronto:—Robert Watson, J. Sleppoy, C. Salem, H. Lipshetz, W. Hearne, J. Moulds, S. Skolink, Wm. Thompson, M. Lazebnik, C. Howes, J. H. Thompson, M. Veliski, J. N. Stephens, Franklin & Lalonde, Courian & Company, H. A. Bastock, all of the city of Toronto; A. Kampa, Brantford; Joe Max and G. Nalbene, Hamilton, Ont.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

Mr. William Fox, formerly superintendent of the King Shoe Company, Toronto, has accepted a position on the staff of Sterling Bros., Limited, London, Ont.

Messrs. Harris Bros., proprietors of several Sample Shoe Stores in Montreal, have opened a new store at the corner of St. James and St. John Streets.

Mr. Chester W. McBride and Mrs. H. R. McBride have registered in Montreal; they will carry on a men's furnishing and boot and shoe business under the name of C. W. McBride & Company.

The Red Star Shoe Hospital Company has registered in Montreal, P.Q.; Mr. H. Tourangeau, proprietor.

The boot and shoe store of Mr. S. Karam, Rochester and Ellen Streets, Ottawa, Ont., suffered loss by fire recently.

Mr. E. H. Squires, dealer in men's furnishings, has removed from Bloor Street West to St. Clair Avenue, and has installed a boot and shoe department.

Mr. A. J. Smith has taken over the boot and shoe business of Carscallen & Company, Bloor Street West, and the Crown Shoe Store, Avenue Road, Toronto.

Mr. T. Birch, formerly with the Slater Boot Shop, Toronto, and more recently with the Robert Simpson Company, has returned to England, having accepted a position with the firm by which he was employed previous to coming to Canada.

Messrs. M. C. Mullarkey and N. Dorval have been appointed city travellers on the staff of Ames-Holden-McCready, Limited, Montreal, succeeding Mr. Henry Martincau, who resigned recently.

Mr. Chas. Labbe, employed by Waterbury & Rising, Limited, St. John, N.B., recently joined the 55th Battalion, and was the recipient of a box of silk khaki handkerchiefs and a wrist watch, presented to him by the staff and accompanied by their good wishes.

Mr. Wilbur Jeffries has succeeded to the business of Mr. Charles H. Jeffries, dealer in boots and shoes and men's furnishings, Beamsville, Ont.

A shoe manufacturing establishment has been opened in Strathroy, Ont., by Messrs. Ingham & Bates.

For the fiscal year ended March last, rubber boots and shoes to the value of \$126,406, were imported into Canada, a decrease of \$36,841. From Great Britain the imports were valued at \$26,044, from the United States \$100,352, and other countries \$10.

In succession to Mr. Harold F. Coyle, who has left for the front, Mr. J. I. Langevin, of Montreal, has been appointed accountant of the Quebec branch of the Canadian Consolidated Rubber Company. Mr. Langevin was at one time connected with Daoust, Lalonde & Company, Limited, Montreal.

The Hartt Shoe Company, Fredericton, N.B., held their annual meeting on June 16th. The meeting was engaged entirely with the reception of the report on the year's business and the election of officers for the year.

Mr. Taylor, buyer for the Hudson's Bay Shoe Department, Calgary, Alta., has returned from a business trip to the principal buying centres of eastern Canada, and states that he finds the boot and shoe business exceedingly brisk.

Lieut.-Col. A. F. Massie, manager of the St. John division of the Canadian Consolidated Rubber Company, has been

promoted to be senior transport supply officer at West Sandling Camp, Shorncliffe, Kent, England. Lieut.-Col. Massie has charge of the organization of the camp, with 20,000 men and 8,000 horses.

Messrs. Granger & Trahan, dealers in boots and shoes, St. Johns, P.Q., have dissolved partnership.

A new patented electric iron for the treeing room is being handled by Mr. G. J. Trudeau, of Montreal. It is claimed that this iron gives uniform heat, is economical to operate, and is a time saver in that it is always ready to be used.

Mr. F. M. Morgan has been appointed manager of the Winnipeg branch of Ames-Holden-McCready, Limited. He was previously manager of the Edmonton branch, having opened this nine years ago for Ames-Holden, and on the amalgamation was appointed local manager of the larger concern. He took considerable interest in local affairs; was president of the Board of Trade for one year; and vice-president of the Hospital Board for two years. He is succeeded at Edmonton by Mr. E. P. Hall.

Mr. M. L. Davis has been appointed foreman of the finishing room of Ames-Holden-McCready, Limited, No. 2 factory, Montreal.

Mr. A. J. Vandrick, Listowel, Ont., has purchased a boot and shoe stock in London.

Mr. Parker, of Parker-Irwin, Limited, Montreal, has returned from a visit to the Maritime Provinces. The firm has recently been incorporated, and handle some well known lines of shoe manufacturers' supplies.

Mr. Alec Angus, of Ames-Holden-McCready, Limited, Montreal, is now in Paris, in connection with the order for one million pairs of shoes which several Montreal manufacturers are trying to secure from the French Government.

Mr. J. C. Morris has been appointed publicity manager for Ames-Holden-McCready, Limited. The company have commenced a campaign of consumer advertising.

Mrs. Eva Haskell, formerly in charge of the treeing and packing department of the Murray Shoe Company, London, Ont., has accepted a similar position with the Cook-Fitzgerald Company, London.

The Invictus Boot Shop is removing from 50 Yonge Street, Toronto, to 93 Yonge Street.

Mr. Chas. Nyberg has taken over the shoemaking business of Mr. L. Hermitson, Port Arthur, Ont.

Mr. C. Newton, of Robinson and Company, Winnipeg, and Mr. W. C. Bond, of the Robert Simpson Company, Toronto, were recent visitors to Montreal and Maisonneuve shoe factories.

Messrs. Ricci Guido, Giuseppe Ghura and Felix Valette have registered in Montreal, P.Q.; they will carry on a shoe repair business under the name of The Montreal Shoe Repairing Company.

Messrs. B. Zeppieri, C. de Pedrillo and V. Angelillo have registered in Montreal, P. Q., under the name of the Sicilia Shoe Store, Reg.

The Walpole Rubber Company of Canada, Limited, Montreal, has been incorporated; capital, \$100,000.

One of our representatives recently paid a visit to the factory of the Drummond Shoe Limited, Drummondville, P.Q. The factory, while not very large, is one of the best

equipped in Canada, situated on a very picturesque spot on the St. Francis River. The company are marketing some excellent lines in men's and boys' shoes which are made under the personal supervision of Mr. Geo. A. Fortin, the manager.

Mr. John H. McClinton has sold out his boot and shoe business in Goderich, Ont.

The shoe manufacturers of Montreal and Maisonneuve report that business generally is on the quiet side. This is particularly so as regards men's shoes, although the makers of staple lines in men's and women's are doing a fair trade. Several manufacturers are engaged in making up their spring samples.

The Montreal Shoemakers Company, Limited, has been incorporated in Montreal.

Mr. John Robinson has registered in Montreal, Que., and will carry on a retail boot and shoe business under the style of the Avenue Family Shoe Store, Reg.

The firm of Doucet & Charbonneau, dealers in dry goods and boots and shoes, Ottawa, Ont., suffered fire loss recently.

The store of Mr. J. Fitzsimmons, shoemaker, Russell, Ont., recently suffered loss by fire.

Mr. Alfred Girard has registered as executor of the Estate of Mrs. A. Girard, of the firm of A. Girard & Cie, dealers in boots and shoes, Montreal, P.Q.

Mr. J. J. Sellman has discontinued his shoemaking business in Strathclair, Man.

The Canadian Footwear Company, with a capital of \$150,000, has been formed for the purpose of carrying on business at Pointe-aux-Trembles, P.Q. The company will make medium grade goods. A four-storey factory, on a site 135 x 42 ft., will be constructed by the Town Council, which will rent it to the company for a term of years, and in addition will pay a cash bonus to the company. A by-law to this effect has been voted by the ratepayers. The factory which will be of brick and mill construction, and will cost about \$40,000, will be completed by September 1st.

Mr. A. E. Jackson, of Jackson & Savage, Limited, Montreal, was a recent visitor to Quebec on business.

John McEntyre, Limited, dealers in leather and shoe findings, Read Building, Montreal, have removed to larger and better equipped offices in the same building. The company represent the L. B. Southwick Company, Peabody, Mass.; Farnsworth, Hoyt and Company, Boston; and the North American Chemical Company.

The store of Mr. A. Rolland, boot and shoe retailer, St. Laurent, P.Q., was recently very seriously damaged by fire.

The twelfth biennial convention of the Boot and Shoe Workers of the United States and Canada re-elected all its old officers and selected Philadelphia as the meeting place for 1917. Mr. John Tobin, a former resident of Guelph, Ont., continues as president.

Messrs. Joseph Achille and Juliano Martineau have registered in Montreal, Que.; they will carry on a boot and shoe manufacturing business under the name of the Educated Shoe Company.

Messrs. Theophile Gagnon and Joseph Lachapelle have registered in Montreal, as manufacturers of boots and shoes, succeeding the firm of Gagnon, Lachapelle & Lecours, which has dissolved.

Mendelsohn and Company have opened a large shoe store at 231 St. Catherine Street West, Montreal.

Mr. R. W. Ashcroft, advertising manager of the Canadian Consolidated Rubber Company, was among the delegates attending the convention of the Associated Advertising Clubs of the World, recently held in Chicago.

A new jobbing firm under the name of the William Cook Shoe Company has been started by Mr. William Cook at 217 Notre Dame Street East, Montreal, for the purpose of hand-

ling rubbers and moderate priced shoes. Mr. Cook was formerly in partnership with his brother at Sydney Mines, Cape Breton, where they carried on a general store. He is a native of France, comes from a business family, and has had some commercial experience in South America. He is still a young man, and is very optimistic as to the future of the firm.

The Perth Shoe Factory, Perth, Ont., is working on an order for 3,000 pairs of boots for the Canadian soldiers.

The estate of the late Mr. W. D. Beardmore, leather merchant, Toronto, is valued at over one million and a half dollars.

The Aylmer Shoe Company, London, Ont., is working on an order for 3,500 pairs of army boots.

F. Galibert and Company, leather merchants, and glove manufacturers, of Parthenais Street, Montreal, have failed with liabilities of \$250,000, and assets estimated at \$350,000. The Bank of Hochelaga is the principal creditor, with a claim of \$154,000 secured by a mortgage on the premises. Mr. Joseph Daoust, of Daoust, Lalonde & Company, Limited, and Mr. P. Turgeon have been appointed joint liquidators, with Senator J. M. Wilson and Messrs. F. A. Wymen and P. Galibert inspectors. It has been decided to continue the business, there being many thousands of dollars' worth of orders in hand.

Owing to the cutting off of English and European supplies and the want of dyes, there is a great scarcity of shoe laces of all descriptions. Prior to the war, England and European countries supplied large quantities of laces to Canada, France manufacturing many of the silk laces used here. In consequence of the shortage, the United States makers have more business than they can handle, and have had to refuse orders from England, where the lack of help, diverted to war factories, has handicapped the shoe lace firms.

The managers of Ames-Holden-McCready, Limited, have held their usual eight days' convention at the head office, Montreal. The matters discussed were largely in connection with the company's sales and the new spring styles. In addition to the president, vice-presidents, and directors, the following managers were present: Messrs. E. P. Hall, Edmonton; H. W. Pearson, Toronto; F. M. Morgan, Winnipeg; A. B. Erskine, Vancouver; and S. C. Mitchell, St. John, N.B.

The Eagle Leather Works has registered in Montreal; Henri Bruno Dupere, proprietor.

Mr. E. J. Barry has succeeded Mr. E. L. Cary as foreman of the treeing room of Ames-Holden-McCready, Limited, Montreal, Que.

Mr. A. L. Bartlett, boot and shoe dealer, College and Clinton Streets, Toronto, has opened a branch store on Vaughan Road.

The shoemaking establishment of Mr. A. Rolland, St. Lambert, Que., was burnt out recently.

The McKeen-Ingledew Shoe Company, of Vancouver, B.C., have dissolved partnership.

A new shoe store and repairing shop has been opened on Main Street, Haileybury, Ont., by Mr. W. H. Ryan.

The Bacon Shoe Store and W. E. Tait & Company, Kamloops, B.C., are amalgamating.

The Alberta Shoe Manufacturing Company, Redcliff, Alta., have discontinued.

Mr. W. H. Emery has been appointed foreman of the making room of Ames-Holden-McCready, Limited, No. 2 factory, Montreal.

The War Purchasing Commission have given orders for about 40,000 pairs of army shoes to be built on new specifications. The manufacturers who have received orders include Dufresne & Locke, Maisonneuve; Ames-Holden-McCready, Limited, Montreal; Tebbutt Shoe and Leather Company, Three Rivers, P.Q. We are informed that Ames-Holden-McCready, Limited, are busy on a new pattern shoe submitted

to the Government and adopted by them. The pattern was designed by Mr. W. V. Mathews, the general superintendent of the company. The shoe is made of tan calfskin with double soles and Goodyear welt, and a steel plate on the heel.

Mr. A. O. Giroux has been appointed foreman of the lasting room of Ames-Holden-McCreedy, Limited, No. 2 factory, Montreal, succeeding Mr. H. G. Cota.

Mr. T. Kinsella has accepted a position with the Drummond Shoe, Limited, Drummondville, Que., and will represent that firm throughout Ontario; Mr. Kinsella formerly conducted a retail boot and shoe business in Trenton, Ont.

A fine new store was opened on June 9th by Wm. Shannon & Company, at 804 Central Avenue, Prince Albert, Sask. The store was the centre of attraction throughout the day,

general admiration being expressed of the attractive appearance of the window displays and of the interior decorations and equipments. This firm is carrying a heavy stock of high-grade boots and shoes.

Mr. Oliver M. Brooks, formerly of North Battleford, Sask, has accepted a position with the United Shoe Machinery Company of Canada, and will represent them in the shoe repair trade.

The boot and shoe store of J. W. Ingraham, Commercial Street, North Sydney, N.S., suffered a considerable loss by fire on June 9th.

The firm of Charles Pierce & Sons, Limited, Timmins, Ont., have obtained a charter; capital stock, \$40,000. They are taking over the general store business of Mr. Charles Pierce.

General Store News Throughout Canada

Where the Shoe Manufacturer May Find a Customer

Ontario

Mr. Jasper Walkom, general storekeeper, Dungannon, has sold out.

Mr. A. Shafer, general storekeeper, Harrison's Corners, has sold out.

The assets of the general store of Rubenstein & McDels, Perth, Ont., have been sold.

Mr. Jeremiah Corriveau has sold out his general store business in Drysdale.

Mr. W. A. McMurray has opened a general store in Coe Hill, Ont., and will carry a full line of boots and shoes.

The stock and fixtures of the general store of the Co-operative Trading Company, Limited, Port Arthur, Ont., have been sold.

Mr. H. Ginsberg has purchased the general store of Messrs. McArthur & Hyde, Ignace.

The general store of Messrs. J. M. Ross & Company, Lucan, recently suffered loss by fire.

The general store of Messrs. Kenny Bros., Russell, suffered fire loss recently.

Quebec

Messrs. Mahomad Antoine and Philippe Antoine have registered in Granby; they will carry on a general store business under the name of Antoine Cousins.

Messrs. Zusman & Mandelker, general storekeepers, Jonquieres, have dissolved partnership, each continuing separately.

La Compagnie Gaudreau & Gagnon, general storekeepers, Chicoutimi, recently suffered loss by fire.

Messrs. Lafrance & Grondin, general storekeepers, East Broughton, have dissolved partnership; the business will be continued by Mr. W. Lafrance.

Messrs. J. A. and J. E. Lebrun have registered in Mansonville, Que.; they will carry on a general store business under the name of J. A. Lebrun & Company.

The general store of Messrs. Boily & Fils, East Broughton, suffered fire loss recently.

Manitoba

The general store of Mr. J. T. Bregeault, Vassar, suffered fire loss recently.

The stock of the general store of the Estate of M. Holenberg, Winnipeg, has been sold, and the assets of the business have been transferred to Newton & Nicholson, trustees.

The general store of Mr. J. A. Stadnek, Arborg, was burnt out recently.

Mr. C. E. Richards has succeeded to the general store business of Hoffman & Jacobs, Manitou.

The general store of Mr. J. MacDonald, Transcona, was burnt out recently.

Saskatchewan

Messrs. Watson & Cummins, general storekeepers, Dummer, have dissolved partnership; Mr. R. M. F. Watson is retiring from business.

The stock of the general store of the Estate of Korth Bros., St. Benedict, has been sold.

Mr. J. B. Mutrie has succeeded to the general store business of Mr. N. S. McMillan, Hawarden.

Mr. R. H. Stanley has purchased the general store of Mr. J. L. Demels, Crichton.

Mr. F. E. Link has succeeded to the general store business of Mr. Mart Kopas, Leross.

The general store of Messrs. Goodman Bros., Scots-guard, recently suffered loss by fire.

Mr. C. Walles has succeeded to the general store business of Mr. T. H. Cecil, Trossachs.

Mr. C. E. Reid, general storekeeper, Cudworth, has opened a branch at St. Benedict.

Mr. T. Pulman has succeeded to the general store business of Mr. J. B. Gillespie, Venn.

Messrs. Wall Bros., general storekeepers, Lestock, have dissolved partnership.

New Brunswick

Mr. Frank H. Estabrooks has taken over the general store business of H. A. Estabrooks & Sons, Upper Gagetown, and will continue the business under the same style.

Obituary

The death occurred recently of Mr. Elias Bugar, of Welland, Ont. Mr. Bugar was one of the oldest residents of the town. For a number of years he conducted a retail boot and shoe business.

Mr. James S. Richardson, president and manager of the firm of J. S. Richardson Company, Limited, general storekeepers, Tilbury, Ont., passed away recently.

Private G. Burrows, formerly proprietor of a shoemaking establishment in Vulcan, B.C., was recently killed in action. He was a member of the Princess Patricia Light Infantry.

Mr. Wm. Naylor, for many years proprietor of a shoe repair business in Canifton, Ont., died recently at his home in Belleville at the age of eighty-two. He is survived by two daughters and one son.

“BLANCO”

THE WHITE CLEANER

KEEPS WHITE SHOES WHITE.

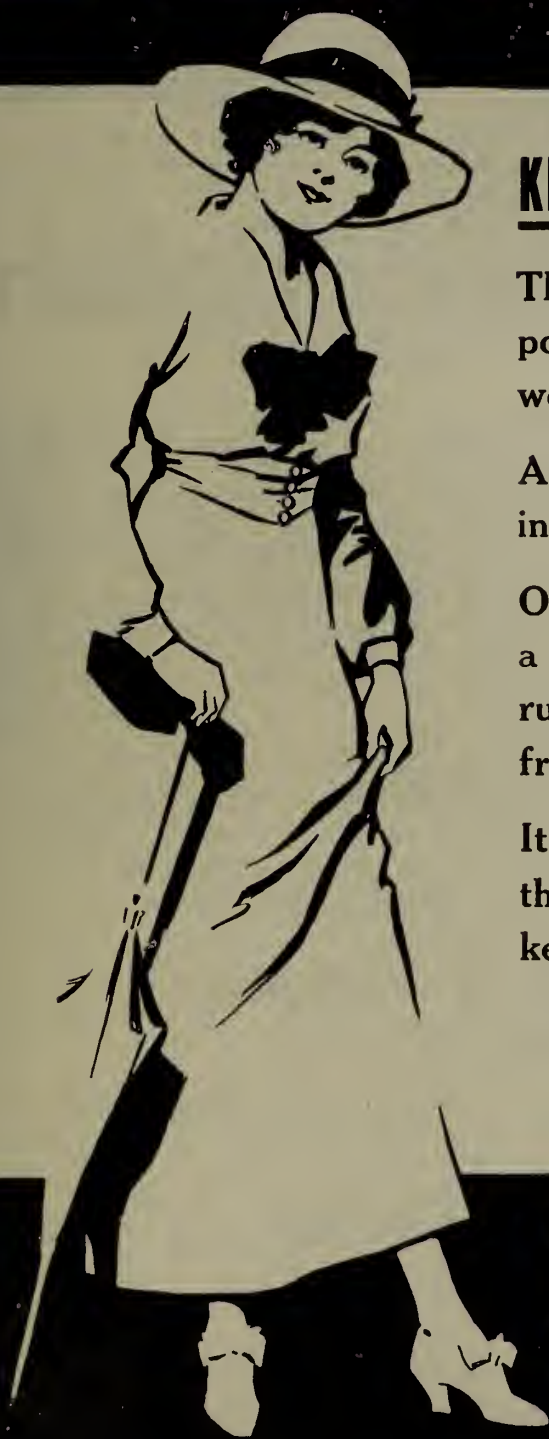
That is the first reason for its popularity. It *really does* the work it is meant to do.

And it is so easy to use—applied in a moment.

Once a “BLANCO” user, always a “BLANCO” user—that’s the rule. Thus your customers grow from more to more.

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.



Manufactured by
JOSEPH PICKERING & SONS, LTD., Sheffield, England.

LION HEEL PLATES



One Pair Sells Another
REPAIR SHOPS, ATTENTION

Lion Heel Plates appeal to both men and women because they look neat, wear well and have no metallic sound. Every satisfied customer is a salesman for Lion Heel Plates.

They are quickly inserted and pay a profit equal to that which you make if you rebuild the heel the second time, while they give you the reputation of doing neat, durable work.

Get our prices and sample plates.

Lion Heel Plate Co., Ithaca, N.Y.

We want to BUY for CASH all the PIECED HEEL STOCK you make

BROCKTON HEEL COMPANY

BROCKTON, MASS.

Ralston's Shoe Polishes

Black Beauty

For all kinds of black shoes. Preserves and blacks the leather and gives a brilliant polish. Contains no acids and is absolutely non-injurious to the leather.



White Beauty

For whitening canvas or buckskin shoes, and also the buck on military and police uniforms.



Tan Beauty

A combination for cleaning and polishing russet or tan boots and shoes. We guarantee this polish to remove all stains from tan shoes.

An easy seller.



Business is Simplified

if you handle the products of a firm whose output covers the entire range. And if, in addition, the goods are of the highest possible quality, bearing a well known brand, your position in approaching the buying public is immensely strengthened.

Robt. Ralston & Company

Hamilton, Ont.

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

Kenworthy Brothers Company


We sell cut


Felt Heel Pads

in several grades of felt and colors to match any size at practically the cost of piece felt.

Felt Slipper and Shoe manufacturers would find our felt and prices to their liking.



Box Toe Felt 

 Felt Heel Pad

Send for Samples and Prices



Send for our Ken-Kote Imitation Leather.

Cushion Felt

110-112 Summer Street, - - Boston, Mass.

Select Grade Footwear McKays and Turns

New heels, new lasts, new styles in the best quality McKays and Turns. We carry the strongest and best sellers in stock.

Jobbers should see our samples of reliable shoes for men, boys, youths and women. They afford an excellent margin and give satisfaction.

Visit our factory, see the range of samples and the quality of material used.

AIRD & SON, Montreal

The Duck Insole

For Women's McKay Shoes

THIS has proven to be the finest material that the expert shoe constructors of the world have so far known. Used by the largest and best shoe manufacturers on the continent, not because it is a cheaper material but because it will withstand the hardships that a McKay insole is put to. Specially treated and made from three ply, 9 ounce Duck make it perspiration proof. Prevents tacks, wax and thread coming into contact with foot. Will hold stitching 50% longer than the insole employed in the regular McKay shoe. Can be repaired better than the old process; is more flexible. Will not draw or burn the foot as it is non-acid product.

Classic Women's McKay shoes, every pair of them, are made with this insole and every pair of them is guaranteed by us to give unlimited satisfaction. The money back proposition is behind every pair of shoes we make in our Mill. The construction of Classic shoes to-day is as far ahead of the construction of an ordinary shoe as an automobile is ahead of a wheel-barrow. Classic shoes are the best merchandise made on the continent. This is a bold statement but we substantiate every word of it from the fact that we have been the busiest shoe factory on the continent during the last year.

Getty & Scott, Limited

Galt, Ontario

TRADE

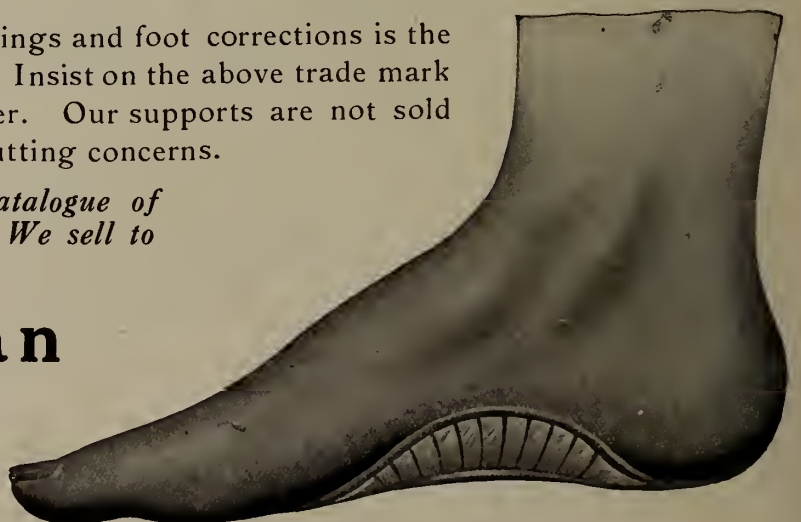
 MARK

Adjustable Arch Prop

The "Arrowsmith" line of findings and foot corrections is the most complete on the market. Insist on the above trade mark when ordering from your jobber. Our supports are not sold by drug stores or other price-cutting concerns.

Write us for complete catalogue of the Arrowsmith line. We sell to shoe dealers only.

**The Canadian
 Arrowsmith
 Mfg. Co., Limited
 Niagara Falls, Ont.**



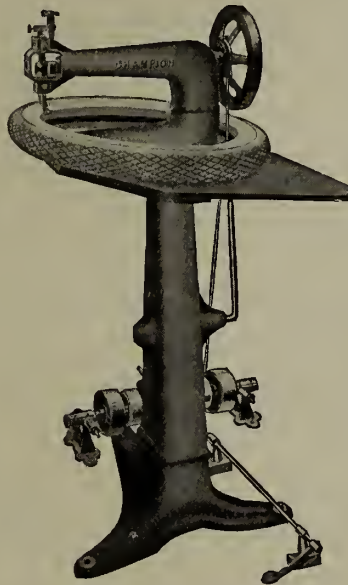
Arrowsmith Adjustable Arch Prop.

A New and Profitable Business for the Harness Maker and Shoe Repairer

*The CHAMPION New Clincher Fastener Method for
Double Treading Automobile Tires.*



Rasp and Brush Machine.



Bead Cutter.



Clincher Fastener.

Champion Auto Tire Double Treading Outfit.

This Method is Superior to any other in the Market, because each Clincher Fastener is a separate Holding Unit and **will not fray and rip** like the Stitching Method.

One and a half Million Automobiles are now in use in the United States and One Half Million new Cars are added every year—Every Car is using up tires and every Tire is a chance for Double Treading.

With a **CHAMPION** Clincher Fastener you can Fasten Up Four Rows of Clincher Fasteners—two rows on each side of the Tire in two Minutes.

Street Curbs and Ridges in the Road, will not fray and rip **CHAMPION** Clincher Fasteners like they do Stitching.

CHAMPION Clincher Fasteners make no Ridges on the inside of the Casings like Stitching does, which causes Chafing and Cutting the inner Tubes and causing Blow Outs.

A **CHAMPION** Double Tread Tire Outfit added to your Harness Machine, or to your Shoe Repair Outfit, will give you one more business equipment, which should prove a very profitable investment.

Write us for Catalog, Prices and Terms.

Champion Shoe Machinery Company

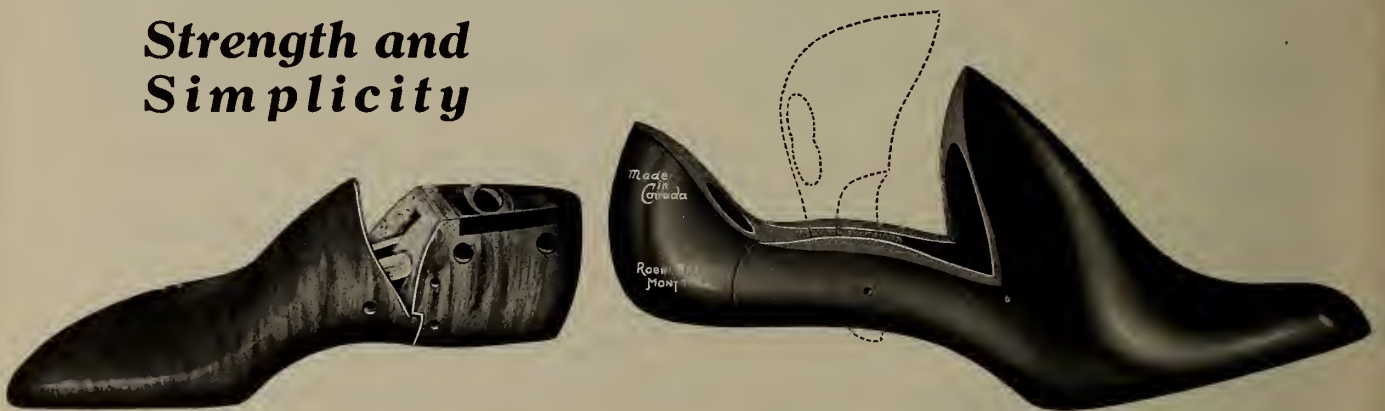
3723 to 3741 Forest Park Blvd.
ST. LOUIS, Mo., - - U.S.A.

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Robin Bros. New Last

**Strength and
Simplicity**



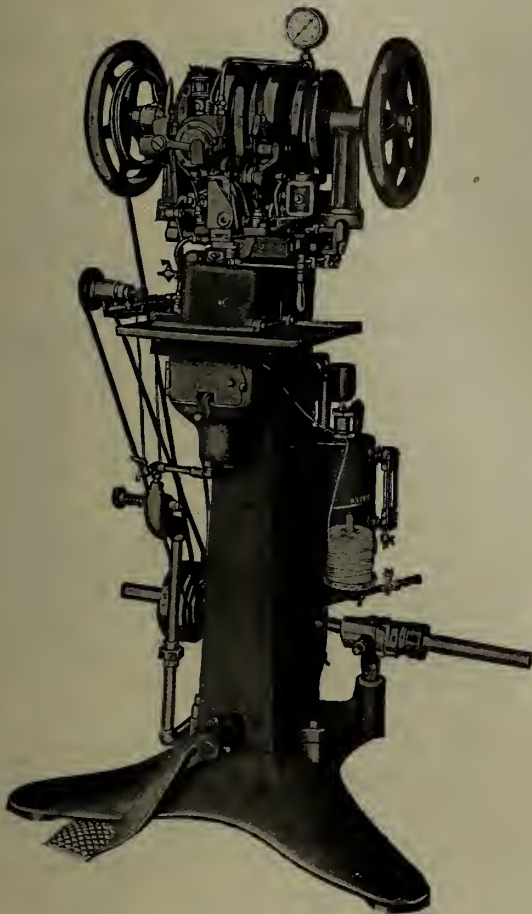
This is our favorite "filler"

Our new hinge device with interlocking wood lips makes our hinge last the strongest on the market. Simplicity is another of its qualities. Nothing in it to work out of order.

Please do not wait until the last minute to order your fillers this season. Now is the time. Write for price list and save 15% on your last account. Look for this ad each month.

Robin Brothers, Manufacturers of LASTS and Fillers
131-143 St. Carriere St., Montreal

Landis Curved Needle and Awl Shoe Soling Machines



PRICE AND TERMS
LANDIS NO. 12 STITCHER

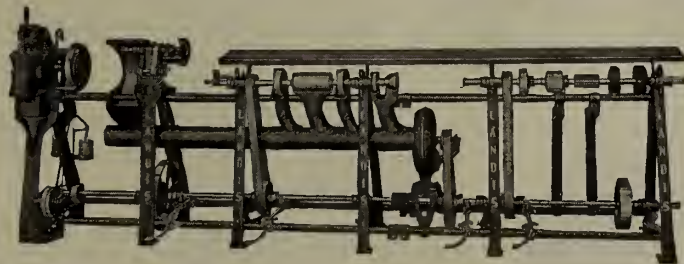
Weight, crated—About 750 lbs.
Head only, crated—About 500 lbs.
Price—Complete with Stand, power only, \$500.00, F. O. B. St. Louis.
Head only, \$475.00, F. O. B. St. Louis.
Terms—15% discount for cash.
Time Payments—\$50.00 cash and \$15.00 per month.
Deferred payments to be closed by notes without interest.

Sold Outright—No Royalty



PRICE AND TERMS
LANDIS NO. 10 STITCHER

Weight, crated—About 700 lbs.
Head only, crated—About 300 lbs.
Price—Complete, with Stand, foot-power or power, \$400.00, F. O. B. St. Louis.
Complete, with Stand, combination foot-power and power \$410.00, F. O. B. St. Louis.
Head only—\$375.00, F. O. B. St. Louis.
Terms—15% discount for cash.
Time Payments—\$25.00 cash and \$10.00 per month.
Deferred Payments to be closed by notes without interest.



Model 22 Landis Shoe Repair Outfit, Left Hand
Manufactured by LANDIS MACHINE CO., St. Louis, Mo.

Landis Machine Company

St. Louis, Missouri, U. S. A.

WE ALSO MAKE THE LANDIS HARNESS MACHINES. ASK YOUR HARNESS MAKER ABOUT US.

Lace Shoe Logic

You can't make any mistake in purchasing lace shoes at this time.

They have always been the most reliable staple and now they are the style, too, so they have everything to commend them.

Lace shoes mean quick fit, quick sales — no come-back for free repairs.

This is now more than ever a factor, for high cut boots never did look well when buttoned and every additional button is a problem in fitting. High cut laced shoes, on the contrary, are easy to fit; they look well. Laces form an adjustable fastening; they automatically meet and satisfy the many conditions in fitting which, in the case of buttons, require time, expert attention and repeated expense.

Lace shoes are not shelf warmers. They are in demand now; they will be even more so next season.

You know your trade, but if you have any doubts as to what to buy, lean towards lace shoes; it is the logical thing to do.

**United Shoe Machinery Company
of Canada**

Toronto

MONTREAL, QUE.

Quebec



American Shoe Machinery

Guaranteed to be the BEST and Cheapest at the Price
NO MATTER WHAT THE PRICE

Canadian Leather and Findings Jobbers are our Sales Representatives—Give them your Orders.

MIDGET JACK,
to sit and work, can
also be placed on
box to stand and
work.



Height 24 inches.
Height 27 inches, with last and
block attached.
Position for sewing, trimming and
finishing. Cut shows last and
block attached.

Height 41 inches.
Height 44 inches,
with last and
block attached.



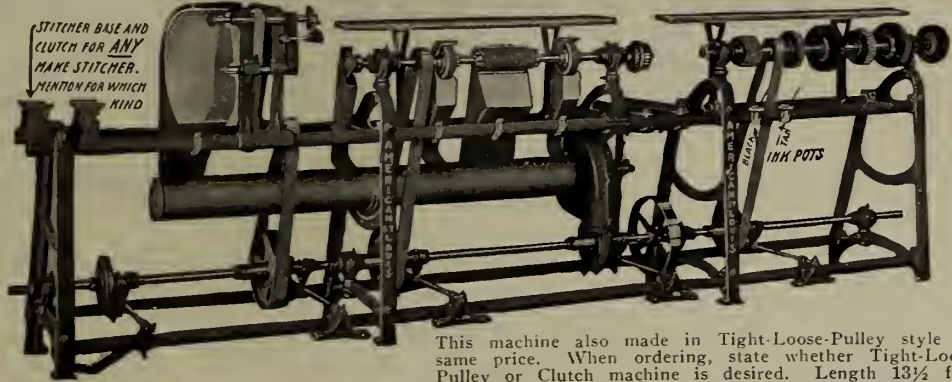
Position for sewing, trimming and
finishing. Cut shows last and
block attached.

Send for complete "American" catalog to your jobber, or firm who sells you leather and findings.
If you cannot secure same from them, write us,

American Shoe Machinery & Tool Co.

Dickson St., ST. LOUIS, Mo., U.S.A.

"AMERICAN" Clutch Finisher, Model 20—Special
Including Complete Stitcher Base and Clutch. Specify what make Stitching Machine you have that we may know
kind of Base to furnish.

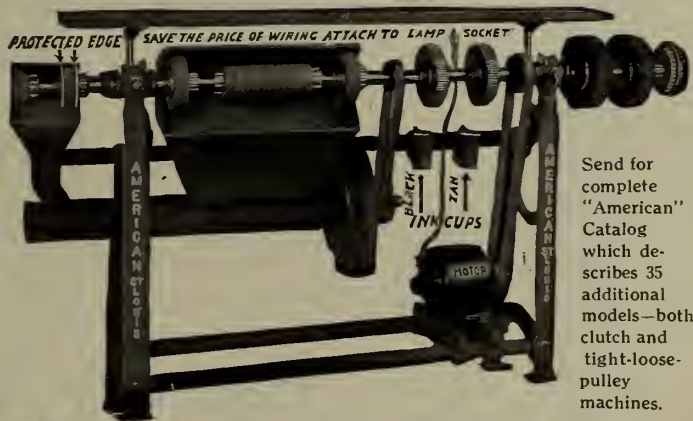


Width 24 inches. Weight crated 1200 pounds. Requires one horse power motor. Equipped with the following parts: SELF-ADJUSTING EDGE TRIMMER, Shank Trimmer, Grinding Attachment for Edge and Shank Trimmer Cutters, 4 Sanding Wheels, Adjustable Edge Setter, 3 Burnishing Rolls, 3 Bristle Brushes, Powerful Airtight Exhaust Fan, 2 Ink Pots, Base for Stitching Machine, Complete Clutch for Stitching Machine. An Extra Clutch for Operating Blower Individually.

This machine also made in Tight-Loose-Pulley style for same price. When ordering, state whether Tight-Loose-Pulley or Clutch machine is desired. Length 13½ feet

"AMERICAN" Space-Saver No. 3
With or without Motor

For shops where space is limited. This machine sets close to the wall or anywhere in shop. Stands are designed very massive—no need of bolting to wall. Equipped with necessary sanders, burnishers, etc., for both black and tan shoes. Width only 14 inches. Length 6 feet. Weight crated, 340 lbs.



Send for complete "American" Catalog which describes 35 additional models—both clutch and tight-loose-pulley machines.

"AMERICAN" Midget Skiving Machine

This Skiving Machine will skive heavy upper leather as well as heaviest, thickest, hardest, toughest or thinnest sole leather to perfection and to any width bevel up to 1 7/16 inches.

CANADIAN REPRESENTATIVES:

- | | |
|-----------------|--|
| Alta., Calgary | The Great West Saddlery Co. |
| Alta., Edmonton | Adams Bros. Harness Mfg. Co. |
| Alta., Edmonton | The Great West Saddlery Co. |
| B.C., Vancouver | B. C. Leather Co. |
| B.C., Vancouver | Storey & Campbell. |
| Man., Winnipeg | The Great West Saddlery Co. |
| N.S., Halifax | Arthur Fordham & Co., 106 Upper Water St. |
| Ont., London | Wm. Watson, 103 King St. |
| Ont., Ottawa | S. Cohen, 124 George St. |
| Ont., Toronto | Eli Goldin & Son, 671 Queen St. West. |
| Ont., Toronto | P. B. Wallace & Son. |
| Ont., Toronto | Jones & Moore Electric Co. |
| Que., Montreal | Dominion Lea. & Shoe Finding Co., 101a Ontario St. East. |
| Que., Montreal | Rubenstcin, M., 3 Ontario St. West. |
| Que., Montreal | Ruckenstein Bros., 67 St. James St. |

Cut this coupon out and mail

AMERICAN SHOE MACHINERY & TOOL COMPANY,
St. Louis, Mo.

Gentlemen:
Please mail catalog and particulars to

Mr.

Address

.

Footwear in Canada

“In Stock” Now

Shoe Ornaments

Bows and Ribbons in all the new ideas and new shades. I carry a full stock of all the popular ornaments which are in demand now.

Shoe Laces

All the new shades—sand colour, grey, light grey, dark grey, brown, white, tan and black, blind eyelet style or tubular, cotton or mercerized.

Shoe Dressings

White New Buck cleaning powder and New Buck liquid cleaner made by the California Leather Co. These reliable cleaners will renovate all white leathers quickly and perfectly.

Factory Supplies

New Composition Felt Box Toes will not stain white or tan shoes. They give better service at a lower price than leather box toes.

Sand Paper of all descriptions, flat and moulded.

New Patented Electric Irons for the treeing room, give a uniform heat, always ready for use and operate at a low cost.

G. J. Trudeau

365 Ontario Street East - Montreal, Que.

Shoe Cloth Creations

In Stock

Take advantage of our "in stock" service. We carry a wide and specially selected range of patterns, shades, colors and materials.

Write us for samples of Broadcloth, Whipcord and Corkscrew Fabrics. For beauty and endurance these Fisk Shoe Cloth Creations cannot be surpassed.

Send us your cloths for cementing and pasting. Our Cementing Department will handle your order promptly and carefully. We also manufacture channel cement, stitching room cement, cork filler, etc.

Send us your enquiries now.

Fisk Limited Montreal

CAT'S PAW

CUSHION
RUBBER HEELS



Cat's Paw Rubber Heels are known everywhere for their excellent wearing qualities. Our patent canvas friction plug positively prevents slipping without affecting the buoyancy of the rubber.



For sale by all leading jobbers throughout Canada

Walpole Rubber Co., Limited

8 McGill College Avenue, MONTREAL

HEELS



Men's, Boys' and Women's Heels
All Grades

High grade box toes for Goodyear work,
also combination toes of all kinds

Write for Prices

The Montreal Box Toe Co.

321 Aird Ave., Montreal

Dominion Die Co.

MANUFACTURERS OF

Cutting Dies

of Every Description



For Cutting
**Leather, Rubber, Paper
Cloth, Etc.**

ALL WORK WARRANTED

321 Aird Ave., Montreal

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 1882
THE COMMERCIAL
A WEEKLY FINANCIAL COMMERCIAL & GENERAL TRADE NEWSPAPER OF THE GREAT WEST

Over 29 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued every Saturday Morning 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.

YOUR



USMC



**GUARANTEE
FOR QUALITY**

United Shoe Machinery Company of Canada

Toronto

Montreal, Que.

Quebec



The "O K" Stamp

Look for it on the shoes that you buy—the "O K" Stamp of Labor. It shows that the shoes have been made under conditions that meet with Labor's approval—that the workmen are contented and hence interested in their work—that the shoes have been made on the principle of a square deal to all concerned.

Look for the stamp—it is a fac-simile of the stamps that appear on this page.

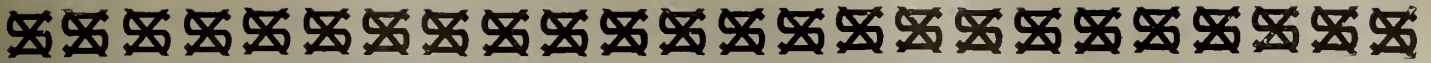
Union Labor wears shoes—and when it buys, it looks for the shoes made by Union men. Think of the vast army of Union men and women that there are in this country—think of the men, women and children that are supported by Union wages! They support the Union—and they will help boost your profits if you carry the shoes they want—shoes with the Union stamp.

Boot and Shoe Workers' Union

Two-forty-six Summer Street :: Boston, Mass.

John F. Tobin President
 Charles L. Baine Secretary-Treasurer





ESSEX RUBBER HEELS

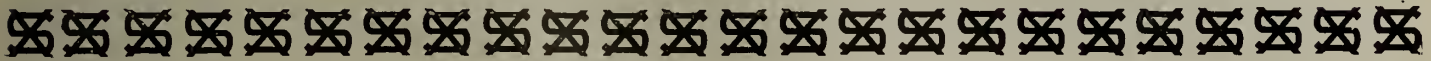
Essex Rubber Heels are made of *genuine Rubber*—the sturdy, tough, springy rubber that does not grind away. That is why they are recognized as the best and that is why they wear the longest. Since the price is about the same as others there is but one thing left for you to do—write for the evidence that they wear longer. Made by the makers of Essex Rubber-Leather. Write today.



ESSEX
Blue List Cobbler

ESSEX RUBBER CO., Inc., Department
Trenton, N. J.
Makers of most of the rubber soles used in America.

10-A-15



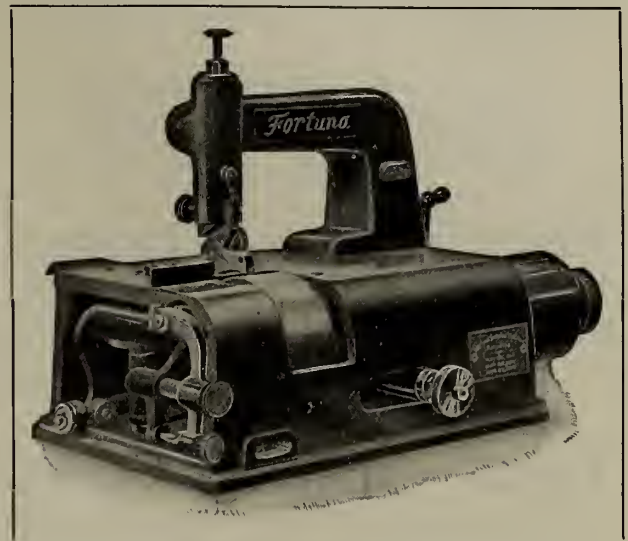
It Pays to Have an Attractive Store

A System of the Milbradt Rolling Step Ladders will pay for themselves in a short time by enabling you to wait on more trade, save the wear and tear on your fixtures and goods, as well as bring the appearance of your store up-to-date. Write for catalogue which shows various styles of ladders we manufacture.

Milbradt Mfg. Co.

2410 N. 10th Street
ST. LOUIS, MO.

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

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

HEELS

That will not check

All grades, denominations and heights—a full line.

BOX TOES THAT COME ALIKE

made in leather, split, combination leather, canvas and felt.



INDEPENDENT BOX TOE CO.

102 Christophe Colomb Street, Montreal

Shoe Manufacturers

Brodie's Patent Flour Paste is a money saver

Brodie's Patent Flour Paste spreads easily and covers well, keeps much longer than any other paste and is perfumed.

Brodie's Patent Flour Paste is the most "adhesive" flour paste on the market. It eliminates all danger of "pulling away" so common in other pastes.

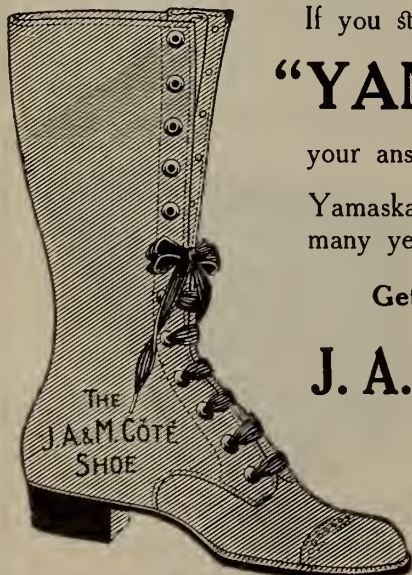
Let us quote you prices on this reliable economical paste. Brodie's Patent Flour Paste is put up in kegs, half barrels and barrels.

Brodie & Harvie, Limited
14 Bleury St. Montreal

Your Staple Lines

Are they shoes of real merit that will stand up to rough and heavy service?

Can you show a customer a variety of styles and quote him a price below that of your competitor?



If you stock

"YAMASKA"

your answer is "yes."

Yamaska is a brand of many years' standing.

Get our prices

J. A. & M. Cote

St. Hyacinthe

Quebec



Footwear Warehouse

**5 Floors To Let
Adelaide St. W.
Toronto**

This warehouse building is the most attractive in the city.

It is well situated for footwear or finding stocks.

Centrally situated

Light on four sides

Passenger and freight elevator
Vaults

One block from four car lines

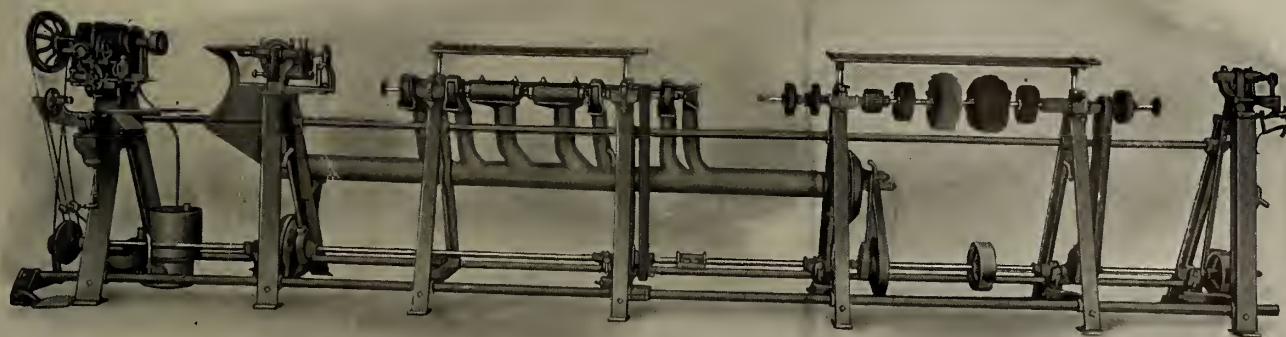
Floor area 6,300 sq. feet, each floor.

For further particulars ask

Hugh C. MacLean, Limited
347 Adelaide St. West, Toronto

Phone Adelaide 2700

22-Foot Goodyear Shoe Repairing Outfit



MODEL N.

THIS Outfit represents the highest development in shoe repairing machinery, and meets every demand of modern shoe repairing. It embraces all the essential processes for making new shoes from old ones, giving the maximum of equipment and efficiency in the minimum space. The Outfit has the Goodyear Stitching Machine with all its improvements, including a new style steam generator which uses gas or gasoline for generating the steam, and operates automatically, thereby insuring a uniform heat for keeping the wax in proper condition and requiring little attention from the operator. The Edge Trimming Machine has the new feature of the two shafts being operated by a single belt, and the cutter grinder is attached directly to the main shaft. This arrangement gives better results with less power.

The Buffing and Scouring Machine has a shaft 57 inches long and carries the following equipment:—

- | | |
|--|------------------------------|
| 2 Split Bottom Buffing Rolls | 1 Heel Breast Scouring Wheel |
| 2 Flat X-Ray Heel Scouring Wheels | 1 Pin Wheel Pad complete |
| 2 "C" Shape X-Ray Heel Scouring Wheels | |

A powerful Blower System removes the dust resulting from the trimming, buffing and scouring operations, and is designed to overcome certain objectionable features of other blowers.

The Finishing Machine has a 78 inch shaft which has all the necessary equipment for black or russet work:—

- | | |
|--|-------------------------|
| 2 Corrugated Rubber Shank Finishing Wheels | 2 Heel Brushes |
| 1 Corrugated Rubber Heel Finishing Wheel | 1 Stitch Cleaning Brush |
| 1 Corrugated Rubber Bottom Finishing Roll | 1 Levelling Roll |
| 2 Shank and Bottom Brushes | 1 Bead and Wheel |

At the end of the Outfit is the Oscillating Edge Setting Machine which is fitted with union irons and in its motions duplicates hand workmen with quicker and better results.

Each of the machines is operated independently by a friction drive pulley, so that it is necessary to use only those machines which the operator may require. This feature means a saving of power.

All the machines are firmly mounted on legs and driven by a countershaft with carefully adjusted bearings, so that the Outfit runs with very little vibration, and is in every way most efficient.

Full information furnished promptly on request.

United Shoe Machinery Company of Canada

MONTREAL, QUE.

122 Adelaide Street West, TORONTO

492 St. Valier Street, QUEBEC



And Dunlop Rubber Heel Prices Have Been Reduced Again!



You don't need to believe as we do that the Dunlop Line is paramount. All you have to observe is that the Dunlop Line is the easy line to sell. Reputation, Advertising, Quality—these factors have sent the Dunlop Line to the front. It is not necessary for you to introduce the Dunlop Line. We have done that for you. Read the paragraphs below. They contain illustrations of and information about Dunlop Leaders.

Dunlop Rubber Heels

Dunlop Rubber Heels are out-selling any other heels in Canada today. Don't take our word for it; ask any shoe-findings jobber in Canada. To-day the number of jobbers carrying the Dunlop line is vastly greater than in April, 1914, when the campaign commenced. That is what conscientious service—a frank statement of what we intend to do and doing it—did for Dunlop Heels.

We make a full line of Heels,—“Peerless,” “Comfort,” Whole Heels, etc.

Stock up with this easy seller, if you are not at present on the Peerless Firing line.



Dunlop Rubber Soles

It had to come—a rubber sole that could really stand the gaff.

We put our experts on the job and the picture you see herewith is the result of long deliberations.

Dunlop Soles will wear indefinitely.

Dunlop Soles will not crack.

Dunlop Soles will give maximum resiliency.

Dunlop Soles will not dry out.

Dunlop Soles have gone to the front, the same as Dunlop Rubber Heels. Quality, with an organization back of it did that.

Why not Dunlop Rubber Soles and Soling for your line now?



Dunlop Cement for Manufacturers

We make Cements that make friends.

For nearly a quarter of a century our line has filled the bill for Canadian Boot and Shoe Manufacturers. Why not you?

Why not test our claim that nothing in this country surpasses the Dunlop line for all those durable qualities in a cement, principal among which are maximum adhesion and speedy drying qualities.

Put up in barrels of fifty gallons or in gallon lots. We also make a full line of cements for rubber heels and patching purposes.



DUNLOP TIRE & RUBBER GOODS CO.

LIMITED

Head Office TORONTO Branches in Leading Cities

Makers of Tires for Automobiles, Motor Trucks, Motorcycles, Bicycles and Carriages, Rubber Belting, Packing, Hose, Heels, Mats, Horseshoe Pads, Tiling and General Rubber Specialties.



Footwear

In Canada

Miner Tennis Shoes for Rush Orders

Write or Wire



For
Rush Orders
You Will
Appreciate
Miner Service



**“In Stock”
Now**

A Miner
Order
Means
Prompt
Shipment



The
Miner Rubber
Company, Limited

Granby

Quebec

Montreal

Ottawa

Toronto

PANTHER

FIBRE SOLES & HEELS

Get These Facts!

PANTHER Goods are the Lightest, Strongest and Most Durable made

For Manufacturer, Jobber, Retailer, Repairer and Consumer
PANTHER Soles Give Lasting Satisfaction.

They can be stitched, trimmed and finished like leather. Because of their FIBRE they take cement like a leather sole when buffed.

Read the guarantee—

We will refund the Cost Price of Shoes to which "PANTHER FIBRE GUARANTEED SOLES" are properly attached, provided such soles Crack, Break or Tear, through any manufacturing imperfection.

Average Weight of Men's 1-4 Inch Soles, 12 Ounces to the Pair

Samples and Prices upon Request

PANTHER RUBBER MFG. CO.
Sherbrooke, P. Q.

Factories :

STOUGHTON, Mass.

TRENTON, N. J.

SHERBROOKE, Que., CANADA





28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.



SUMMER TIME

IS

FLEET FOOT

TIME

Worn by Every Member of the Family.



Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.

28 "Service" Branches Throughout Canada



Robinson's Service Means

- A clean stock all the time
- A frequent turnover of your capital
- Lessening of stock investment

The House for Styles
and Service



YOU can carry a large assortment of styles by using Robinson Stock Service.

It is serving many stores like yours.

Robinson Service saves them sales because they can obtain any style they wish at short notice.

Robinson Service saves them large stock investments.

Robinson Service saves them an accumulation of dead stock at the end of each season.

Robinson Service makes it possible for them to satisfy any demand for fashionable footwear.

Why not take advantage of these facilities? Robinson Service really serves. Try it.

James Robinson

MONTREAL

Bostonian Shoes

for Spring 1916



A word or two about them

The styles are strictly up-to-the-minute—a wide assortment to choose from.

They are Canadian made from Canadian materials.

The Bostonians are made over comfort fitting lasts—they look well and they wear well.

The newest ideas of expert designers will be found in Bostonian Shoes for Spring 1916.

Don't order your spring styles till you have looked over the Bostonian line.



James Robinson
MONTREAL

New Brunswick's Greatest Shoe House



OUR well earned reputation of being "New Brunswick's Greatest Shoe House" is one that we are daily striving to maintain. Every live merchant should know of our service.

We have seven hustling representatives covering the Maritime Provinces, carrying an unapproachable range of samples of footwear, including "Maltese Cross" Rubbers, Findings, etc. From them you can order goods, either in case lots or single pairs.

We have an immense warehouse constantly stocked with the leading staples, and on the very day of the receipt of an order, the goods are shipped. We also handle all the fashionable styles of the day as they appear upon the market, so that a dealer in need of a pair or two for a special customer can have them by return mail or express.

What do you need right now?

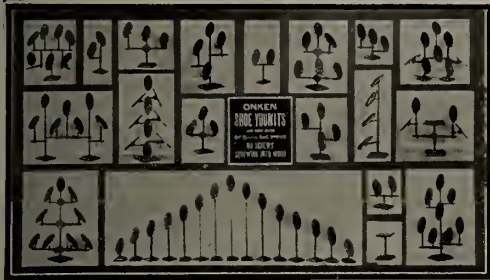
Waterbury & Rising

Limited

St. John, N.B.

ONKEN IMPROVED AND RECONSTRUCTED YOUNITS

BESIDES THESE 4 WINDOW TRIMS THERE ARE 496 MORE IN THIS SET OF GENERAL STORE FIXTURES



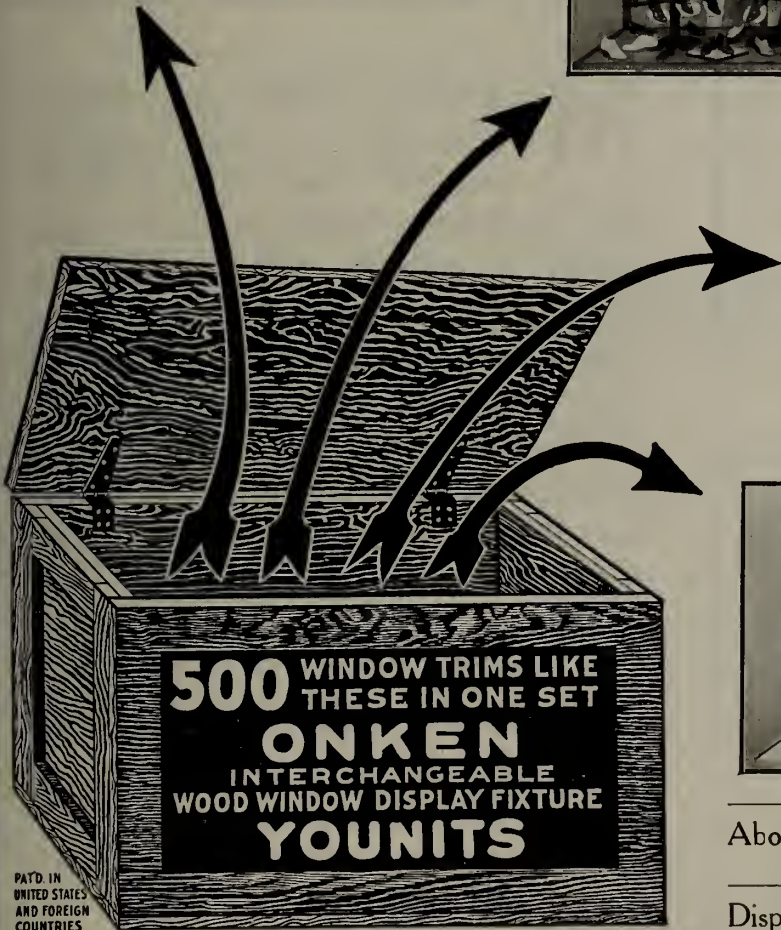
Full Set No. 101

\$43.⁷⁵

Half Set No. 101½

\$25.⁰⁰

F.O.B. Hamilton



—This Means Each Trim Costs You About 5 cents.

—This Also Means That This Set of Display Fixtures Will Last 10 Years. We Guarantee This Since the ONKEN Interchangeable YOUNITS Have Been Very Much Improved and Reconstructed.

They Are Now Made With "No Screws Screwing Into Wood."

Catalogue on Request.

THE OSCAR ONKEN CO. 5921 Fourth Ave. Cincinnati, Ohio

ADDRESS ALL CORRESPONDENCE TO CINCINNATI

Stock Carried in Hamilton, Ont., England and Australia

ORDER THRU YOUR JOBBER OR DIRECT—IMMEDIATE SHIPMENTS

PAYD IN UNITED STATES AND FOREIGN COUNTRIES

McCready—

Fashionable Shoes

Spring 1916

*Wait for
the
McCready
Salesman*

M^cCREADY Shoes for Spring 1916 cover a wide range of models. Each shoe is built for a definite purpose, each shoe fulfils a definite style expression. Among the many models for Spring showing there are certain ones which your individual customer will desire. Each model will give that person 100% satisfaction. McCready Shoes for spring include the most up-to-the-minute lasts and styles. They express style without shouting it—they possess quality and they prove it.

Let the McCready salesman show you!

McCready Shoes

Quality First, Last and Always



Passing By



Passing In

There has never been a time when Store Fronts played such an important part in retail Stores—never have they been so necessary.

There has never been a time in the history of retailing when modern Store Fronts were so productive of sales.

And there has never been a time when a modern KAWNEER STORE FRONT could cash in so quickly as this year—today. Never before have Store Front investments paid such enormous dividends.

Don't wait — don't let your competitors take your chance — don't look by this opportunity to put your Store on a new and firmer foundation. Every person that passes by your Store without even hesitating is a lost opportunity. Remember, the passing foot-steps don't pay profits — it's only those that cross your threshold. Your Store's success is told by the number of people that enter and buy, not by the number who go by.

If there was ever a time to tear out that old Front and put in KAWNEER, that time is now—don't even wait till "next year."

Think of the army of other retailers who are making money on the 40,000 KAWNEER STORE FRONTS that today stand. You know many of them—just step inside of their Stores and ask what they think — what they know by experience. Figures will be their answer.

And You Need the Best, Too

When you put in a new Front don't try to satisfy yourself with "just a new Front" — make your investment pay big. Put in an

individual, KAWNEER STORE FRONT — one that will tell your story truthfully and forcefully.

Since 1906 we've worked with retailers in designing and constructing their modern Store Fronts—their experience has been ours and we honestly believe we are qualified to help you.

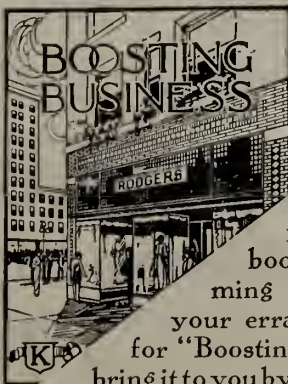
Why let "Jones' new Front" fill your requirements — why let his Front satisfy you? Your Front must fit you — your business and none other.



Store Front Book

Don't take another step in the consideration of your new store front until you know what KAWNEER STORE FRONTS have done fully 40,000 times — until you know of this construction which is permanent, built on practical mechanical principles, is attractive, provides for the ventilation and drainage of your show windows, allows the greatest glass expanse, is bright and clean-cut, and one whose upkeep expense is absolutely nothing. Learn about KAWNEER STORE FRONTS—they are built to fill your requirements—to make you money.

This complete information together with actual photographs and drawings of many of the most successful big and little Store Fronts in the country are contained in "Boosting Business No. 25"—it's a Merchants' book printed for you to read and profit by. It's not a book on window trimming nor a picture book for your errand boy. Just a card for "Boosting Business No. 25" will bring it to you by mail without obligation.



Kawneer
 Manufacturing Company
 Limited
 Francis J. Plym, President

Dept. R, GUELPH, ONTARIO

Comfort
Durability



Appearance
-and then Price

Most men consider comfort, durability and appearance first.

Tebbutt shoes possess all these desirable features in an unusual degree—and then the price is right.

The Doctor's Shoe combines perfect comfort and conservative style with a sensible last. The antiseptic lining and middle sole of thermal asbestos prevent excessive perspiration and assure the natural temperature of the foot in any weather. Furthermore the Doctor's shoe is absolutely waterproof.

The Professor Shoe is an easy seller. It's quiet dignity and conservative style plus solid comfort appeals to professional men. Soft, pliable kid leather—a sensible shaped last—a medicated and cushioned innersole—these are the reasons why the Professor Shoe makes walking a pleasure and prevents the many discomforts of ordinary shoes.

Order a trial shipment from your jobber or have his salesman call.

Let the shoes themselves "prove up."



Tebbutt Shoe & Leather
Company, Limited

Three Rivers, Quebec

It is done

Nine do it

Distributing Houses

Joseph I. Meany & Co., Inc., Phila.
 The Rice & Hutchins Chicago Co.
 The Rice & Hutchins New York Co.
 The Rice & Hutchins St. Louis Shoe Co.
 The Rice & Hutchins Baltimore Co.
 The Rice & Hutchins Cleveland Co.
 The Rice & Hutchins Cincinnati Co.
 The Rice & Hutchins Atlanta Co.
 The Atlas Shoe Co., Boston, Mass.

Philadelphia, Pa., July 16, 1915.

Messrs. Rice & Hutchins, Inc.
Boston, Mass.

Gentlemen:

You wanted to know about our ability to fill Educator orders.

This morning one of our men handed me an order taken in the city yesterday for 321 pairs of Infants' and Children's on different lines of Educators, and the order was filled complete, with the exception of one pair, and that on a line which is indifferently Carried.

As a rule it is an exception when we do not fill Educator orders on the dot, and this is an evidence of how close it can be done.

Yours truly,

JOSEPH I. MEANY.

Rice & Hutchins Chicago Co.

231-233 West Munroe St., Chicago, Ill.

Wholesale Distributors of Rice & Hutchins Shoes for Western Canada

The Best
There is
at \$4.00



Drummond Shoes

Our individual working conditions make it possible for us to produce the best value on the market in a \$4.00 men's welt.

The lasts and patterns in this remarkable shoe are as up-to-date as those shown in our higher class footwear.

Our \$5.00 line is also a profit making one for the retailer as it embodies all the newest ideas and lasts.

All Drummond shoes have a clean cut appearance which makes them favorites at a glance.

You should sell Drummond Shoes.

Drummond Shoe, Limited
Drummondville, Que.

Brockton Shoes

Announcement!

By concentrating our energies we have been able to produce honest and durable men's shoes for \$4.00—with the embodiment of stylish and comfortable footwear.

Slouchy looking shoes are caused by being taken off the last before the soles are perfectly dry. The shoe becomes baggy when worn a short time. Brockton Shoes are kept on the lasts long enough for them to keep a permanent shape.

Foot comfort is another feature of Brockton Shoes.

We make them with plenty of toe room, yet with regard to appearance. Our shoes will have every cent's worth of value crowded in them that skill and efficiency can give.

The Only One Price Shoe in Canada

Opportunity leads to this Trade Mark



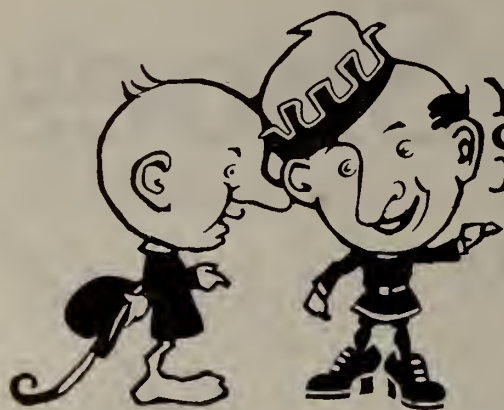
Our plan is to establish agencies in every town in Canada. Large cities will be divided into districts. We will be pleased to communicate with you or send one of our travellers to you on receipt of a postal card. Our proposition will allow you a fair profit and we will be glad to explain its distinctive features to you. Our travellers will leave on the 15th of August with spring samples. Your inspection of these will make you one of our agents.

Sold for You to Make a Fair Profit

Exclusive Agencies Given

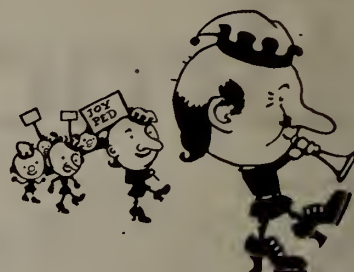
The Brockton Shoe Co., Limited
349 St. Paul St. East, MONTREAL

Made in Canada



You
can
Join

the happy crowd
of Joy-peds who
sell and wear the



Tally-ho

IT takes all kinds of people and all kinds of propositions to make up a world.

This is a new deal—that will please a good many. Perhaps it will suit you.

The New Tally-Ho Shoe for Men—with the Corset Arch Support—is an advertised one-price shoe that will be sold through the jobber.

The new plan is a winner.

Arrangements have already been completed with the firms herein mentioned—for the handling of the new Tally-Ho for their respective districts. As soon as arrangements are completed for other districts the names of the other Tally-Ho jobbers will be announced in the trade papers.

Wholesale Distributors for Tally-Ho Shoes:

Blachford-Davies & Co., Toronto—Distributors
for Ontario

Kilgour-Rimer Co., Winnipeg—Distributors for
Manitoba and Saskatchewan

J. H. Larochelle & Fils, Quebec City—Distribu-
tors for Eastern Quebec

Write them for catalogues and information.
Samples ready to show Sept. 1st.

The Tally-Ho Shoe

24 STYLES 6 SHAPES
ALL LEATHERS

An American shoe—put together
in Canada.

Made in conjunction with one of
the largest shoe manufacturers in
the United States—Messrs. Huck-
ins & Temple of Boston—who are
responsible for the shoes being
made up to the style and finish of
the American Shoe.

American style—plus British wear
—with a big saving in customs
duties.

Tally-ho Shoe Co.

Registered

132 Lincoln Street
Boston

491 St. Valier Street
Quebec



An Invitation for You

to come to Toronto during annual Exhibition, and to make our warehouse your headquarters during your stay in the city.

Our travellers will be at home to meet their respective customers when we shall offer for sale a large range of seasonable goods at specially reduced prices.

In past years the trade who have availed themselves of our annual sale have found it to their advantage.

We hope to have the pleasure of meeting many of the Trade at our warehouse.

White Shoe Co.

48 YORK STREET

Near Union Station

TORONTO

“Vassar”



—Distinctive in Style
—Unusual in Quality

**Minister Myles Shoe
Company, Limited
Toronto**



The Extensive Line of
LAWRENCE

LEATHERS



Juniper Sole Leather

CALFSKIN

Gun Metal Calf, Tan, Black and Colors.
 Gun Metal Veals, Tan.
 Duro Calf, Black and Colored.
 Duro Mat Calf.
 Weilda, Ooze Calf in Black, White, and 26 colors.

SPLITS

Black Wax.
 Flexible.
 Natural.
 Cropped Goodyear.
 Pocket-Book.

SHEEP LEATHER

Colored Sumas, 35 Shades.
 Mole Sheep, Flesh Finish, Black, White, and 20 colors.
 White Alum, Grain and Flesh Finish.
 White Chrome, Grain and Flesh Finish.
 Dull and Glazed Blacks.
 Chevrita (Chrome), Mat and Glazed.
 Jacket Leather.
 Belt Leather, Black and Colored.

SHEARLINGS

Standards.
 Clipped Colors.

WELTING

Side Welting, Black, Brown, Union Grain and Buff.
 Hub (Pigskin) Welting, Black and Natural; Goodyear and McKay.

HUB PIGSKIN SOLE LEATHER

SIDE LEATHER

Black Diamond Chrome Patent.
 Black Diamond Lastwell Tipping.
 Nubuck, White and 11 Colors.
 Lawrence Grain, for storm boots and Army shoes, Black and Tan.
 Equipment for Accoutrements.
 Pocket-book Grain, Black and Colors.
 Black Bag Grain.

GLOVE LEATHER

Domestic Dips
 Alum Grain Suedes
 A. C. L. Chrome.

Aclotans
 Chrome Suedes

CUT STOCK

Juniper Soles, Women's and Men's.
 Women's Pigskin Taps.
 Women's Flexible Split Taps.
 Women's Flexible Insoles.
 Women's Hub Counters for Turns, Goodyears and McKays.

MISCELLANEOUS

Black Diamond Finishes, for finishing Black Diamond Lastwell Tipping and repairing damaged Patent Leather Tips.
 Nubuck Dressing, a cleaning powder made especially for Nubuck, in White and Colors to match each shade of leather.

A. C. Lawrence Leather Company

Boston

New York Chicago St. Louis Cincinnati Rochester Gloversville

McLaren & Dallas

30 Front Street West, TORONTO, ONT.

Come in and get Acquainted

It will be worth your while to come in and see us during the two weeks from August 30th to September 11th. We will have something to show you that will make you feel glad and that will add something to your bank account. Our out-of-town salesmen will all be "At Home" and their time will be at your disposal.

Canadian National Exhibition

The Exhibition will be greater and more interesting than ever this year, and a splendid opportunity presents itself for you to combine business with pleasure.

This year more than ever before, you will profit by buying from us as our stock of all lines in Leather, Felt, and Rubber Footwear is unusually varied and complete, and we are in shape to make shipments at once, on receipt of your order.

We thank our many friends for their hearty support and trust that a visit will strengthen our business bonds.

The "Big Four" brands of RUBBER FOOTWEAR

Kant Krack, Dainty Mode,
Royal, Bull Dog

Always in stock for immediate shipment.

THE IMPERIAL SHOE

Made in all fine leathers, Goodyear
Welts and McKay Sewn.

BEAU BRUMMEL

Superior quality Goodyear Welts. All
with last minute touch.

BEAVER BRAND

An extra fine line Men's Goodyear
Welts.

MAPLE LEAF BRAND

Solid Leather working shoes, every
pair guaranteed.

VARSITY BRAND

Men's, Boys', Youths', Medium Fine
Shoes, McKay Sewn.

LITTLE CANADIAN

An extra fine line of Misses' and
Children's Shoes.

The SPORTSMAN Boot

Made in Chocolate Calf, Pearl,
Black and Smoked Elk.

The Famous

"WITCH-ELK"

Hunting and Sporting Boots.

ELMIRA FELTS

English Slippers.

Progress of "The Classic Shoe"

This announcement was sent out to the trade in July 1903, when the name was first adapted to the line.

This name has taken with the public better than any other adapted to a shoe, without an expensive campaign of advertising, which would naturally detract from the intrinsic value that the public have received in these shoes.

"The Classic Shoe" for Children.

TO THE TRADE.

Gentlemen:-

We herewith take the liberty of drawing your attention to "The Classic Shoe" for Children, a name we shall endeavor to bring prominently before the public.

In making this line we had in view the demand for a better and finer grade of children's footwear than is at present manufactured in Canada, and as a result we have now without an exception the completest and most modern line of samples ever shown by a Canadian maker. We have taken special care in securing for the making of "The Classic Shoe" only the best quality leather, stitched with best quality silk, of best oal-tan sole leather and made by workmen skilled to the highest degree in the art of shoemaking.

Our Spring Samples, which are now ready, show some very new and attractive novelties, including a Misses' and Childs' Colonial Blucher made from patent colt with dull mat kid-quarters on Ryswick last; Favorite Tie in Vici kid, red, chocolate and patent kid with plush insertion tongue; Misses' patent colt Bals., dull mat kid quarters with a natty insertion of plush, single sole McKay on Orthoepedic last; Youths' patent colt, Velours calf and Dong. Bals and Butt. heel or spring, on Duke last.

The above are only a few specialties but it will give to the trade (those already our customers as well as those who ought to be) a faint idea of what we are making in "The Classic Shoe." We also carry our usual line ranging in price from \$4.50 to \$15.00 per dozen.

Our traveller, *Mr. C. Chamberlain*, will call on you in due course.

Don't be in a hurry to place your spring order. You will see the latest and best ("The Classic Shoe") in lots of time, and you will admit they were worth waiting for. Trusting you will place your order for "The Classic Shoe," thanking you in anticipation of same, and wishing you a prosperous season's trade,

We are,

Yours truly,

GETTY & SCOTT.



28 "Service" Branches Throughout Canada

**Canadian Consolidated
Rubber Co., Limited**
Montreal, Que.



"STABILITY"

No matter how extensive your Rubber Footwear requirements may be, we have an unrivalled experience, unequalled resources, and the financial stability to handle your order with maximum efficiency.

And, furthermore, what is equally true—no order is too small to warrant our prompt and careful attention.

Our line-up is complete, our quality is unexcelled, and our prices are right. Let us show you what we can do.

It is our desire to serve you.



**Canadian Consolidated
Rubber Co., Limited**
Montreal, Que.

28 "Service" Branches Throughout Canada



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 - Tel. Main 2299 - Room 119, Board of Trade
WINNIPEG - Telephone Garry 856 - 302 Travellers' Bldg.
VANCOUVER - Tel. Seymour 2013 - Hutchison Block
NEW YORK - Tel. 3108 Beekman - 1226 Tribune Building
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent St. 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. 5 August, 1915 No. 8

Fishing Without Bait

Did you ever hear the story of the old fisherman who sat on the river bank all day dangling a bare hook in the water. When asked why he didn't put on a worm he replied: "The fish are too ——— scarce to make it worth while using bait."

How does that strike you as a business proposition? Wouldn't you advise that man either to fold up his rod and go home or—put on a nice fresh, lively earthworm? Of course there were a few fish in that river or he would not have been sitting there on the chance of getting a nibble. The story goes that another chap, a novice, who had just sense enough to use a nicely perfumed bait, came along and got the fish from under his very nose.

There is a moral in this for the shoe retailer to-day. Business does not come as easy as it did three years ago. The next year will see a gradual thinning out of the weakly ones—the fellows who sit on the bank hoping, against their better judgment, that business they don't even take the trouble to ask for will come their way. It won't. Fellows who use the big worms will get all the business there is—enough to sustain life if nothing more. There is need to-day, if ever there was, or will be, for the retailer to make

a noise that the casual buyer will hear. Advertise in some way. Keep yourself in the public eye. Remember the fish are scarce and the man who doesn't bait his hook will go hungry himself.

This is a time that calls for extra tact with customers, extra care in fitting their footwear, extra attention to their general comfort so that they will want to come back, extra consideration of employees. Salesmen too owe it to their employers to give a little better value for their wage than in normal times. Keep the store attractive and your windows talking for you. The secret of successful fishing is "plenty of good fresh bait."

* * *

Encourage Your Salesmen

The managers of boot and shoe stores have adopted various methods of encouraging their clerks to increase their sales. Some consider the commission system an excellent policy, allowing the clerk a certain percentage on every sale. Others resort to the spiff or P.M. plan to a larger or smaller extent, either as an incentive to push slow-moving stock, or to stimulate sales generally.

A large United States concern recently adapted the profit-sharing scheme to the selling of footwear, which works out as follows,—The firm first determined upon a certain amount as a standard of the total monthly sales of each clerk (varying, of course, in the case of the employees in the different departments of the store), which was calculated to represent approximately the sum every employee should receive in order to cover expenses. A careful record is kept of the sales of the staff, and at the end of the month statements are drawn up, indicating exactly the total sales made by every employee. At the end of six months these sums are added together and compared with the above-mentioned amounts, which were fixed upon in advance as necessary to meet operating expenses. If the former exceed the latter, that is to say, if the clerk's receipts represent a profit over the cost of doing business, he receives a certain percentage of the net earnings on the total sales, this percentage being determined by the relation of his total sales to the figures estimated as requisite to cover expenses.

It is said that this profit-sharing plan has produced very satisfactory results and has proved an effective means of stimulating activity and enthusiasm on the part of the sales force.

* * *

Make It Pay Your Dividends

It is an exceedingly difficult matter to impress upon many retailers the importance of giving more attention to what are apparently secondary considerations in connection with their stores. Practically every retail shoe merchant carries a line of findings. Why not handle this line in such a manner as to make

it a really paying proposition, instead of a "necessary evil?"

Try to get away from a monotonous repetition of the same arrangement of your findings showcase day in and day out, and display more taste and symmetry in trimming it. For instance, it is the usual thing to see the polishes in the bottom of the case, then arch supports, bunion pads, heel cushions, and so forth, on the top shelf, with buckles, ornaments and laces on the top shelf. Exercise some originality and change the appearance of the findings arrangement frequently and you will be surprised how much more helpful this will prove in selling them.

Furthermore, always keep your findings "department" in mind when you are making sales of boots or shoes. Often a discreet and tactful suggestion will induce a customer to purchase arch supports, bunion pads or a tin of shoe polish, though he may have no intention of buying them when he came into your store. Take advantage of any opening to turn the conversation on findings,—it is a mistake to push them too strongly, and you may lose the opportunity of a sale if you do not approach the matter tactfully or if you try to foist upon the customer something he feels he does not want. It is often easy for the clerk to make a sale of polish or a pair of laces by referring to the proper care of one's shoes; and the customer who suffers from some foot ailment, such as a metatarsal weakness, may frequently be persuaded to purchase arch supports when the salesman expresses his sympathy, speaks of similar cases which have come to his attention in the past, and suggests the proper remedy for such a complaint.

Give more attention to findings, remember the importance of patience and good judgment in selling them, and you will find that it is a comparatively easy matter to make this end of your business very interesting and profitable.

* * *

Suggestions for Spring 1916

On Wednesday, July 14th, the Conference Committee of the National Shoe Retailers' Association, the National Boot and Shoe Manufacturers' Association, the National Shoe Wholesalers' Association, and the National Last Association, held a meeting in the Hotel Astor, New York City. The meeting was largely attended and, as a result of the discussions and the fund of information furnished by the various interests represented, important suggestions were formulated to assist in the manufacture and purchase of footwear for next season. The report which was drawn up by the Conference Committee is as follows:

At the conference of the duly appointed representatives of the National Boot and Shoe Manufacturers' Association, National Shoe Wholesalers' Association, National Shoe Retailers' Association and of the American Last Association, appointed to be held at

the Hotel Astor, New York City, July 14, 1915, to consider the trend of shoe styles for the spring of 1916, the following suggestions to the trade were unanimously adopted:

Women's Shoes—Leathers.

The leading leathers for safe buying in the order of popularity will be: Dull Calf, Glazed Kid, Dull Kid, Patent, Dark Tan Kid.

Styles—Low Shoes.

Tongue Pumps, with and without ornaments.
Colonials with small tongues and buckles.
One, two, three and four Strap Effects.
Blucher and Lace Oxfords.
Gibson Ties with four and five medium-sized eyelets for ribbon laces.

Lasts.

Toes—Medium narrow, slightly receding, without tips.
Heels—15-8 leather Cuban and 15-8 leather Louis on welts; 15-8 wood Cuban Louis on turns.

Vamps.

3 1-4 inch will predominate.
There is an increasing tendency towards Turns and there will be a growing demand for lower heels.

Boots.

Light weight boots will be in favor, as in the past. Conservative novelties, with plain effects in blacks and subdued colors, will prove popular.
White shoes will be more popular.

Men's Shoes—Leathers.

In order of popularity the following will predominate: Dull Calf, Black Glazed Kid, Dark Tan Calf and Kid.

Styles.

Bals are increasing in popularity.
Bluchers still being strong in kid and staple shoes.
Oxfords, Lace and Blucher, will sell as usual for spring and summer.

For dress purposes three and four eyelet lace Oxfords in plain toes are becoming popular.

Lasts.

Little change in style of lasts, with the possibility of a tendency towards swing effects on medium narrow toe.

Heels—Extreme low heels with wide shanks are less in demand. The majority of shoes will be made with 8-8 and 9-8 heels.

Demand is increasing for kid shoes on stylish lasts. Novelties will be limited.

The conferees were gratified to note that there is less confusion in the trade to-day than has been experienced during the past year, and they unanimously recommend the foregoing styles suggestions with the assurance that early orders may be safely placed for the spring of 1916.

How Long Shall I Order Ahead ?

The question seems to be: Who is going to carry the risk of style changes, the manufacturer or the retailer?—Dealers show a rapidly growing inclination to shift the load to the shoulders of the manufacturer and jobber—A need for more favorable working conditions and larger profits—Viewpoints of a number of prominent retail shoe men

Twenty-five years ago "old-timers" recall the practice of the boot and shoe retailer going down to the manufacturer and purchasing "over the counter" his goods for the immediate future. Those were happy days in the footwear trade.

The change has been brought about largely by what is frequently called "individuality." This will do anyway for lack of a better word, and the blame must be placed somewhere, of course. By "individuality" is meant, presumably, that individual manufacturers and retailers developed styles for their own individual lines, getting away from the beaten path so as to produce something different. To obtain this exclusive result it was necessary to speak beforehand and the habit, naturally fostered by the manufacturer, has grown. For the latter it has been, possibly, a necessary condition, for the Canadian manufacturer has had more or less of an up-hill struggle owing, in part, to keen outside competition. No doubt, also, all Canadians have been influenced by the propaganda of "protection" so long carried out in favor of our manufacturers, and the retailer, as a loyal citizen, has borne his burden uncomplainingly.

But the stage of "protection" seems to be passing. Our manufacturers are now established and able to take care of themselves. If the retailers have been carrying more than their share of the responsibility in footwear trade this is no longer necessary, and it begins to look as if the dealer has awakened to a recognition of the fact that from now on his "charity begins at home," and that he will in future consider how any policy he may pursue is going to effect himself, first, and the manufacturer, second. This does not mean that there is any sign of less co-operation between manufacturer and dealer—quite the reverse—but it probably means that at last the dealer has "found" himself, has begun to think for himself, and formulate his own policies and, as a result, has come to the conclusion that he has been carrying a little more than his share of responsibility as to styles and patterns. So now he is going to give the manufacturer a chance to do the guessing.

Let the Retailer be Heard

There are, as we have said, two sides to this story, and the manufacturer is able to make out a good strong case for a continuance of the old order of things. It is also a fact that the manufacturer has much better facilities for making himself heard, and is better organized to press home the arguments which favor his side of the question. The retailer rarely speaks out. Perhaps he is not sure enough of his argument, but the most likely reason, we suspect, is that he is too busy trying to make a bare living to have any time left to spare on "talk." But he is beginning to act on his convictions, just the same, and we are pleased to be able to reproduce a good representative lot of opinions from some of the biggest men in the Canadian trade—and some of the littlest, too (in a financial way only, however)—all of which go to show

the rapid evolution that is taking place in the footwear trade all over our Dominion. We suspect the chaos of the past season, for which the manufacturer is blamed in some quarters, is largely responsible for this sudden upheaval, but be the cause what it may there is evidently an insistent and growing demand for manufacturing "in-stock" departments in Canada, a bigger call for jobbing houses and a general determination to place fewer orders in advance, and even then for much shorter periods. The argument that the retailer will find himself unable to get his stock when he wants it is not being taken seriously. The dealer apparently thinks that he can rely on competition and also that, as a last resort, he can fall back on foreign goods.

We cannot help feeling that the retailer is right. He has been taking tremendous chances in the past and often has lost out. At the best his profits are much below what he has a reasonable right to expect and if a change in his methods of purchasing will help to relieve the present conditions he is surely justified in making that change. We believe the retailers stand to benefit and we look to see this change in their policy of purchasing work out to their decided advantage. As one retailer aptly puts it, "they will be able to give their customers a better service, sell more goods and make more money."

Those Daily Style Changes

Here is what a retailer in a large northern town thinks of the situation. He believes the manufacturer is largely to blame for the frequent style changes:—

"We are certainly passing through abnormal times and to me it does seem strange that notwithstanding the awful commotion there is in the world, the manufacturers will persist in forcing the many changes of styles when the conditions of the times do not demand them. If there ever was a period when men and women should be sane it is the present. The war, so far as the human eye can see, is likely to be prolonged for many months, and conditions will be worse before they are better. For this reason there should be careful minimizing of all changes in styles and saner methods or co-operation between manufacturers and retailers. The wholesaler and manufacturer have exceeded all limits in their desire to cater to the trade, and if the producers go on introducing new styles, especially freaks and extras of every kind they will suffer more or less, because the retailers will refuse to place orders in advance and will only buy from hand to mouth in order to protect themselves."

Who Should Carry the Load?

The following two good typical letters come from the Maritime Provinces. They express an opinion that the retailer "carries the shoe stock" and thus saves the manufacturer. They intend to try out the reverse method. One reads as follows:

"If it were possible for us to buy our goods from day to day we would never order anything in advance.

"I can readily understand the manufacturers' view-

point of 'In advance as usual,' and why wouldn't he say so, for as long as he can get the retailer to carry the shoe stock of Canada he would be foolish to take a chance himself.

"In a month's time manufacturers' salesmen will be here selling us goods for next summer, and we will have to guess, not only part of what we think we want, but all of it. I consider this far too early to buy anything, let alone trying to buy all you need for the coming season.

"If we could order part of our goods in advance—I do not mean six to nine months, as now, but a reasonable time—and then get the balance of it when we needed it, we could give our customers a far better service, sell more goods and make more money."

Keeping "In-Stock" Departments

The other letter is more explicit as to the exact method he considers wisest to adopt in making purchases. There is, however, the same feeling that more caution must be observed and that the orders cannot be given so far ahead.

"Replying to your inquiry as to when I ought to buy or how far ahead one is justified in placing orders, I consider a dealer, having a definite idea of his probable requirements, should place orders for the greater proportion of his season's requirements as soon as the manufacturers submit their samples, with the exception of about two-thirds of his needs in women's boots and low cuts to retail from \$3.00 and up and one-half of what he will require in men's goods to retail from \$5.00 up.

"My reasons for placing staple and medium grade lines is first to protect myself against probable advance in price, secondly, to insure early deliveries, and thirdly because I feel the manufacturer should have some consideration from retailers, enabling him to move correctly, anticipate his requirements in raw materials, and lastly, I believe he will supply better stock in making his early orders.

"My reason for refraining from placing orders early for balance of my requirements is that owing to uncertainty of styles and the rapid changes that have taken place in toppings, heels, patterns, lasts, etc., and I consider the time to buy these is about thirty days before opening of the season.

"This means I must go to the American manufacturer who stocks all his lines, as I do not know any Canadian manufacturer of fine goods who could supply from five to ten cases of fine goods, say Easter week, of strictly prevailing styles or up to the minute goods, and I feel unless Canadian manufacturers of fine goods change their system to one of stocking their lines that they will find retailers generally will place only a very small portion of their orders for fine shoes early, and that notwithstanding the increase in customs tariff, a large portion of Canadian shoe dealers fine goods orders will go to the American manufacturer."

The Small Dealer

A village retailer who has been driven by frequent changes in styles to order more frequently, also sends the following:

"I am in a small place and doing a small business and would prefer purchasing my stock as I require it. Am not in favor of so much change of style as it leaves us with too much old goods on hand, which is a great loss to the retailer. I believe in small villages frequent sorting is the best policy."

The opinions of a number of Toronto men were also

clearly expressed to representatives of Footwear in Canada. With possibly one exception it is evident that all are placing their orders with much greater caution than in previous years. One of the large Yonge Street dealers gave it as his opinion that buying in advance is merely a speculation for the retailer, though, of course, it is an advantage for the factory. Conditions in the trade are too uncertain to order far ahead, and competition is so keen among manufacturers that you can get along without it now. Has no special time for placing orders; may place an order once a day, sometimes once a week, or even once a month, according to trade conditions, sales, etc. Would be a good thing if the "in-stock" departments were developed here as they are in the United States. By adopting this principle a manufacturer can keep the wheels running when the orders are not sufficient to keep them busy, turn out a good supply of the "bread-and-butter," staple lines and be in a position to supply the retailer the goods he needs when he needs them. If such a system were developed it would be possible for the merchant to order, say, every Monday regularly. He believes that frequently this trying to push ordering far ahead often works out to the disadvantage of the manufacturer himself, in this way: the glib-tongued salesman often succeeds in getting an order from the retailer, but at the same time he has the future to consider. For instance, the dealer, though pretty fully stocked, is induced to place a further large order. Well, Brown, another decent chap,—traveller for X and Company, comes in and gets an order. Then Smith comes along. He, too, is a good friend of the merchant, and he does not want to refuse him an order. What is the outcome? When all these goods come in the poor fellow is almost overwhelmed and he says to himself, "I'll have to get rid of some of this stuff." So he takes a portion of this large order and returns it on some pretext or other with regard to its unsatisfactoriness, and the manufacturer must take it. There is no use demurring. If he wants to make the fellow pay for the whole shipment, he may "bust" him and not get a decent percentage of the cost at all. And then again, if he refuses to take them back he runs the risk of not getting,—in fact he can pretty well count on never getting,—another order from that chap. So he has to "grin and bear it." Along comes a departmental store representative to the manufacturer and asks him if he has any floor goods to dispose of. Well, this is the best outlet for this pile of returned merchandise, so away goes the order of boots,—invoiced at perhaps \$3.00 per pair—at about \$1.75, and the manufacturer is out of pocket the difference.

This dealer says he rarely orders from jobbers. They cater to a different trade and to out-of-town dealers. Orders from manufacturers just as he needs the goods. With women's styles it is especially difficult to order ahead—styles change so rapidly.

Placing Orders Later

One of the oldest dealers in the centre of the city of Toronto, who has seen many changes in the footwear trade, states that retailers are certainly placing their orders later now than they used to. The reason for this is essentially the present-day conditions, which are unfavorable in the footwear trade, as in all other businesses. Whereas people would not hesitate to pay \$5 or even \$6 for an article, they would not now think of paying this amount,—they are not in a position to. This stringency would be practically as bad were there no war at all. Retailers would place orders

five or six months ahead some time ago, but now they are afraid to, not because they fear style changes so much, but because they do not know how much stock they can dispose of, and they would rather pay the jobber 5 to 7 cents more on each pair of boots than run the risk of having stock accumulate on their shelves owing to its non-sale. Jobbers have come more and more into the limelight and manufacturers throughout the United States, and to an increasing extent in Canada, have added in-stock departments from which the retailer can order for practically immediate delivery. Just placed an order the other day,—a trial order,—with the in-stock department of a Canadian firm, and they guaranteed deliver in three weeks' time. Retailers have thus been able to be very careful in placing their orders in advance. Has himself placed only a small percentage of his orders for fall goods. This order was for a pattern of which even the lasts are not made yet, and was placed a month or so ago. The advantage of placing this ahead is that this particular style will not be marketed to the trade generally by the manufacturer until October or November; by ordering when he did, he will have preference over others and will have the goods shipped in September. Does not think that the change of styles is an important factor. At all events, these changes are chiefly in spring and summer goods, and not in fall and winter footwear. Moreover, the manufacturer is by no means trying to put a number of new styles on the market; it is as much to his disadvantage as to the retailer's and the fact that in the United States manufacturers have come together to devise means of eliminating freaky patterns and pushing staples proves their attitude towards this matter.

Oust the Freak Styles

Practically the same sentiments were expressed by a prominent dealer in the east end. His policy is to place orders for some of his goods ahead,—you can't help it, and must place in advance with the manufacturers in Canada, except such firms as have satisfactory in-stock departments. This idea is well developed in the States, where they constantly advertise that they keep such and such styles "in stock." This dealer carries a great number of lines. Some of these he orders well ahead from the manufacturer. But the bulk of his stock he gets from jobbers or manufacturers with in-stock departments. Remembered the time, 23 or 24 years ago, when they used to go down to the manufacturers and say, "Give me — pairs of Dongola,—patents, — calfs," and they would get them at once. That was the situation that was satisfactory for all concerned,—retailer and manufacturer alike, and it would be a mighty good thing for the trade if staples would be established on a firm basis and oust these freak styles that are changing continually and are the curse of the business at the present time.

Order as You Need

Probably the biggest Yonge Street dealer in Toronto was very emphatic against placing orders in advance, and said:

"My advice to the retailer is not to order anything in advance, but just to order the goods as you need them. It is this ordering in advance and the imprudence of so many retailers in the past that has done so much to beget the demoralized situation in the Toronto retail trade which now exists. This is the cause of these continual sales, in which goods are sacrificed at ridiculous figures. The sure result is that the goods

will pile up on your shelves and what else can you then do but push them out at the best figure you can get for them. It stands to reason that when a man orders a big stock of goods, and has on his hands numerous full lines, he is more liable to find himself tied up with odds and ends of these lines than if he were able to order cautiously and judiciously as time goes on and the stock is sold. In his opinion it pays the merchant to spend 25 cents, or thereabouts, a pair more for shoes, and get the amount and sizes you want from the wholesaler, just as you want them, rather than as he used to do formerly,—place from five to six months ahead. If the retailers would only use more discretion in keeping his stock down he would not have to continually advertise, to cut prices, and resort to such means to stimulate business, but would just be able to sit back and let the business carry itself along and everything would run nicely,—in normal times, of course,—the confusion that exists now is unprecedented.

Depends on Class of Trade

Of course, much depends on the class of trade you cater to, and a Queen Street dealer, who has an exclusive trade—men only—still clings to the idea of ordering well in advance. He admits, however, that this would not do for certain classes of trade or for out of town dealers. He says he believes in ordering in advance. It takes a manufacturer from three to five weeks to turn out boots. Retailers and manufacturers should co-operate as much as possible in this respect. Retailers should order as early as possible, and the manufacturers of Canada should install in-stock departments extensively here as they do in the States and should take advantage of slack time to turn out goods they know to be good sellers and staple lines. This can be determined by the success the travellers are meeting with in these particular lines and their favor with the public. Then, for the minority of his footwear, the retailer is in a position to order as he needs them, and can count on getting them. Depends also on the class of trade you cater to. Retailers in the outlying parts of the city are supplied by jobbers, for whom certain manufacturers turn out goods expressly. Believes implicitly in the policy of ordering in advance. If you leave them till the last you will not get the same satisfaction. Does not consider that the matter of multiplicity of styles comes into the question at all. It is war conditions and uncertainty of turn-over that is the important factor.

Penny Wise

The man who stops his little ad
Is not so very wise, bedad;
Because his advertisements tell
The public what he has to sell,
And if his ad is not on deck
The people pass him up, by heck;
And none of them will hesitate
To trade with merchants up-to-date.
To stop your ad, we would remark,
Is just like winking in the dark;
You may know what it means, but gee,
Nobody else can ever see.
So do not for a moment think
That when you cut out printers' ink
You're saving money on the side;
'Tis merely business suicide.

—Adv. World.

Toronto Shoemen's Association Progressing

The executive of the Toronto Shoe Retailer's Association, following their organization on July 7th, have held a number of weekly meetings and have appointed a "Constitution" Committee consisting of the president, Mr. Howard Blachford, the vice-president, Mr. Walter Burnill and the secretary, Mr. Ed. Cook. This committee will be in a position to submit a pro-

it to be the intention of the executive to consider most carefully how best they can serve the financial interests of their members.

Short Course in Merchandising

The shoe manufacturers of Burlington recently worked out an idea which promises to be of great value to the shoe retailers in that community. This consisted in presenting the retailers in Iowa, Illinois and Missouri with a short course in retail merchandising. The talent was secured from the ranks of business men who had spent their lives in successful merchandising and who are familiar with every system that has been tried out with success in the retail business. The sessions covered a period of three days and were interspersed with outings to various points of interest. Though the plan was financed and organized by the manufacturers and jobbers the retailers were given to understand that the course would place them under no obligation whatever and no attempt would be made to do business with those who might attend.

A fair idea of the value of the undertaking may be gathered from the following topics which were discussed: The competitive power of towns; retail accounting; credits and collections; buying; price cutting; salesmanship; what and when to advertise; store management; a practical accounting system for retailers; writing an advertisement; mail order competition; window trimming; window lighting; and, what is efficiency?

A new law went into force in the State of Ohio on August 1st requiring that every person engaged in orthopedic work must first pass an examination and take out a license at a cost of \$25.00. This law is specially aimed at shoe stores with an orthopedic department in charge of so-called specialists.



Mr. Walter Burnill, Vice-President.

visional constitution for the consideration of the members at an early date. Great confidence is expressed on all sides that the new organization will be the means of producing cordial co-operation among its members so that the Toronto footwear trade may be placed on a more profitable basis. Present conditions in the trade demand that the association shall have something more than social aims and we understand



Mr. Ed. Cook, Secretary.



Mr. A. Levy.



Mr. J. C. Bulreo, Treasurer.

FURTHER MEMBERS EXECUTIVE COMMITTEE TORONTO SHOE RETAILER'S ASSOCIATION.

How Much to Spend on Advertising

and how to spend it—The valuable experience of Mr. C. C. Cessna before the annual convention of The Iowa Shoe Retailers' Association—System and persistence

Before we can fully determine how much should be spent for advertising we must first appreciate an important underlying principle of advertising—keeping at it. If advertising is to produce permanent results, it must be continuous. It is repetition that makes reputation. It is better that a smaller amount be spent regularly than a larger amount spent hit or miss fashion.

Have an Appropriation for Advertising.

Every concern that intends to go into advertising should make an appropriation, and not spend money in a hand-to-mouth manner. Under the latter method you can not have an established plan, and a plan is just as essential to successful advertising as it is to successful house-building. With a definite plan outlining how you are going to spend your money, and how much you are going to spend, your advertising will be carried on with a purpose and not be done just as the weather, your moods or the influence of the advertising solicitor dictates.

Business Conditions which Must be Considered.

A number of conditions have an important bearing on how much should be spent for advertising—conditions that make it impossible to name any set rule that will apply to all cases. For instance:—

The new business must spend more money than the old established business.

The reputation of the old business or the reputation that is being built by the new business.

The location of the business .

The character and class of the merchandise or service.

Competition.

Amount of advertising done by competitors.

The profit yielded by the merchandise.

The desired frequency of stock turnover.

The confidence the public has in the concern.

The selling policy of the store.

There are probably others, but these will serve to illustrate that making an advertising appropriation is no off hand matter.

You are setting aside a certain amount of money to buy reputation and good will, indispensable factors to the successful business. The only question for you to decide is:—How much are these worth to you and how much are you willing to spend to get them?

Whether you arrive at the answer by percentage, or by naming a flat amount is immaterial, they are simply methods.

The percentage is usually adopted because of its convenience and because it keeps this outlay in line with the rest of the overhead expense. In the case of a large manufacturing concern making several articles that are advertised independently, and in the department store the percentage plan is the only feasible one, since each department is permitted to buy advertising on the basis of its sales.

Three Per Cent. About Right

There seems to be a current opinion that 3 per cent. of the gross sales is about the average amount to spend, usually figured on the previous year's sales.

That cannot be adopted as a fixed rule because there are innumerable instances at hand where the advertising runs as high as 12 per cent., and on the other hand as low as 1 per cent. The new business, for instance, that must get itself before the public quickly in the face of strong competition must cut loose with some very liberal advertising.

Three per cent. of the gross sales is an average basis on which to figure. This, however, should not include the cost of window displays. The concern doing business of \$50,000 a year, at this rate, would have \$1,500 to put into newspaper, direct mail and other advertising, which should give it a very fair amount of advertising.

The man who spends money for advertising must put into it more than dollars and cents. Too much advertising is bought on a purely dollars and cents basis, rather than with a view to the results desired. Much advertising is robbed of its force because buying good illustrations looks like an expense, because a piece of printed matter is starved till it has lost its vitality—the power to attract attention and get itself read.

When and Where?

Now, assuming that we have made an appropriation, when and where are we going to spend it?

First, let us go to our sales ledger and make up a graphic chart of the fluctuation of our sales; which are our busy months, and which are our dull ones. Then let us divide our advertising appropriation month by month according to our sales, making allowances for special general sales and setting aside a certain amount to cover unexpected advertising which nearly always can be depended upon to turn up. Then enter these divisions on your graphic sales chart. Your advertising can be allotted after the following fashion:—

	Per cent.
January	8
February	9
March	9
April	10
May	10
June	7
July	6
August	5
September	8
October	9
November	10
December	9

Then you have before you a concise analysis of your sales and advertising month by month.

Some contend that advertising should be just as heavy, or heavier, during the dull months. In my judgment that is a matter of merchandising. If you can offer extra inducements in dull months, then use liberal advertising. If you can't, then use an amount in proportion to your sales and save your money for the busier season.

Chart Your Stock Month by Month

The next step is to chart your stock month by month. There are certain articles that should be ad-

vertised at certain seasons, there are others that should be advertised every month. Go through your stock and make up a list of the things that should be brought before the public for each month in the year. This will be a great help to the busy man who has many other things to think about, and it will often prevent his overlooking good business-making opportunities. Enter on this same chart any regular annual sales that you usually have. Then you merely have to glance at your chart to know what is coming the month ahead and must be planned for.

Now that we have decided when and on what we are going to spend our advertising money, the next logical step is where are we going to spend it

Who Do You Want to Reach?

The first question to be answered is:—What class of people buy my goods?

Next:—How can I reach the largest number of those people in a manner that will produce sales for my business at the least possible expense?

Answer those two questions and you will have solved one of your biggest advertising problems.

The biggest advertising wastes we have can be laid at the door of these two questions.

Time is too short to attempt a lengthy discussion of these questions in this paper.

When we come to consider media we find many:—Newspapers, Circulars, Direct Mail Advertising, Posters, Street Cars, Movies, Enclosures, Bulletin Boards, Novelties.

All of these have merit, but the question that each individual advertiser must settle for himself, is, which

ones will carry my messages to my prospective customers the most effectively? Probably all of them will reach your buyers, but which will produce sales for you at the least expense.

For the retail advertiser the newspaper unquestionably stands foremost. It can be used to argue and convince where the painted board, the street car card and novelty, all valuable in their way, are best used for reminding and for straight display.

Circulars are best for the neighborhood store—or the store in the large city that draws only from a few blocks around.

If your appropriation is not large it is inadvisable to cover too many mediums or your advertising will be like the butter on the average restaurant sandwich—so thin you can't see it.

It is a pretty safe plan to consider newspapers, letters and enclosures, in the order named, and go into the others as you feel your appropriation will permit.

Must Give Good Support

It is better to concentrate your advertising in one or two mediums and get results than to stumble around from one to the other without giving any of them a fair opportunity to produce business for you.

Remember this, the success of your advertising depends as much on how you treat a customer's interest after you have aroused it, as it does on the method used to do the arousing.

Too much advertising is strangled by poor support. The advertising is expected to pull all the load, when windows, interior displays and the salesforce should work in strictest co-operation with it.

Can You Turn a Town Stock Three Times

Mr. I. L. Welch tells how to do it—Inspiring address before Iowa convention—Good buying, salesmanship, specialization, courtesy and advertising

Co-operation is the first thought that comes to mind. In the average town in Iowa the shoe business is handled by from four to eight general storekeepers, who take about as much pains to sell a pair of shoes as a can of baking powder. Merely hand them out! Each one has a handful of shoes that invoice about \$1,000. They all look alike, and, in fact, are alike. All E widths with possibly a few D's. Intimate knowledge of some twenty-six such stocks reveals the fact that the turnover will not average more than 1½ times, and if invoiced at actual value at end of each year or season, not a dollar has been made.

These stores are conducted by men, who as a rule, have little knowledge of shoe business. The speaker has purchased in part six such stocks, and found sufficient evidence to prove this statement.

That few men excel in more than one line is an old but true statement. Co-operation among these general store men is the first step towards the desired end.

Create Volume by Specialization

They should get together, divide the respective stocks and each fellow specialize in some one line.

The dry goods, the grocery, the clothing, and especially the shoe game, are each a business in itself. Specialization would result in at least ¼ to 1/3 greater volume of business in all lines. The country people like to be treated by a specialist, just the same as those in the city. This will give each a chance to render

better service. We are living in an age when store service counts for something toward success in any business, and particularly in shoes.

What constitutes store service

First. Knowledge of your merchandise; the materials used; the workmanship in construction; the purpose for which it is made; its fitting qualities and the ability to impart that knowledge to a prospective customer, so that he will appreciate and understand your knowledge of the goods you offer him.

Do You Give Your Customers "Fits"?

Second. The ability to fit feet properly. Many an order for shoes goes out of your town, because some mail order house can fit shoes by mail just as well as John Smith & Co., dealers in general merchandise, with his stock of staple shoes in all D and E widths. There are plenty of feet in every community that should be fitted in narrower shoes if, good wear and comfort are to be enjoyed. Statistics will bear me out in this, I believe, that one-fifth of all the shoes used in the rural districts are bought elsewhere for three reasons.

(a) Poor fits at the general store, shoes uncomfortable.

(b) Inability to get selection at the general store. The last 10 years has witnessed a great change in the knowledge of the ruralist as to style and quality.

Free mail delivery, good roads and modern methods of travel has been responsible for the change.

(c) On account of price. The speaker puts price last, for most rural people do not object to price if shoes suit, as to style and appearance.

Courtesy is undoubtedly one of the big points in country store service. Sales people who have learned the art of self-control, and who speak pleasantly to the most trying customers are especially valuable in turning a stock three times a year.

Salesmanship is sadly lacking in many rural districts, the idea too often being that to sell goods in a country store requires neither thought nor tact; that the country-folks don't know any better anyway. The speaker recently waited on a woman who had come from another part of the country. After being fitted with a shoe, size 6½ A, she remarked, that she was accustomed to trying on her own shoes; that the clerks in her former town merely handed her a pair of shoes, and told her that she would find a seat on a cracker box toward the rear of the store where she could try them on.

Join with the Townspeople in Local Affairs.

Sociability is another element in store service that makes people feel they are welcome in your store, whether in the market for a pair of shoes or not. Make your windows speak welcome by keeping them clean and well trimmed. But guard against making a loafing place of your store. It looks unbusinesslike, and often women will avoid your place if many men are loafing about. Make it a point to become acquainted with every citizen in your territory. Attend the public gatherings. They take pride in them, and will appreciate your presence. Remember their names, and as far as possible the size of shoe they need. The memorizing of sizes may be developed and is a valuable asset. It is a big help on busy days in making quick sales.

Know your stock. The speaker is well acquainted with a 17-year-old clerk in a small country town, who knows just what shoes in stock will fit a customer by the time he has the old shoe off; especially is this true regarding broken lots. At the end of the season the result is that broken lots are practically closed out without any sacrifice of price.

Guides in Buying

With the knowledge of your stock comes the art

of buying, which is perhaps the greatest problem the merchant has to contend with in the small town.

First. Buy short instead of long. Do not contract futures to exceed 50 or possibly 60 per cent. of what you expect to need. If leather goes up, advance the price of shoes.

Second. Buy standard makes that will fit and wear.

Third. Confine purchases as much as possible to manufacturers who maintain good "in-stock" departments. When a rush is on, do not become excited, and write house to duplicate original order on some one shoe, because you happen to be broken up on sizes. Rather, land on a similar shoe you have in stock, and push it. In sizing from stock departments, buy little and often. Do not be afraid of express charges, telegraph and telephone bills. They fade away as nothing compared to shrinkage in a lot of shelf warmers bought in October to be sold in May. Do not be afraid of a reasonable amount of A and B widths, sizes four to eight. They bring many a customer.

Novelties

Yes. Sweeten your stock with a few that are just getting ripe. Do not wait until they are ripe, for train may be delayed a few hours. Fix selling price so that when six pairs out of a dozen are left you can see daylight.

Don't continue to buy six styles of \$4.00 sellers, when past experience has demonstrated that you need only 4 styles. Use this plan down through stock, until you come to the \$2.50 grade, then buy two styles and sweeten them with the tag ends of higher grades.

Advertise.

Make the features of style and store service stand out prominently in all your advertising. Personal letters are good, especially with rural trade. Educate your community to believe and know that they do not have to go to the city to get first-class service. Talk foot comfort, talk fit, then deliver the goods when you can get them into your store, seek their confidence and keep it by delivering the goods. If you do not know how to fit shoes, hire someone who does and who will teach you the art. If you cannot shake off the moss of old fogyism, sell out to some one more progressive. Thus get out of way of the procession that is fast forming, to sell more shoes, and at better profits.

Shoe Dealer Holds Responsible Position

His importance as the connecting link between manufacturer and consumer emphasized, by C. A. Deer, retailer, in *The Shoeman*

Naturally the retailer, being the central link standing between the producer and the consumer, occupies the most critical position. He hears all the woes and wails of the manufacturer as well as the complaints and criticisms of the customer.

There never was a time when the shoe merchant was so lost in wonder and amazement as now. He looks on his stock as being in most cases far too large; then at the salesman's samples containing countless novelties—until he is dizzy. He is completely lost; his old-time confidence in his ability to select the "live ones" is gone; he sighs and says to himself: "What shall I buy?"

I ask, why all these deplorable, money-losing conditions? Why all this uncertainty, when we realize that the retail trade is also divided into three classes—namely: Cheap, Medium, High-grade? And to the middle class most shoe merchants belong. However, some merchants attempt to sell all grades of shoes under one roof, while others cater to only the highest class trade. Still others are content to sell only cheap shoes.

To decide the class of trade we will go after is the first important thing. Concentration and specialization on the lines to meet the needs of that trade are the next step. And here is where we approach the

vital point of contact between retailer and manufacturer, and wherein lies the solution of most of the ills of the shoe trade.

This relation between these two most important departments of our great industry should be as near perfect as twentieth century intelligence can make it. This relation is more than mere exchange of dollars for shoes. Still, the dealings between these two branches should be in every instance mutually profitable. Success to one means success to the other. Likewise, failure to one will result many times in failure to the other.

Every retailer should know personally every manufacturer with whom he deals. He should visit the factories where his shoes are made. He may learn something worth while, and, perchance, he may leave a helpful suggestion in the factory.

The manufacturer should, as far as possible, know his customers and visit the stores where his shoes are sold. He may find many opportunities to help the retailer.

These exchanges of visit would also serve to solve some of the problems both of the retail store and the factory.

Just now one of the mountains over which many retailers fear they cannot climb is frequently changing styles. "A style a minute" seem to be the schedule. For the protection of the retailer as well as the manufacturer, there should be a date set each season, after which no new style will be cut loose!

Let all new ideas be "canned" until the next season—thus giving the retailer a chance to sell what was the latest creation at the time his order was placed!

I dare say more shoes have had round-trip car rides this season than in twenty years past.

I firmly believe in placing orders in plenty of time to insure prompt shipments. Fall shoes should be bought not later than May 1st, and spring shoes on December 1st at the latest. The dealer can then demand early deliveries and get them. This, too, would give more time for following carefully the details of the order.

I remember one store where in hardly a season did the shoes come in as ordered. Some detail of the order was omitted altogether, or had gone through the factory entirely different. This was due to too little time between the placing of the order and the date of shipment.

I fear just now, while the war is raging and factories are grinding out army shoes by the million pairs, and the style artists are still dreaming of new creations (side-lace and back-lace combinations galore) that too many retailers are getting lost in the shuffle. I am a little afraid they are forgetting the staple shoes which will soon come into their own—the shoes that have always been the "bread-and-butter" of every shoe dealer; the shoes that will bring your customer back with a smile, and he says, "I want a pair just like these. I got them here more than a year ago."

After all, these facts stand out clearly:

The manufacturer really and truly wants to make good shoes

The retailer insists on selling good shoes.

The customer is anxious to buy good shoes.

So, success and happiness in the shoe game to-day are only attained when these three great links are properly and securely connected.

Had the right stuff in him

I had a call on Monday from an old reader whose story afforded me no little pleasure. Being on a holiday in London it occurred to him that he would like a brief chat on trade matters, and in the course of our conversation I gathered that he is one of the numerous shoemen who may be termed the lesser lights of the trade. Commencing business eleven years since with a capital of £60, he has steadily prospered year by year and built up a business which may not be capable of much further extension, but has served its proprietor exceedingly well. It is not often that one finds a retail shoemaker trading in a small country village who has a balance to his credit of over a thousand pounds. Yet my friend produced evidence which satisfied me that he is in that fortunate position. It may be that there are many businesses in which bigger results could be secured, and I know very well that many retail shoemakers have done better. But the man who can achieve such a result as I have named in a village having a population of about 4,000 surely has the right stuff in him. And it is refreshing to meet such a one when so many accounts of a different character come under one's notice. My friend has a project in mind on which he wanted a little advice, but which I must not disclose here. I merely record the incident for the purpose of encouraging those who are at times inclined to decry the retail shoe business as one of the most unremunerative trades a man can follow. But it has more prizes than blanks for men whose ideas are modest, provided they possess the quality which it is now the fashion to call push and go, coupled with perseverance and diligence. Boot retailing on a small scale may not enable its votaries to capture millions, but rightly followed it will bring a moderate competence.—Shoe and Leather Record.

Fine To-Day!

Sure, this world is full of trouble—

I ain't said it ain't.

Lord, I've had enough and double
Reason for complaint.

Rain an' storm have come to fret me,
Skies were often gray;

Thorns an' brambles halt me

On the road—but, say,

Ain't it fine to-day?

What's the use of always weepin',

Makin' trouble last?

What's the use of always keepin'

Thinkin' of the past?

Each must have his tribulation—

Water with his wine.

Life it ain't no celebration.

Trouble? I've had mine—

But to-day is fine.

It's to-day that I am livin',

Not a month ago,

Havin' losin' takin', givin',

As time wills it so.

Yesterday a cloud of sorrow,

Fell across the way;

It may rain again to-morrow,

It may rain—but, say,

Ain't it fine to-day?

—Douglas Malloch.

The Processes in Leather Tanning

Interesting information for dealers in leather products—No footwear retailer or salesman can afford to be ignorant of a subject so intimately associated with his trade

(Concluded from July)

Currying and Finishing

Currying and finishing vary greatly according to the kind of leather desired. Each tanner has his own method of currying and finishing his leather. We will, however, describe general methods for the best known leathers.

Currying of Harness Leather

The first process to which harness leather is submitted after being tanned and shaved is scouring. This is done on a flat board, on which the hide is placed so that a power-driven scouring stone goes back and forth over the hide to work down the grain. To make the leather pliable and give it longer life it is stuffed with heavy greases. This stuffing is done in drums in which the leather is rolled with the warm greases until it has absorbed them. A very thin surface layer of the grain is removed with a special knife or buffing slicker with which the workman goes over the hide. This is called buffing. It removes scratches and other defects from the grain. A blacking is now put on the grain side with a hand brush. The grain is smoothed down several times by jacking. The jacking machine has an arm with a reciprocating motion which draws a blunt steel blade or stone down over the leather under considerable pressure. The surplus grease is scraped with a dull slicker and a polish is brought up by brushing the leather with a revolving machine brush. The harness leather is now ready to be sorted into grades and sold by weights.

Collar Leather

Leather for horse collars is made in the natural tan color of hemlock or oak tannage. It has a full grain, i.e., the surface of the grain is not buffed off. It is made somewhat softer than harness leather.

Currying of Shoe Upper Leather

Fat-Liquoring—The dried out skins from the tannery are now leather, but they are hard and lifeless. Stuffing the goods with oils, fats, and waxes is necessary for the production of upper leather. The object of this process, called stuffing or fat-liquoring, is to coat the tanned hide fibres with the fats which lubricate them and render the leather pliable, and also to fill in the spaces between the fibres and thereby give weight and waterproofness. Fat-liquoring really is the replacing of the natural oils of the skin which have been removed in the liming and other processes. Fat-liquoring is generally done by drumming the leather in an emulsion of oils and soap in warm water. The materials used are neatsfoot oil, cod oil, tallow, stearin, ordinary soap, etc. These materials are allowed to penetrate the skins thoroughly.

Dyeing

At the same time as fat-liquoring, or afterwards, the skins are dyed black, brown, or any other color desired by solutions of natural dyestuffs or aniline or other dyes in water in which the skins are drummed. Some heavy leathers are only colored on one side. Then the colors are laid on with a hand brush.

Setting Out

Setting out, also called "putting out," 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. The process is begun on a machine, but completed by hand. The leather is laid on a smooth surface, usually a slab of marble or glass, and scraped over with a blunt steel blade, which stretches it out, and at the same time presses it close to the slab, to which it adheres. All wrinkles are thus removed. The leather is next dried in hot air tunnels. After this the skins are piled and allowed to remain for several days so that the fat-liquor will work through them and make them mellow and pliable. They are then wet back and piled down so that the water may permeate evenly all through, and are then ready for staking.

Staking

A mechanical softening and stretching 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 one, and block or two blunt blades set three inches apart on the extremity of the other. By the motion of the arms the skin is pulled out strongly while the operator holds one side. After each stroke the skin is released and shifted so that all parts may be stretched. The object of staking is to further soften the leather and to take some of the stretch out of it.

Tacking

Before the finish is applied to leather it is usually "backed" or stretched on boards while damp to pull out the wrinkles and get out all the stretch and to allow it to dry with a permanent shape. The skins are laid on the 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 on one side to hold the skin, and then both men seize the skin with their pincers or nippers, pull it out tight and pound in the tacks along the edge all the way round. At night the skins are dried by steam heat and the next morning are taken off the frames and are staked again to resoften them and then trimmed with scissors.

Buffing the Grain

Skins which have a particularly defective grain are now buffed or snuffed. This is done by removing with a knife a very thin surface layer of the grain or by holding the grain side against a rapidly revolving emery wheel. After buffing the grain side is brushed over with a combination coloring and filler.

Finishing

Leather at this stage has a dull appearance and no lustre. Those leathers which are not shined and which always have a dull appearance such as are used in work shoes may now be sponged with oils, measured, and sorted into grades to be sold. A good many leathers are boarded in order to give them a distinctive pattern.

The grain side is folded on itself and rolled under pressure with a cork surface board attached to the arm. This makes a square pattern on the surface when done up and down and from side to side of the skin.

Leather for dress shoes on which a bright or semi-bright lustre is desired must be seasoned and glazed. Seasoning consists in sponging the surface of the leather with a liquid dressing consisting of albumen, or some similar preparation which will coagulate with the heat of friction.

Patent Leather

Patent leather is chrome tanned, dried, fat-liquored, and dyed black as previously described up to the finishing process. Some of the grease given in fat-liquoring and some of the oil applied to the grain are not combined with the fibres, and unless removed will cause the varnish to slip over the leather so that finishing becomes impossible. Degreasing is best done by soaking the leather in naphtha, and then pressing out the naphtha and drying the leather. When ready for finishing the skin is spread out and tacked on a frame, and the varnish, which is mainly oxidized linseed oil, is applied with a brush similar to a paint brush. The skins on these frames are then placed in ovens so that the varnish may be baked on. Generally several coats of varnish are baked on the skin.

Glazing

After seasoning and drying leather is glazed. The glazing process brings up the polish in about the same way that a brush does on shoes. The skins are glazed or rubbed over with a glass cylinder under great pressure. This glass cylinder is placed horizontally in a pocket at the end of a long wooden arm, which is brought down over the skin by a connecting rod from the fly-wheel of the machine. The skin is laid over a slanting board and held there by the operator who shifts its position so that all parts of the skin come beneath the glazing cylinder which moves up and down

in a straight line, continually bearing on the skin with a heavy pressure. Some skins on which a dull polish is wanted are brushed over the surface with a revolving roller brush. Leathers on which a high polish is desired are sponged with finish, dried, and glazed several times in succession. If an especially smooth surface is desired the leather is embossed after the first glazing. This is done by placing the skin beneath the hot steel plates of a heavy hydraulic press. The last operation is sponging a light coating of oil over the skin.

Shoe upper leather is sold by the square foot and is measured by power-driven measuring machines. Each skin is passed through the machine and a dial on the machine indicates the measurement to one-fourth of a square foot.

Cutting the Upper Leather for Shoes

Shoe upper leather is received at the shoe factory from the tannery in bundles of one dozen skins or sides. When it is desired to cut shoe uppers from it, the skins are unrolled and laid on a cutting board. The cutter places on a skin of leather a pattern made of cardboard bound with tin. With a sharp knife he cuts the skins around this pattern into the shape desired, placing the pattern here and there on the skin to cut it up with as little waste as possible. In order to use leather to the best advantage a variety of patterns, large and small, are dove-tailed into each other on the skin. The centre of the skin along the back and especially at the butt end, is the best part. The flanks and neck run much coarser in appearance and looser in texture. They are put into the parts of the shoes which do not show so much, such as the tongue and back-stay. Linings of cloth are cut the same shape as the leather for the upper parts of shoes and are sewed to the leather. The remaining processes in connection with upper leather have to do with the sewing of the different parts together and attaching them to the soles.

Depreciation in the Retail Shoe Business

Outline of a system of account keeping that will fit the needs of the average dealer
—More than ninety per cent of "bankrupts" do not keep books

(Concluded from July issue)

A return now to the shoe business under consideration shows the situation at the end of the third period, February 28, 1915, to be as follows:

Statement for Third Period		
5—Net Sales	...	\$27,075.13
6—Inventory Mdse. Beginning Period	...	\$13,379.79
7—Purchases Mdse. at Billed Cost	...	16,853.77
8—Freight, Express and Cartage on Purchases of Mdse.	...	139.48
9—Total Merchandise Cost	...	\$30,373.04
10—Inventory of Mdse. End of Period	...	\$13,535.43
11—Less Discount on Inv. Mdse.	...	\$419.60
12—Less Depreciation of Mdse.	...	1,311.58
13—Net Inventory Mdse. End of Period.	...	11,804.25
14—Net Cost of Merchandise	...	18,568.79
15—Profit on Merchandise	...	\$8,506.34
16—Cash Discounts taken on Purchases of Mdse.	...	521.47
17—Gross Profit on Merchandise	...	\$9,027.81
44—Total of Expense Statement	...	6,227.28
45—Net Profit from Mdse. Operations	...	\$2,800.53
56—Total Interest	...	622.73
57—Final Surplus for the Period	...	\$2,177.80

A division of discounts by purchases, as before, yields an average discount taken of 3.1 per cent., which applied to the gross inventory gives \$419.60; this deducted from the inventory leaves \$13,115.83, which

with a depreciation of 10 per cent. deducted leaves a net inventory of \$11,804.25.

Again, although an apparently heavy depreciation cost of \$1,311.58 appears on the statement, it must be remembered that in fact this represents no real additional cost. On the contrary, it represents a decrease of \$175.06 from the previous depreciation charge of \$1,486.64. This is because by taking the inventory at billed cost the preceding depreciation is restored, just as the \$3 shoe originally depreciated to \$2.70 was restored to \$3.

The Profit and Loss statement of the Harvard System of Accounts for Shoe Retailers is on neither a strictly gross nor strictly net basis. It does not deal entirely with gross inventories or entirely with net inventories, but is a combination of both, utilizing the gross and net inventories so as to show the billed value, the depreciation, and the actual values. For example, Item 13—Net Inventory of Merchandise at End of Period—is net, and is carried as Item 6—Inventory of Merchandise at Beginning of Period—of the next

A Comparative Table of the Three Statements on Three Bases—Net, Gross and Combined

Item of P. & L. Statement	Net Basis	1st—Feb. 28, 1914	2d—Aug. 31, 1914	3d—Feb. 28, 1915
5 Net Sales		\$20,862.05	\$24,110.78	\$27,075.13
6 Inventory of Mdse. at Beginning of Period		\$00,000.00	\$13,276.44	\$13,379.79
7 Purchases of Mdse. at Billed Cost		28,836.00	17,259.20	16,853.77
8 Freight, Express and Cartage on Purchases		243.10	149.30	139.48
9 Total Mdse. Cost		\$29,079.10	\$30,684.94	\$30,373.04
13 Net Inventory of Mdse. at End of Period		13,276.44	13,379.79	11,804.25
14 Net Cost of Mdse. Sold		15,802.66	17,305.15	18,568.79
15 Profits on Mdse.		\$5,059.39	\$6,805.63	\$8,506.34
16 Cash Discounts Taken on Purchases of Mdse.		749.74	483.26	521.47
17 Gross Profit on Mdse.		\$5,809.13	\$7,288.89	\$9,027.81
Gross Basis				
5 Net Sales		\$20,862.05	\$24,110.78	\$27,075.13
6 Inventory of Mdse. at Beginning of Period (Gross)		\$00,000.00	\$15,145.38	\$15,294.68
7 Purchases of Mdse. at Billed Cost		28,836.00	17,259.20	16,853.77
8 Freight, Express and Cartage on Purchases		243.10	149.30	139.48
9 Total Mdse. Cost		\$29,079.10	\$32,553.88	\$32,287.93
10 Inventory (Gross) of Mdse. at End of Period		15,145.38	15,294.68	13,535.43
Gross Cost of Mdse. Sold		\$13,933.72	\$17,259.20	\$18,752.50
11 Discount on Inventory of Mdse., plus				
12 Depreciation of Mdse.	1,868.94		45.95*	183.71†
14 Net Cost of Mdse. Sold		15,802.66	17,305.15	18,568.79
15 Profit on Mdse.		\$5,059.39	\$6,805.63	\$8,506.34
16 Cash Discounts Taken on Purchases of Mdse.		749.74	483.26	521.47
17 Gross Profit on Mdse.		\$5,809.13	\$7,288.79	\$9,027.81
Combined Basis				
5 Net Sales		\$20,862.05	\$24,110.78	\$27,075.13
6 Inventory of Mdse. at Beginning of Period		\$00,000.00	\$13,276.44	\$13,379.79
7 Purchases of Mdse. at Billed Cost		28,836.00	17,259.20	16,853.77
8 Freight, Express and Cartage on Purchases		243.10	149.30	139.48
9 Total Mdse. Cost		\$29,079.10	\$30,684.94	\$30,373.04
10 Inventory of Mdse. at End of Period		\$15,145.38	\$15,294.68	\$13,535.43
11 Less Discount on Inventory of Mdse.			\$28.25	\$419.60
12 Less Depreciation of Mdse.	1,868.94		1,486.64	1,311.58
13 Net Inventory of Mdse. at End of Period		13,276.44	1,914.89	1,731.18
14 Net Cost of Mdse. Sold		15,802.66	13,379.79	11,804.25
15 Profit on Mdse.		\$5,059.39	17,305.15	18,568.79
16 Cash Discounts Taken on Purchases.		749.74	\$6,805.63	\$8,506.34
17 Gross Profit on Mdse.		\$5,809.13	483.26	521.47
			\$7,288.89	\$9,027.81

* Increase over the first depreciation and discount, and hence an increase in cost.
 † Decrease from the second depreciation and discount, and hence a reduction in cost.

statement. Items 6 and 13 then are net figures, but Item 10—Inventory of Merchandise at End of Period—is a gross figure from which the succeeding and inventory figure is obtained by deducting statements in a comparative table and on three different bases—gross, net, and combined—will show the resulting profit to be the same though the calculations for determining it are different. It will furthermore show how a reduction in the allowance for depreciation is in one sense a gain, just as an increase is a loss (see comparative table herewith).

The result of the three plans is the same. The difference lies wholly in the explanation of the profit. The net basis shows profit on merchandise figures as given without any book record of discount and depreciation on inventory, the record of these items appearing on the inventory sheets only. On the gross basis, depreciation appears at first when actually taken, and then on the difference only between that first depreciation and subsequent depreciations as needed by the differences in inventories. At the second inventory there was an increase in stock, hence an increase in depreciation represented by an addition to the previous depreciation. This was equivalent to an increase in cost and a consequent decrease in profit. At the third inventory just the reverse occurred. There was a decrease in inventory, hence a decrease in depreciation represented by a subtraction from the previous depreciation. This is equivalent to a decrease in cost, and a consequent increase in profit.

On the combined basis plan, a combination of the gross and the net basis is employed. This gives valu-

able records of actual and nominal depreciation for present and future comparison. It uses the net beginning inventory brought over from the preceding inventory, and thus gets the cost of merchandise correct at the start; and then, by using the gross inventory at the end, it shows both the depreciation for statistical purposes and the net inventory for the balance sheet. What appeared under the gross basis plan to be a gain through depreciation appears under this plan where it readily belongs, in the merchandise account. Merchandise really worth \$13,379.79 is charged up at that figure to the merchandise account, and not at \$15,294.68, as it was on the gross basis plan.

In other words, the difference is in the treatment of the inventory at beginning and of depreciation shown. The gross basis plan uses the undepreciated figure at the beginning, but the gross basis plan charges depreciation as a cost on increase of inventory only, whereas the Harvard plan shows depreciation on the entire inventory; and the result is the same under either plan, as the following illustration for calculating the net cost of merchandise sold (Item 14) for the second period shows:—

Calculation of Net Cost of Merchandise Sold (Item 14) for the Second Period

Gross basis plan	
Inventory at Beginning (gross)	\$15,145.38
Purchases of Merchandise	17,259.20
Freight, Express and Cartage on Purchases	149.30
Discount on increase in inventory (increase only)	34.47
Depreciation on increase in inventory (increase only)	11.48
	\$32,509.83
Less: Inventory at End of Period (gross)	15,294.68
Net Cost of Mdse. Sold	\$17,305.15

Item	Combined basis plan	
6	Inventory at Beginning (net) already depreciated	\$13,276.44
7	Purchases of Merchandise	17,259.20
8	Freight, Express and Cartage on Purchases	149.30
11	Discount on Inventory (entire)	428.25
12	Depreciation of Inventory (entire)	1,486.64
		\$32,599.83
	Less: Inventory at End of Period (gross)	15,294.68
14	Net Cost of Mdse. Sold	\$17,305.15

A summary of this whole discussion of depreciation in mercantile business is:—(1) After an allowance for depreciation has once been adequately made, so long as stock is of the same average age and of the same value at billed cost no further allowance becomes necessary—for the stock is maintained at the same ratio of cost to value, and the item of depreciation on the statement is not a cost but a mere deduction for what has been entered, for convenience, above actual value, in the gross inventory. (2) If stock has grown older, a higher rate of depreciation should be used, and the increase will be a new cost. (3) If, on the other hand, the stock is less old, a smaller percentage of depreciation will be required, and the decrease will be a gain. In this case, the profit of the business is partly in what was received from sales and partly in a greater value on the shelves for the same billed cost—a less depreciated value. (4) If the stock has increased, more goods are depreciating, and unless the increase was made at the end of the year (in which case the average age will be less and the preceding case will apply), the same percentage as before will be used; but since it will be used on a larger amount, the depreciation will be more and the increase will be a new cost or loss, taken out of the merchandise inventory. (5) If the stock has decreased, the old percentage applied to a small stock will give smaller depreciation, and the difference will be a gain—realized through a lower cost of merchandise sold.

Depreciation Heavy at First; Light Thereafter

If, therefore, as has been seen, depreciation in a mercantile business operates most heavily in the first few months of that business, then a fairly high percentage of depreciation on the first inventory and on subsequent increases only, over the value of that inventory is in accord with the facts. The figures already

*Mark-downs frequently represent depreciation taken between inventories, and do not differ in principle from depreciation allowed at inventory time to which the preceding discussion has been confined. A memorandum of mark-downs can be kept and the totals at inventory treated as Columns 1, 2, and 3 of the appraisal method are treated.

In fact, mark-downs often are an application of the appraisal method between inventories. If, for example, a shoe costing \$2, is marked up to \$3 (33 1/3 per cent.), and then marked down to \$2.50 and sold, the mark-down price of \$2.50 reduced by the average gross profit for the business, say 30 per cent., or 75 cents, would be deducted from the cost, giving a new cost after depreciation of \$1.75, which leaves a depreciation of 25 cents (\$2 minus \$1.75) or 12½ per cent. on the original billed cost.

Under the arbitrary percentage method of depreciation with a percentage of 10 this pair of shoes would have been reduced from \$2 to \$1.80, giving on this particular pair, according to the appraisal method, a depreciation insufficient by 2½ per cent. The selling of the shoes between inventories at the mark-down price will be a test of the mark-down value, just as entries in Column 3 of the appraisal method should be a test of the estimated values of shoes unsold at inventory time. If the above pair of shoes were unsold at stock-taking it might be inventoried at billed cost (\$2) and depreciated by the flat percentage of, say 10, or remain at the mark-down figure and be reduced by the average gross profit, or be classified by age and depreciated accordingly—depending on which of the three methods of depreciation is employed. These are described in Bulletin Number 2, and in this bulletin on pages 3 and 4.

given reflect these facts, for on the first statement the gross profit is seen to be only 27.8 per cent. of the net sales, increasing in the second and third statements to 30.2 per cent. and 33.3 per cent. respectively. Furthermore, in some ways in the first year of any business a higher rate of depreciation can be afforded since no old stock is carried into the business and hence, as only new goods are to be sold, there will be normally fewer mark-downs.* So stock carried over for the first time into the next season should be well depreciated. The periodical additional cost of depreciation thereafter will be small, as only increases in value or in average call for new allowances for depreciation. This is conservative and correct and makes a solid foundation for a dealer's business.

All the previous discussion and examples have been based on the first of the three methods of depreciation (a) arbitrary percentage method. The other methods (b) age-of-stock percentage method, and (c) appraisal method, would work out in the same way. The only difference would be in the method of securing the figure of depreciation, for the treatment of that figure, once secured, would be the same.

As a matter of fact, the appraisal method if not employed regularly should certainly be employed occasionally, to see that the percentage of depreciation customarily used corresponds with the facts and to provide for extraordinary depreciation. For example, certain portions of the stock may accumulate broken lines and end sizes to such a large degree that the ordinary percentage rate of depreciation can by no means cover the actual depreciation, and so a fair appraisal should be made. Furthermore, it should again be emphasized that this fair appraisal should be tested by frequent comparisons with records of actual selling prices of pairs appraised. Column 3 of the appraisal method is provided for these test comparisons.

Work!

When living has lost all its savor,
And loving has lost all its charm,
When Destiny frowns such disfavor
No deeds you may do can disarm;
When creeds you have leaned upon crumble,
And earth's one-time smile is a smirk,
Don't let yourself totter or tumble—
Work!

When yesteryear's errors return to
Vex you with ghosts of themselves,
And every last thing that you yearn to
Win out at is shoved on the shelves;
When lies stain your mail in the morning
And night hides untruth in its murk,
Don't sob or cry out: take my warning—
Work!

For he who has man-stuff behind him
Will triumph and still pay the toll;
Fate cannot defame him nor blind him,
Nor Care crowd the size of his soul!
Life takes no excuse for self-sorrow,
And Death is ashamed of the shirk,
So stick to the "straight and the narrow"—
Work!

Miss Margaret McEmery has been cobbling shoes, in a store on Bulfinch Street, Boston, for the past seventeen years. She began to work on shoes when she was sixteen years old.

Labor troubles in England

We frequently hear it remarked, and we agree, that the labor troubles in England under present circumstances are disgraceful. We do not consider that any provocation is sufficient at the present time to justify a strike or the cessation of any work which would thereby weaken us in our struggles with barbarous enemies. Matters at issue between workers and employees can be settled, surely, by other means, if not now, after the war is over and won. The following extract from the Shoe & Leather Record however puts the case for the workers. Evidently they have not been getting what we mean in Canada when we speak of "British fair play":—

In a letter to the Press dated the 10th inst. Mr. E. L. Poulton, general secretary of the National Union of Boot and Shoe Operatives, writes: "The question is continually asked why at the present time in the country's history do we find strikes and lock-outs constantly taking place? Despite the desire of my Union to avoid all stoppages of work, so far we have been unable so to do. There are, however, times when it is not possible to prevent them, owing to the attitude taken up by manufacturers. The following cases will, I venture to say, show some of the reasons why stoppages do take place. None of them happens to be in Leicester; they are, however, by no means the only cases, and will serve to show why it is not always possible, owing to the attitude taken up, to avoid stoppages." The cases referred to by Mr. Poulton are as follows:—

- (a) Men came out on strike because firm constantly put off proper payment of wages. I sent a registered letter to the firm about the matter, but they refused to take it in, and it was returned to me. Along with the general president, Mr. T. F. Richards, I waited upon the firm, and they still refused to take in the letter, and a lady clerk stated her instructions were that the firm would not see any trade union officials.
- (b) For many months we have been endeavouring in a certain district to bring about an agreement with certain employers. No notice was taken of our appeals, and ultimately the workpeople gave in notices to terminate their engagements. Along with a colleague, I waited upon the firms, with a view to seeing if we could settle the points at issue. The principal of one of the firms, as soon as he saw who it was, stated he had nothing to talk about, turned on his heel, banged the door in our faces, and walked away.
- (c) I arranged a meeting of women workers engaged with another Government firm, but as soon as the firm got to know they informed their employees on resuming work in the afternoon they would have to work overtime, although the workpeople had made no provision. The women were worked so late as to prevent them attending the meeting.
- (d) In this case we have been trying for months past to secure a settlement. It is a case in Scotland, and another of my colleagues called upon the firm, when they took him by the shoulders and put him into the street.
- (e) Having had a letter from the War Office stating a firm were paying, although I have evidence they were not paying anything like proper wages, I waited upon the firm. The son took us to the front door, spoke to his father, and then came back and snapped out the word "No," meaning he would not see us, and then slammed the door in our faces. I rang the bell three times to make sure there was no misunderstanding, but failed to secure an audience.

Mr. Poulton adds: "Under these circumstances named above I put it to any impartial mind that unless these firms are dealt with by the methods we do not wish to adopt at the present time they will take no notice. On the contrary, I hold all these firms—seeing they are Government contractors—should be compelled to deal with the properly and duly elected representa-

tives of the workpeople, when I am sure matters could be so arranged as to avoid any loss of time."

I've Lost My Job!

Well, sir, I've lost that job, at last. No more I'll stagger down to beat the cold, grey dawn to work, and face the boss's frown; some other chap will answer bells and sweep the office floor and punch the time-clock in the spot where I shall punch no more. Some other guy will do my work and draw my skimpy pay—I've lost my job, at last, my friend, I'm getting through to-day.

What's that you say? Surprised to see I'm not depressed and sad? Why, friend, I'd like to shout and sing, I'm feeling so blamed glad. I thought I'd never lose that job—for two long years I've tried, and all the time I've stuck right there as though my feet were tied. I've done my best—I've sat up nights—I've hustled through the days; I've schemed and slaved to shake that job a dozen different ways. Some fellows seem to do the trick as easy as can be—their jobs don't seem to stick to them the way mine stuck to me. The way I tried to lose that place—I'd beat the clock a mile: I'd simply eat up extra work, and do it with a smile; I cut the gossip-parties out; I didn't have to take a dozen drinks per day; I had no time to play. I strained my mind to learn the game till I could understand the reasons for the things I did—I worked to beat the band. And yet that job just stuck to me as if I'd rolled in glue—and now I've lost it—say, my friend, do I look very blue?

A foolish way to lose a job? Why didn't I just quit? That question shows you overlook the biggest part of it. A fool can leap right overboard if he don't like the boat; but if he hasn't learned to swim, how long will that guy float? 'Most anyone can take a leap, but when I start to jump I want to know beforehand how hard I'm due to bump. No Sir! The way to lose a job is doing what I've done—you see the firm's just handed me a whole lot better one.

By Hugh Kohler, in The Dominion.

Prominent Manufacturer Gone

Mr. John Palmer, senior member of the Palmer-McLellan Shoepack Company, Ltd., of Fredericton, N. B., is dead, following a series of paralytic strokes. Mr. Palmer began his career in the leather tanning business in Boston. His first venture in Fredericton was as a member of the firm of Brown and Palmer which later became the John Palmer Company with the late Mr. Palmer its head. Mr. Palmer has been connected with this company for over 38 years, and, we understand, was the first Canadian to conduct a larrigan manufacturing industry on a large scale. The Palmer-McLellan Shoepack Company was organized in 1912 with Mr. John Palmer as managing director, which position he held at the time of his death. The citizens of Fredericton, N. B., honored Mr. Palmer in the year 1903 by electing him their mayor, and in many other ways he has shown himself a public spirited citizen of the highest order. For many years he was a director of the Hartt Boot & Shoe Company occupying the position of managing director for some time.

The price of this magazine is one dollar a year. Sometimes a new idea may be worth fifty dollars to you. "Footwear" is full of new ideas. Can you afford to be without it?

The Problems of the Shoe Retailer

Are often closely related with those of the manufacturer. Hence the necessity for close and friendly relations—Discussed before the Manitoba Retail Merchants Association*

In recent years the relations between the retailer and wholesaler have been growing closer and more friendly, as it has come to be recognized that they have many interests in common and that, to a large extent, practically the same problems face both. The following extracts from an address delivered by Mr. L. J. Mylius, vice-president of the Canadian Credit Men's Association, at the recent convention banquet of the Manitoba Retail Merchants' Association, have important bearing on this subject.

We are largely a nation of shop-keepers. Many enter the business because it appears to the uninitiated an easy way to make a living. But those who succeed (except in very unusual cases) do so only by close attention to business, hard work and proper business methods. Our Association considered the question of offering scholarships in our public schools for special business courses. It would be well for the retailers and wholesalers to join hands here and see if something can be done to specialize in our schools on some reasonable and practical business course. Since women have entered every sphere of operation, the girls as well as the boys would be largely benefited; they want to be taught at the beginning that systematic handling of business is absolutely necessary to-day and that the money coming in over the counter is not all profit.

Is the Retailer Necessary?

Is the continuation of the retailer a necessity to the consumers of this country? If you had received as many requests as we have from different communities asking us to assist both financially and otherwise in securing a good live business man to locate, you would have no hesitation in answering, "Yes." The farmer takes up the land, but his progress must be retarded unless he can secure the facilities offered by the retailer to provide the necessities as well as the luxuries of life. In many districts in Canada the retailer also acts as a clearing house for the farmer, handling a very large portion of the output of the farm. Without the retailer you will have no villages that grow to towns and cities. And here let me say that the consumer shows poor business ability and want of foresight if he is a party to maintaining the house at a distance when he can secure the goods at reasonable prices at his own door. By such a method they retard the growth of the community, hold back improvements and make it more difficult for the retailer to carry larger and more varied stocks of goods which he can sell at lower prices. The farmer raises the grain. He is a shop-keeper too, for he raises the grain so that in the selling of it he will get sufficient profit on which he and his family can live. Then surely this very farmer, who is anxious to get a general store located in his community, should cheerfully agree to pay the retailer a reasonable advance on cost so that the retailer can make a living for his family and succeed in business.

Around the retail stores in our country districts, we find the settlement. The community is created and many advantages, such as better schools, sanitary

regulations, amusements, etc., follow as a natural course.

Is the continuance of the wholesaler a necessity to the retailer? I need hardly say a word here, for the fact that so many houses dealing in wholesale and continuing to enlarge proves that the field is there, and that the retailer must of necessity have the large and varied stocks to draw from which are carried in the distributing centres throughout this Dominion. It has often been said that the success of the wholesaler depends upon the success of the retailer, if the retailer goes out of business there is no field for the wholesaler. That is sure. The past two years of depression have shown many retailers (who have apparently begun to believe they could live without the wholesaler) that the wholesaler is necessary in more ways than one. It has been our duty especially in the burnt out district of South East Saskatchewan, to carry the retailer through a serious period of his existence. The burden cast on the retailer by the consumer failing to pay his indebtedness has been largely transferred to the shoulders of the wholesaler, and we think you will agree that the wholesaler has done his share and that he did it cheerfully. There were quite a number of instances where the plight of the retailer was due to outside speculation, but even here we extended our aid where we felt that a man was honestly trying to do his best and had been guilty of no unfair business methods.

To make a success of the wholesale business to-day requires careful and constant oversight. The small leaks rapidly grow to big ones, and want of system in wholesale houses may result in operating without any profit or at a loss; whereas the introduction of good careful systematic business methods may enable that house to operate at a profit, even without any increase in turnover.

Better Bookkeeping

We are all glad to see that a move is on foot by the retail Association to prevail upon all its members who need it, to put in a proper system of operating their business—better book-keeping and shorter credit. The main feature working for success in any business is to see that you really know the actual cost of conducting the different branches of your business. Many a man puts a certain amount of capital into a business, runs along year by year, does not take stock, simply draws out what he wishes for living expenses, and then after a few years' operations, is amazed to find that the original capital invested is gone and that he owes an amount perhaps equal to his entire assets.

Pay yourself a salary for the work you do and make it a portion of the Overhead Charges. Every business man should find out what his actual expenses are and see what is the percentage on a dollar sold. He will then be able to see that a proper advance is made on costs to cover fixed charges on his business. With the retailer many staple goods are usually fixed to return him a certain profit. If not the retailers should combine and put it up to the manufacturer, and if necessary refuse to handle these

* L. J. Mylius, Winnipeg.

staple goods unless a proper margin of profit is secured to them.

But the retailer is also interested in seeing that the wholesaler gets a fair margin of profit or he (the wholesaler) cannot afford to carry the goods, and the retailers must either purchase far above his requirements or go to extraordinary expense in obtaining the goods which will eat up a large percentage of profits which should in the ordinary course of events, come to him. If our interests are yours (and we believe they are) then please remember that we who operate wholesale businesses would be unwise and unbusinesslike to insist on conditions as to terms, etc., which are unfair to you. For if we are unfair to the retailer then it is bound to react on ourselves.

Costs Money to Do Business

It costs from ten to twenty per cent. on the dollar sold, to conduct a wholesale business successfully in this community, and these figures are based on a sufficient turnover. After the wholesaler and the retailer reaches a certain output his overhead charges when divided over his business, become proportionately less. Unduly restrict that output and no matter what ratio of profit we make, neither of us could exist.

Wholesalers and manufacturers should absolutely refuse to sell consumers, or forfeit the right to any business from the retailer, and the retailer should not purchase from wholesalers who persistently break this rule.

It is astonishing to find how many retailers are careless in reference to insurance. Every business man should cover himself to the extent of 75 per cent. of value, whether he is carrying the risk or his creditors, the insurance premiums should always be included in the overhead charges.

The wholesale man has been pleased to hear that you (the retailers) are agitating for the system whereby you will interchange ledger information with one another and so cope with the army of dead-beats who continue to fleece you. Retailers should carry no accounts beyond 30 days. Settlement should be made on the 15th of the month following, or further credit refused. The wholesaler is rapidly coming to realize that anything longer than a 30 day credit is unwise for him and injurious to the retailer. As Bruce Walker stated at one of our recent dinners: "The cheaper the credit, the more a man will run into debt," and very often extended terms are the cause for the overloading of the retailer's shelves. If the retailer had to put his hand in the cash register or draw a check for the amount of the bill when he gave the order or know that he absolutely would only have one month in which to pay for the goods, I feel that he would be very much more careful as to the credit he extended.

Learn to Say "No!"

We all of us need more backbone in business. We are always afraid that if we say "No" the other fellow will get the business and the customer. But where you know that circumstances are such that you know you are not justified on business principles in extending the credit, you will find that ultimately it would pay you very much better to say "No" and let the other fellow have the business.

I presume it will not surprise you to know that in some districts the retailer, on account of giving undue credit, makes a loss of 10 per cent. on the gross turnover. The retailer should remember that the more

he improves his method of doing business, the more careful he is as to his inventory and insurance and the condition of his stock, etc., the more easily can the wholesaler extend credit required from time to time.

I am sorry to say that there are many retailers in this country who keep no books, and I almost feel that they should be compelled to keep books even if we have to have special legislation covering this point—nothing intricate at all, just a single entry. As to insurance, if there were not so many agents of the insurance companies having to make their living out of the premiums, there would be very many men who would be gradually allowing their policies to elapse and deprive themselves of this absolutely necessary protection.

Wholesalers should protect honest retailers from the competition of fraudulent debtors by refusing to sell to any man who has made a dishonest failure even although the man offers the cash with order.

Bankrupt Stocks

There are several important matters at present on which the wholesaler would solicit the earnest and active support of the retailer. Sometimes it is very difficult to dispose of bankrupt stocks to advantage; in periods of depression where so many bankrupt stocks are thrown on the market, we feel that we must create some other way of disposing of these goods. We do not want to sell bankrupt stocks at twenty-five and thirty cents on the dollar and put either the former owner or the purchaser in a position to undersell the men who are conducting business in the different portions of this Province. But the registering of lien notes is a matter which we would also like you to help us with. At present fortunate manufacturers have the power to sell their output and take lien notes, which lien notes in the Province of Manitoba take precedent over every other form of security, even a Chattel Mortgage. We feel that the registration of all lien notes is just as important as registering the transfer of a man's ledger accounts, the lien to apply after registration and after existing preferences.

We notice that the Retail Association in certain portions of the Dominion is agitating the establishing of Small Debts Courts, where they can attempt to collect their debts at a reasonable cost. We can assure you of our hearty co-operation in this matter. But for that part the speaker feels that the interests of the wholesaler and the retailer are so bound up with one another, though sometimes they may seem to be working along different channels, that their interests are one, and we can assure you that we will give our active support in all matters wherever possible.

And now I just want to say that one of the surest ways of continuing the good understanding that is rapidly growing up between the retailer and the wholesaler is for the wholesaler himself to go over the ground covered by their representatives. It is an education, which is, in my judgment, absolutely necessary for the heads of the wholesale houses. No man can sit in his office year by year and properly gauge the conditions of this country; it requires a personal visit to take in the different matters which obtain in different localities. You should know what are the main outstanding resources of each community and each district. It is alright to get reports from different sources and particularly from your representatives, but there is nothing like a personal visit

to make you feel the conditions properly. One man in a certain district should sometimes be extended a line of credit which should be refused in other locations on account of certain conditions existing. Then there is the retailer himself. You will always find he is a good deal better fellow than you thought he was. He is always glad to have a word with you. This incessant letter writing year by year and year by year has resulted in perhaps the retailer taking an entirely wrong impression of the wholesaler, and certainly in the wholesaler taking a wrong impression of the retailer. I, therefore, would strongly advocate not only that the credit man should be intimate with the different localities, but that the principals of the different houses should make regular visits and gradually cover their territory. I believe it would pay them handsomely for the time taken and the money expended.

I hope that this great gathering is but the forerunner of others and can assure the Retail Association personally of my hearty support in all their endeavors to improve the conditions of business.

A Well Equipped Factory

One of the most compact and best equipped shoe factories in Eastern Canada is operated by the Drummond Shoe, Limited, at Drummondville, P. Q. Situated on the bank of the St. Francis River, it is an ideal plant from the point of healthful and pleasant surroundings. Such influences undoubtedly make for a high rate of output, particularly in a new and exceptionally well lighted building such as that of the Drummond Shoe, Limited. The machines are electrically heated wherever possible, with steam heating on all wax machines; the use of gas, which is almost universal in other factories, is thus obviated. The company has the advantage of free power and reduced cost of electricity for lighting purposes, which lowers the overhead manufacturing charges. The factory is well equipped in the matter of labour saving machinery, supplied by the United Shoe Machinery Company of Canada. Before ordering the machines a

study was made with a view to continuity of operations and the largest possible production per machine.

The company specialize on men's goodyear welts and have placed on the market a \$4 welt shoe which, it is claimed, is of exceptional value, due to low working costs. A \$5.00 shoe is also manufactured, this embodying the latest ideas in shoe making.

All the operators live in the town, and many own their own homes, a factor not to be overlooked in times when men are apt to frequently change their employers. Those who are owners of houses are naturally more likely to be good steady workmen, with a real interest in the success of the business, than men who have no such binding ties.

The town of Drummondville, which recently celebrated its centenary, is well supplied with railway facilities, being at a junction of the Canadian Pacific and Intercolonial.

Mr. Geo. A. Fortin, the vice-president and general manager of the company, is a practical shoeman of many years experience. The following is the traveling staff:

Mr. J. F. B. Belanger, with headquarters in Montreal at 502 St. Catherine St. East, to cover Montreal and Quebec Cities; Mr. V. A. Cordeau, for the Eastern Townships and the Eastern part of Quebec province; Mr. E. A. Chalk for Northern Ontario; Mr. W. H. Budreo for Eastern Ontario; Mr. F. M. Goff for Toronto city and Western Ontario; Mr. C. A. Senez for the Maritime provinces, excluding Cape Breton; and Mr. D. M. Burchell for Cape Breton.

Never Needs to Have a "Sale"

An experienced retailer recently discussed with the writer his careful method of keeping stock. Practically never finds it necessary to have a sale. As we were talking the salesmen were busy "sizing up." Each had a slip of paper in his hand and was going around, examining the cartons, and seeing just what was lacking. Then every week or so, or whenever it is necessary, the dealer placed his orders.



The factory of the Drummond Shoe, Limited, and one of its products.



The Foundation of Shoemaking

An address by Mr. H. W. Mobbs, last manufacturer and pattern expert of Kettering, before various meetings of English foremen and managers—Interesting data for retailers

In coming to speak to you to-night, I am fulfilling a desire of my own, and I hope to appear as a fellow student. I know a few things that you don't know, and am quite prepared to expect you to ask, after I have finished.

Why, and wherefore, is an infant that blossoms into a white hope. To ask why, is to begin independent thinking; a preface to action; to begin to do something. To "try," is an initiation into service. Asking "whys" and explaining "wherefores" is no easy matter, and the knowledge of things is always confirmed by an endeavor to explain it to others. It is convenient to ask and be told; you need a certain amount of courage to ask, and you need a like amount of susception and saturation to benefit by the answer, but to find out for yourself begets a feeling of confidence and power that strengthens by application.

We ought all to investigate, experiment, and act. The student who asks, gets to know. If he can digest, assimilate, and practice, he grows, and incidentally gets an inspiration, and begins to be useful. The world is looking for such men, and a prize awaits any student who gets this study habit. Exchange of views and opinions in any trade matter, enlightens one on the causes of failures, and the reasons of success; and is, moreover, an education.

I fear I cannot promise you a talk fertile in ideas, or full of jokes, but will endeavor to deal with a subject that has occupied the term of a long and active business life, and must be content to leave others to dilate upon the lily, the dewdrop, the clouds, and the moon.

In speaking about lasts as a last-maker, and feet as an observer and student, I must confine myself to some details of the subject, so I propose to note in particular the conditions and circumstances surrounding the application of the things that count in last-model making.

Foundation.

The first foundation selected for making the shoe is the shoe last, and upon its selection depends the form and appearance of the completed article. We are all interested in the making of shoes, and few of us have an opportunity of making a study of feet they are supposed to fit; indeed, the amount of trade ignorance of feet in general is somewhat of a scandal. My effort shall be to speak with the object of enlightenment; but I cannot in the short space of time be expected to treat conclusively, but will endeavor to speak from experience what I have observed in a long life devoted to my particular line—the making of lasts for the wholesale trade—and generalize on uniform types, that render service for the multitude of shoe wearers.

The Foot.

To begin with, the foot is the extremity of the leg, and, though a complete member in itself, must be studied in connection, and in conjunction, with the leg. The plan of this natural foundation of the body, the foot, is complete as a pair, that is by formation

and structure. It is incomplete as a foundation when we study one foot, while the complete arch form of the two feet when standing at repose is an ideal formation. The single foot in motion maintains a temporary or transient foundation for the body, by means of its three-point contact, and the assistance of the strong ball-joint, and this one foot is complete as a progressive or mobile member. To study the natural foot, without taking into consideration the shoe upper, and the super-imposed sole and heel of the shoe, will result in conclusions that are imperfect and incorrect. As shoemakers we must accept the shoe wearing circumstance of civilization and custom, and also study the foot and its functions from the point of view of modern needs and necessities, viz., the wearing of shoes. Professors, doctors, and philosophers, have dilated on the foot, and published theories that are based upon the nature-form-foot and shoe. It is an enlarged baby foot, and Garden of Eden conditions; they have omitted to take into account the fact that modern hard roads and pavements exist, and these worthies ignore the fact that the foot must be clothed with an upper leather casing, and by a shoe, sole and heel. It is necessary for us, as shoe-makers, to take into consideration the upper, sole, and heel; and, indeed, to deal also with "fashion," and in explanation I propose to note the effect of these four agencies, and trace the changes that are established on a last-model to provide for their inclusion. The upper comprises the material covering of the upper part of the foot. The sole comprises the underneath part of the shoe. The heel is the "shoe" heel which supports the heel of the foot. Fashion is the fickle jade we all bow to.

Upper.

A last-model to accommodate a light upper can be made to follow the natural lines of the foot, but a last-model made for the purpose of making shoes with a heavy or thick upper, must be made bent up at the toe end, because the bending of a thick upper will pinch the foot; the bending of any cylindrical form has this effect. To avoid this pinching of the foot by the creases of the upper, the last-model is made to bend up at the toe, and this is called "toe spring." I show you a herdsman's last which will illustrate this point. Another advantage of the heavy shoe is the leverage gained by pressure on the toe end (the clog sole to wit); and another advantage is the clearance obtained in walking functions. There are other advantages gained by this "toe spring" which apply to heavy shoes, low shoes, and slippers, and which I have dealt with in previous lectures.

The Sole.

The fact of superimposing a sole, underneath the foot, to act as a medium between the foot and the earth, changes and interferes with the normal functions of the foot. The shoe-maker carpets the earth with his leather, the wearer carries this carpet. A solid leather sole, bound to the foot impairs the individual action of the toes and natural pads under the

sole of the foot, and establishes a common pressure between man and the earth, which has a far-reaching effect on our stance, deportment, balance, and progression, and must be provided for in the last. To give an illustration, let us consider the hand. A glove will protect our hand from injury when grasping a rough article; a thick glove gives greater protection, a glove without finger divisions enables the fingers and palm of the hand to act in unity and combination. A hand-leather, such as the brick handler uses, protects the hand; but more than this, it constitutes the hand as a compound or united member, whilst impairing the individual value of its fingers, it gives collective unity and strength. The sole of a shoe creates or sets up the same changes in the foot, and is effective in protecting it from injury; but it certainly sets up conditions similar in effect to the hand-leather of the mason, viz., collective pressure and contact.

Work of the Toes.

Thus the natural functions of the toes and foot must be studied under these conditions, with bent sole for toe spring, and general unity of pressure. It has other results, some of which I wish to point out. The big toes inclines to the second and third toes in



One of the latest "Creations"

points, or ends only, touch the base line. A reference to your own feet will prove this. I consider that the wearing of soles and heels is the first cause of the large toe inclining towards the small toes, and is quite a natural condition, and requires no remedy. Malformations exist, but my remarks are made on general foot conditions, such as we have to deal with in wholesale last-making.

Heel.

The shoe heel and the mounting of the foot upon it, is a perpetual problem for professors and cranks to dilate upon. Why do we wear a shoe heel? To walk with the bare foot we need no heel. The clothing of the foot originates the need of a shoe heel. In running or dancing it ought not to be required, but the contact of the fabric of our shoes with the earth, which on many occasions is wet and muddy, is a disadvantage. Had we no shoe heel our entire shoe would be soaking up the wet and mud. This shoe heel raises the foot clear of trouble from heel to forepart, and only the forepart is liable to get wet. This is one advantage. The underside of the foot at the waist is the most sensitive to damp, and this is removed from contact and danger. Around this part of the shoe the sole is reduced, narrowed, and made thinner and more flexible, which is another advantage. The normal, healthy foot, receives considerable assistance and service from a moderate heel. We must again refer to the structure of the foot. The foot in repose does not form a right angle with the leg and body; when we sit on a high seat, or lie in bed, our feet assume an obtuse angle. Although we stand upon our heels, the weight of the body is distributed over the entire length of the foot. This enables the toes to assist in balancing, and relieves the heel of some part of its burden. To place the foot on a shoe heel relieves the toes of some of this pressure, and throws more of the body weight on the heel. Thus you become aware of the fact that a shoe heel does not throw the weight of the body unduly upon the forepart of the foot, but that there is an interchange of obligation. I am speaking of a moderate shoe heel; the intricate leverage problem I must pass over on this occasion.

Locating the Heel

The position in which this heel is placed is of importance. If placed too much on the inside, the foot runs over or hangs over the outside margin, and wears down the heel irregularly, and distorts the complete shoe and destroys the comfort of the foot. The location of the heel too far on the inside of the shoe is a common error, and one of the evils to avoid in shoe-making. The placing of the shoe heel too much on the outside is seldom seen, and is a disadvantage only to those feet with a weak instep arch. The bottom formation, or sole of the foot, is popularly supposed to be flat, but in reality the muscles or pads which form the underneath surface of the foot has no flat area, and compared with the last marks a divergence that is not generally realised. The last designed by us for infantry and accepted by the British Army Clothing Department, is made to conform in a degree to this natural condition. We, as last-makers, cannot make our models exactly to follow the natural lines of the foot, because of the restrictions and circumstances imposed on us by the upper, sole, and heel. We have to institute changes to agree with these conditions.

A shoe-last made exactly like the plaster cast of the foot would produce an unwearable shoe. We have

support; unity is strength, and the big toe, instinctively co-operates with these two toes and render this aid. Thus in walking, or progression, the three toes bear the weight of the forward movement. The two smaller toes are for balancing purposes. On reference to the bony structure of the foot, we find the three large toes, instep bones, ankle and leg bone, which are fashioned as a continuous member, are for forward movement, but the two small toes are not. They branch from the under side of the ankle and have articulations and functions for side pressure, and it is quite natural for these two toes to curve so that their

made lasts to correspond to the natural foot, but the shoe could not be worn. Indeed, I made this a subject to lecture upon, and selected twelve differences that existed in a last when compared with the natural foot; but after making all allowance for shoe-making necessities, we come to the greatest of all tyrants which demands our attention. I refer to "Fashion."

We cannot ignore fashion. We wear baggy or tight trousers, turned up at the bottoms, or creased front and back, and it is a brave man who can live up to the creases of his trousers; whilst we are all slaves of the fickle jade Fashion. It brings us business and new lasts to talk about. Feet change very little, but fashion is never at rest. The fashions of shoes are regulated by the mode or costumes worn. The recent fashions in ladies' dresses have been a benefit to the shoe trade, a spare and short skirt gives publicity and importance to the shoe; and the more recent slashings and openings in ladies' skirts indicate the continuance of shoe prominence and pedal publicity. An object lesson of shoes being the complement of the dress may be cited from the French trade. As you all know, the orthodox French shoe was an extended long front, and frequently a square toe and effect; this type of shoe could not be worn with the modern short tight skirt, hence the great change of type in France. Fashion has power to condemn or destroy, raise up and renew, and one of our most important masters is fashion. What we, as last-makers, endeavour to do, is to blend comfort with fashion: short fronts, high toe ends, long fronts, and thin toe ends. Narrow and broad toes are all welcome in their turn, and no matter where it originates, Bond Street, Fifth Avenue, Tremont Street, or the Boulevards, we shall all welcome fashion, it is the evidence of "life."

Bottom Plan.

In a preachment that the "Last is first," I am instancing some of the principles that prove the declaration, and point out to you how, and why, the last determines the form, fit, and fashion of the made article. The first consideration and the first part in the construction of a last-model is to determine the plan or plane of the last; this ultimately becomes the insole pattern and the insole of the shoe. One type of pattern cannot be expected to be suitable for every shoe; feet vary in width and length, but the length is not so variable as the width. In a man's sizes we can tabulate the length of all lasts in the space of two inches, from 10 to 12 inches, and these lengths accommodate narrow, medium, and broad feet. The foot being rounded on its edges (as round as the hand), the margin or exact line of width is difficult to measure and ascertain, but a definite margin must be established in wholesale shoe-making, for uniformity, and to provide working lines. It is imperative that we clearly define the heel, waist, and forepart. "Louis" heels, spade waists, long or short, pointed or broad foreparts, depend for their dimensions and variety upon the plan, plane, or insole pattern, and to determine this plan is to originate the base and foundation of the shoe. This must be a right and left plan. Experience has disclosed to us that the nearer we can get this plan straight, the better and more general will be the satisfaction to the wearer. Thirty years of observation, trial, and experiment cannot be overcome by crank ideas and professors' theories. No straight line can be drawn as a centre for a last, but the straight forms have always been successful selling lasts. I am not saying that a

"straight" last will accommodate the right and left foot exactly, but in consideration of the peculiar form of the foot and its functions, I realise and appreciate that the extravagant endeavor to accentuate the right and left formation is an error, and so I propose to assume that the plan of the bottom should be made as straight as possible.

I have said previously that the wearing of a shoe heel may account for the inclination of the big toe towards its second and third toes, and our trade with barefoot nations like India, supports and indicates the same conclusions, that the big toe end naturally finds its location near the centre line of the forepart of the shoe, and the extension of the internal capacity of the shoe and the outsole at the toe end makes this straight form more apparent than real.

The heel is generally made equal in proportion, and it is generally accepted that right and left heels are not an absolute necessity, because the point of contact

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of the heel is central. The elevation of the waist enables us to reduce its width, more on the inside than outside, and this part of the model displays its greatest amount of right and left formation. This joins the forepart in a diagonal line, and the higher the heel the greater is the oblique where it joins the forepart. This part of the plan, forepart line to toe end, assumes a more definite margin on forepart, and can be varied to form a narrow, medium, or broad forepart and toe end. Lifting the heel alters its relative position, because it lifts on a diagonal hinge, not on a line at right angle.

Speaking generally, lasts are made too flat at the heel, too hollow in the waist, and too flat in the forepart. The foot comfort is sacrificed to accommodate the mechanical shoe-makers' wants. Our feet are not flat. If you refer to the soles of your feet you will find no flat surface exists. Shoe-makers who have to fit up lasts for special pairs will find that comfort will result in "fitting up" the bottom of a last, and enlarging the bottom of a last will provide more capacity than double the amount of fitting on the top.

In making a model, we endeavor to establish the width of bottom for a three or four fitting, and grade the extreme widths, narrow or broad, from this. Each particular type of shoe requires a like type of last, and the manufacture of shoes is classified into distinct grades, so that many types of lasts are required. The heavy shoe, the promenade shoe, and the dress shoe, each for its requirements, is a distinct and different model. We assume shoes are all made to walk in. The word is taken from the Latin word *ambulo*, I walk. This word has also supplied us with the root word for "ambulance," and incidentally this is a subtle indictment of modern shoe-making and civilization.

We are far from perfection in shoe-making. Stand in the street, and look for dignity and grace of movement in walking, and I assure you there are few that will pass beyond criticism. Some will amble, shamle,

shuffle, and limp; but very few will walk with grace, power, and a resilient tread.

The shoeless, however, attract our attention and pity. Barefeet have become a sign of poverty, of the outcast, and the friendless, and an object for sympathy. In taking the two extremes we come to the conclusion that our efforts must be directed to greater knowledge and better qualifications as shoe-makers, so that we can render better service.

In making a last-model, our aim is to reproduce the average position of the foot, or the one, perhaps, that appears in the shop window, to represent the most saleable and acceptable shape. The foot is mobile, and in action takes upon itself many forms: in alighting on the heel, general support of the body, and bending during the stride. The last being a solid form, it can only represent one of the many phases or forms assumed by the foot. It cannot be made in a suitable form for walking uphill, or down a stairway, consequently it is modelled in moderation, to represent the foot in a standing position, and may I remind you that the shoe has established a form of its own, it is not made to suggest the foot, the foot loses its identity by being covered. The form is hidden, the toes are hidden, the ankle, instep, and waist are not indicated; the surface of the foot—the skin—cannot assert its complexion and beauty. Thus the charm of a bare foot is lost, and has been replaced by a conventional form of shoe. Custom and general use has discarded any and all attempts to fashion a shoe in resemblance of a foot. Wearing very low cut shoes and transparent hose are an act of indulgence in this direction. The bare foot sandal is the greatest liberty, but these instance the exception and not the rule; so our models are made to agree with the conditions of covered and concealed feet.

Another condition that has considerable force with the last-maker is the general desire of wearers to minimize the size in appearance of their feet. The ladies in particular wish to reduce the dimensions of their shoes; the smaller these look, the better they are pleased; and even an athlete, who is proud of his muscular development and handsome physique, regards size 10's with much dismay. Consequently our efforts are an endeavor to make the model to look as small as possible. These things indicate a few of the conditions that are forced upon the model-maker; but they are only a few of the forces that intercept our freedom of action, the personal and distinctive requisitions of our clients are too numerous to mention.

More Profit a Real Necessity

"The real problem in shoe dealing to-day is how to reduce stock and overhead expense and increase profits! Why, as a matter of fact, we ought to be making fifty per cent. gross profit on our business, but we can't—yet. Some day we're going to, believe me, and it is right and legitimate for us to do so.

"We are in a new era of retail merchandising. There's no other line of ready-to-wear merchandise that requires so heavy an investment for volume of sales as shoes. We ought to play our game the way the clothing and millinery people do—that is, charge good prices at the beginning of the season and then work down them as the season progresses.

"Why, to-day we've got only about six good-paying months in the retail shoe business! We've got

to go out and get profits. Here we dealers are, trying to get a gross forty per cent. when we ought to be getting fifty. We have no right, as shoe merchants, to sit tight and let department stores steal our business! They've pilfered about everything else in sight!

"In order to swell the profits of my store we started in handling side-lines, and they're going beautifully! To-day we practically pay our rent with our repair business. We're selling ties, hosiery and collars, and we're getting away with it splendidly. That's velvet!—F. E. Ballou before the Rhode Island Shoe Dealers Association.

Heavy demand for Rubber Goods

The rubber companies of Montreal report a very heavy demand for tennis and other sporting shoes. These are coming more and more into favor, their comparative cheapness being a very strong point. The public are not spending so freely on the higher priced goods, and the enforced economy, due to lower purchasing power, has probably had a strong influence in the sales of tennis shoes. As a whole, the Montreal and Maisonneuve shoe factories are not burdened with orders, especially those making the finer class of footwear. Manufacturers of medium grades report a satisfactory turnover, and in some instances they are busy. There is a tendency for the public to purchase lower priced goods. The orders from the country districts are relatively better than those from the cities and towns. There is, however, a more optimistic feeling, and with a bumper crop promised in the West, trade should considerably improve.

Man's a Fool

Man's a fool.

When its hot

He wants it cool;

When its cool

He wants it hot;

Always wanting what is not, never wanting
what he's got—

As a rule,

Man's a Fool.

Handling Complaints

The question of the proper method of handling complaints is a serious one for the retailer and can only be settled by the exercise of unusual tact and patience coupled with good common sense. "Occasionally," said the representative of a wholesale firm, "we receive back shoes which have been badly made and for which of course we are responsible. We then make restitution, either by replacing the goods or by rectifying the account. Sometimes, however, the complaints are not justified; the alleged faults are of the most trivial character, and it is unfair to expect us to replace the shoes. Probably the retailers are often not to blame—the customers are the guilty parties; they will use the shoes in a very rough manner, place them near a fire, and then are surprised that they do not give satisfaction. Retailers in such cases ought not to entertain claims for compensation, but sometimes for fear of losing trade, they will try to conciliate the buyer, and then pass the claim on to the wholesaler, not always with success."

Adding Good Machinery

The Ottawa Shoe Makers Supply House, S. Cohen proprietor, agents for American Shoe Machinery & Tool Company, advise us that many retailers and repairers in that district are recognizing the advisability of installing proper machinery in their work, and that they have recently delivered machines to the following:—E. Shuster, 15 Nicholas Street; Mr. Hyman, 29 Harvey Street; Mr. Victor, 778 Bank Street; D. Levine, 178 Bank Street; D. Greenblat, 17 West Queen Street. Mr. Cohen advises that their customers are all greatly pleased with the operation of their machines. We are also in receipt of a letter from the B. C. Leather and Findings Company, Ltd., Vancouver, B. C., who have recently taken the agency for the American Shoe Machinery & Tool Company, advising that they have already sold some of their machines to Messrs. A. Hibbs, F. C. Sheriff and H. E. Munday in Victoria.

Factory Ready by Sept. 1

The factory of the Canadian Footwear Company, Limited, now being constructed at Pointe-aux-Trembles, P. Q., will be completed by 1st September. The company, which has been granted a federal charter, has an authorized capital of \$150,000, the following board having been elected: Messrs. L. E. Geoffrion, president; J. E. Charbonneau, Mayor of Pointe-aux-Trembles, vice-president; Henri Geoffrion and Emile LeRose, directors; Adolphe Lecours, secretary-treasurer and general manager; Mr. John A. Royer, assistant superintendent of the John Ritchie Company, Limited, Quebec, has been appointed superintendent of the new company. It is intended to manufacture women's, misses' and children's shoes in McKays and turns for the jobbing trade and large retailers. The Montreal office at 44 St. Antoine Street is being fitted up as sample rooms, where stocks will also be carried.

Added Six New Lasts

Messrs. J. A. and M. Cote, of St. Hyacinth, P. Q., one of the oldest shoe firms in Canada, have decided to enlarge their lines, and have added six new lasts in men's, youths' and little gents' McKays. One of the attractive features of these is that the firm put on the market McKays which have a better appearance than many welts, at a price enabling retailers to sell the goods at \$3.50 per pair. Messrs. Cote also manufacture some very fine lines of women's and men's welts at \$4 and \$4.50. All the shoes are of solid leather, the firm having by this means obtained a reputation as makers of reliable footwear. Mr. Henri Martineau, the well-known traveller, has joined the sales staff, and is showing a full line of the firm's goods at the sample rooms, 502 St. Catherine Street East, Montreal.

If Properly Managed!

"Shoe retailers who do not run a repairing department are neglecting a line which is capable of bringing in a considerable revenue, if properly managed," said a Montreal retailer. "I find that it pays very well, and in addition makes and holds customers for my ordinary trade. To some who do a comparatively small business the difficulty is to get enough work, but if you do good work the repairing department will gradually increase, for there are many who are willing to pay a little more in order to secure a first-class job."

Wood Sole Oxford

A new wood sole oxford for children and grown-ups manufactured by Geo. W. Miller, 14 Commercial St., Rochester, has excited a good bit of curiosity and samples are being sent to dealers all through the United States. One Rochester store has sold these shoes and the reports to date are that they have given splendid satisfaction. The feature that seems to take is the arch support shape of the sole. The regular sandal has a flat bottom with no spring and no shank. In addition to this rubber disks in the sole do away with the clatter of ordinary wooden shoes.

Shelves in Sample Room

A large Chicago hotel has installed a new convenience for boot and shoe travellers in its sample room. A series of sample racks have been constructed, one above the other, on the walls, and on these the boots and shoes to be displayed for prospective purchasers may be placed and seen to excellent advantage. This is claimed to be vastly superior to the customary table-spread method and far more effective in making sales.

In Novelty Class

A certain boot and shoe dealer maintains that all AA and AAA widths should be considered in somewhat the same class as novelty or fancy styles of footwear, and that the prices should be marked accordingly, say at an advance of a dollar a pair over those of the widths which are in common demand.

"No Guarantee" of Patent Leather Footwear

Within the last year or so, the question of the guarantee of patent leather footwear has been one in which shoemen have been keenly interested, and the subject of much discussion in many of the recent gatherings of boot and shoe retailers in the United States. Dealers have long felt the difficulty of coping satisfactorily with this problem as, in spite of all sorts of precautions which they have taken to inform the public that patents are not protected by a guarantee (through warnings printed on tags attached to footwear or signs displayed about the store), customers persist in expecting the retailer to replace any pairs which prove unsatisfactory.

The Pennsylvania Shoe Retailers' Association have decided merely to print the words, "Patent Leather—Not Guaranteed" conspicuously on the lining or shank of the patent leather boot or shoe, which will avoid any possibility of the purchaser coming back with the statement, "Oh, when I bought this pair I understood that you stood back of your goods and would replace them if they turned out unsatisfactory." In this way the retailer's warning remains in the shoe as long as the shoe itself lasts, and no trouble can arise through the customer forgetting the salesman's statements, through slips or tags becoming detached, etc.

Informed of this idea by the President of the Pennsylvania Association, Mr. A. H. Geuting, secretary of the National Shoe Retailers' Association considered the suggestion excellent, as was evidenced by the fact that in ordering a consignment of footwear, he specified that the above-mentioned words, "Patent Leather—Not Guaranteed," should be stamped on the shanks of every pair. Mr. Geuting has suggested to the National Boot and Shoe Manufacturers' Association the advisability of making the idea generally known to manufacturers.

Answering the Call

Mr. G. C. Patterson, assistant editor of Footwear in Canada, left on August 1st to do his bit for his country in Europe. As an appreciation of the sacrifice he was making, and as proof of their regret and good wishes, the members of the staff presented him on that occasion with a handsome gold military wrist watch. Mr. Patterson is a graduate of the University of Toronto and as such joined the Universities company, the formation of which has just been completed and which has been detailed to reinforce the Princess Patricia's. Mr. Patterson has not yet made any complaints about the military footwear, confining himself to the observation that they were evidently "designed for comfort rather than speed." We hope to have some interesting remarks for publication from time to time from the seat of war.

Lively Publicity

The Smith Bros. shoe store of Windsor, N. S., have just distributed a thirty-two page booklet describing, with illustrations, the chief lines carried by this firm. This booklet is being distributed throughout the farming district surrounding Windsor. An order blank is enclosed in each case and full instructions given which will make purchasing as simple as possible. Blotter is also inserted which features a special offer of a five dollar pair of boots to the party purchasing the most goods through this catalogue up to the end of August. Evidently Smith Bros. believe in advertising and we have no doubt will find this venture financially profitable.

The feature of the styles placed on the market by Geo. A. Slater, Limited, Maisonneuve, will be the entire change in patterns for the women's lines; there will be a radical departure in this respect, which will

result in a considerable improvement in the Invictus shoe. With regard to men's goods, the changes will not be very many. One very striking shoe will be a new blucher, with a cloth top. The company will also put out several new patterns, with a variety of cloth tops, in addition to some heavy lines.

Brockton Shoe Company Agencies

The Brockton Shoe Company, Limited, 349 St. Paul Street East, Montreal, have decided to extend their borders and to establish agencies in all parts of Canada. In the case of large cities, the territory will be divided into districts. The company invite proposals for exclusive agencies and will be willing to explain the plan fully to any retailers communicating with the manager. A speciality is made of \$4 shoes for men, which give a fair margin of profit for the retailers. The company claim that their productions are both stylish in appearance and comfortable to wear, and that they will keep their shape. Their goods are Canadian made.

The annual meeting of the Saskatchewan Branch of the Retail Merchants' Association of Canada, was held in Saskatoon on May 12th, 13th and 14th. Mr. Zeimann, Toronto, president of the Dominion and Ontario Associations, and Mr. C. F. Rannard, of the Rannard Shoe Limited, Winnipeg, Man, president of the Manitoba Provincial Section of the Association, were among the active delegates.

A shoe manufacturer in Jersey City is reported to be manufacturing a large number of slippers for the Woolworth stores to retail for ten cents a pair. The soles are made of oilcloth or linoleum remnants, and the uppers from second-hand carpet. It is stated that these slippers contain remarkably good value considering the price.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

Mr. J. E. Boivin has been appointed footwear special sales agent in Quebec City for the Canadian Consolidated Rubber Company.

Mr. Joseph Russo has purchased the retail boot and shoe business formerly conducted by Mrs. C. G. Knapton, Glencoe, Ont.

Mr. J. Mangan has accepted the position of foreman of the bottoming room with the Kingsbury Footwear Company, Montreal.

Mr. F. W. Lovell has resigned his position as superintendent of the plant of the Cook-Fitzgerald Company, London, Ont.

Mr. R. J. Cluff, retail shoe merchant of Clinton, Ont., died suddenly of heart failure on July 15. Mr. Cluff is a brother of the Rev. W. T. Cluff, of Stratford.

The Peoples' Shoe Store has been opened in Preston, Ont., having taken over the business of Mr. M. Cunning. The proprietor of the new store is Mr. J. Wirsching, with Mr. John Maccker as manager.

Messrs. E. David & Sons, New Glasgow, N. S., are converting the store recently occupied by Mr. D. M. Bowser in-

to an up-to-date boot and shoe store. Mr. R. David, of Bridgewater, is at present in New Glasgow assisting his brothers, Messrs. J. & L. David, in the work of stocking the store and getting it in good running order.

Messrs. Smith Bros. have opened a new boot and shoe store in Collingwood, Ont., in the shop occupied for many years by John Nettleton & Son.

The Standard Shoe Company, Winnipeg, Man., assigned recently.

On June 22nd Mr. Mortimer L. Levy, son of Mr. A. Levy, dealer in boots and shoes, Toronto, was married to Miss Celia Levy, of Hamilton. Mr. Levy was presented with a silver tea service by the members of the staff.

Messrs. H. P. and C. E. Blachford, of the retail boot and shoe firm of H. & C. Blachford, Limited, Toronto, have been holidaying in Muskoka.

The orthopedic department, opened recently in connection with the firm of H. & C. Blachford, Toronto, and placed in charge of Mr. R. J. Orr, is proving a great success and many patrons are taking advantage of it. Mr. Orr is experienced in the scientific fitting of shoes and has specialized in

the palliative treatment of ailments of the foot, flat foot, broken arches, corns, callouses, bunions, etc.

A new boot and shoe store has been opened on Fredrick Street, Berlin, Ont., by Mr. John H. Weseloh.

Mr. W. D. Balfour has resigned his position as manager of the Regal Shoe Store, Winnipeg, Man.

Mr. Dibben, manager of the Canadian Consolidated Rubber Company, Berlin, Ont., branch, was married in Toronto on June 24th to Miss M. Bryce.

The Market Auction & Sales Exchange has been opened at the corner of King and George Streets, Toronto, by Mr. J. S. Fry, an experienced shoeman and auctioneer, for the sale of boots and shoes, etc.

Messrs. D. D. Hawthorne & Company are moving into a spacious and splendidly equipped new building on Wellington Street, Toronto. This building is 120 feet deep and 60 feet in width.

The Tally-Ho Shoe Company has registered in Quebec, P. Q., and have opened a branch on St. Valier Street.

A bailiff's sale of the stock of the wholesale boot and shoe firm of W. G. Downing, Limited, Regina, Sask., has been advertised.

Mr. Max Teitlebaum, dealer in boots and shoes and clothing, North Battleford, Sask., is removing to Saskatoon and has sold his boot and shoe business to Mr. Harley Henry, of Saskatoon.

The Capital Shoe Store, Ottawa, Ont., Messrs. Phillips and Caper, proprietors, has assigned to Mr. Ernest A. Lapierre.

Mr. John Zain, dealer in boots and shoes, Joliette, P. Q., has assigned.

Mr. C. E. Lepine, Montreal, has accepted a position with Messrs. Gagnon & Lachapelle.

Richardson's Limited have taken over the boot and shoe business heretofore conducted by the Jap Company, in Calgary, Alta.

The Brown Store was recently opened in Medicine Hat, Alta., by Mr. A. E. Galloway, and will make a specialty of ladies' and children's wear and boots and shoes.

A boot and shoe repairing establishment has been opened in Smith's Falls, Ont., by J. McVennie & Company.

Messrs. Muirhead & Branston have succeeded to the boot and shoe business of Mr. W. A. Sinclair, New Westminster, B. C.

The City Hall Shoe Store, 36 James Street North, Hamilton, recently suffered loss by fire.

The annual meeting of the directors of the Reliance Shoe Company, Limited, was held recently. We understand that the balance sheet proved very satisfactory reading for the shareholders.

Johnston's Big Shoe House, 409 Hastings Street West, Vancouver, B. C., recently suffered loss by fire.

Mr. R. Johnston, of Johnston & Murray, 198 Dundas Street, London, Ont., was married recently to Miss Bertha Johnston, of Merlin, Ont.

Mr. Jas. Young has removed from Walton, Ont., to Dungannon, where he has opened a shoe repairing shop.

Mr. R. S. Thompson, boot and shoe dealer, Wallaceburg, Ont., is moving into an attractive new store, formerly occupied by Brewster's Limited.

Mr. J. G. Boyd, formerly proprietor of a boot and shoe store in Melfort, Sask., has removed to Pleasant Valley, where he will conduct a general store business.

At a meeting held to promote recruiting for the 60th Regiment, at the factory of Ames-Holden-McCready, Limit-

ed, Mr. A. L. Johnson, general sales manager, made an appeal for men to join the colors, and promised, on behalf of the company, that men who went to the front will find their positions open when they return.

Mr. G. C. Yearsley, Toronto manager of the Miner Rubber Company, has been operated on for appendicitis.

H. R. Rice, Limited, manufacturers of leather shoe tops, Niagara Falls, Ont., have obtained a charter; capital stock, \$40,000.

Mr. David Jeffrey, of the firm of McLaren & Dallas, Front Street, Toronto, was recently married to Miss Cora Metcalfe, of Schomberg, Ont.

A retail shoe store has been opened in Weston, Ont., by the A. E. Cudmore Salvage Company.

Messrs. E. A. Saucier & Company, wholesale boot and shoe dealers, Montreal, P. Q., have opened a retail store at 2553 St. Hubert Street, Montreal.

The Victor Shoe Repairing Company, Montreal, Que., have dissolved.

Mr. A. T. Button has succeeded to the boot and shoe and hardware business of A. Brydon & Company, Roblin, Man.

Mr. R. H. Mills, for many years on the sales force of



Mr. R. H. Mills.

Ames-Holden-McCready, Limited, Montreal, has now joined the staff of the James Muir Company, Maisonneuve.

Extension work is going forward on Breithaupt Canning Company's plant, where a new fire sprinkling system is being installed.

The Canadian Consolidated Rubber Company are making additions to their Montreal factory.

Mr. W. West, of Montreal, has been awarded the contract for supplying 1,100 policemen's boots to the city, at \$3.25 per pair, the lowest price tendered.

Messrs. F. L. Summerhayes and J. H. Jamieson, of the Canadian Consolidated Rubber Company, Montreal, have left on a business trip to England.

Mr. R. E. Jamieson, general sales manager of the Canadian Consolidated Rubber Company, has returned from a business trip to the West.

Mr. Archibald Carnahan, formerly a shoe merchant in Meaford, Ont., died recently at his home in Owen Sound.

The Montreal Shoe Makers Company, Limited, has been incorporated with capital stock of \$15,000 and head office at Montreal. It is proposed to carry on a jobbing house business.

An extension to the plant of the McQuay Tanning Company, Owen Sound, Ont., at present under way, will approxi-

mately double the capacity of this plant. It is said that the McQuay Company is shipping about 3,000 lbs. of finished leather to Montreal daily.

At Winnipeg, on Friday, July 22, the stock-in-trade and fixtures belonging to the estate of the Standard Shoe Company was sold by auction.

Mr. G. McMillan, formerly with Linton and Company, Montreal, and the John Ritchie Company, Quebec, has been appointed to take charge of the sole leather department of the T. Sisman Shoe Company, Aurora, Ont.

The United Shoe Machinery Company of Canada have received orders to equip the new factory of the Canadian Footwear Company, now being erected at Point-aux-Trembles, P. Q., with a full line of machinery for making women's, misses, and children's McKays.

La Parisienne Shoe Company, Maisonneuve, have just added a new sample room to their premises. The company have re-arranged their Western territory, and from now on Mr. W. C. Myers will cover the ground west of Ottawa to the coast. Hitherto Mr. Myers has represented the company west of Fort William, calling on the large buyers.

Mr. J. G. Watson, of Montreal, has been appointed auditor of the Retail Merchants' Association of Canada.

Tenders for a large number of shoes for the Canadian overseas contingents were received at Ottawa to July 31. The purchasing commission has made an alteration in the method of buying, and instead of placing orders with manufacturers at a set price, have asked for tenders from about forty firms. Although no quantities were specified, it is understood that the total quantity required will be 100,000 pairs. The last orders given were on the basis of \$4.10 per pair, a figure which many manufacturers consider to be quite inadequate. The latest specifications have been slightly changed. In place of calf, side leather will be used; the

reason for this is the scarcity of the former leather, of which the market is almost bare. Oak or chrome tanned may be used.

Mr. N. Tetrault, of the Tetrault Shoe Manufacturing Company, Montreal, is returning from Europe, where he secured orders for army and rest shoes for the French Government. The shoes have been made by the Tetrault Shoe Manufacturing Company and Dufresne and Locke.

The creditors of W. G. Downing, Limited, wholesale shoe dealers, Regina, Sask., held a meeting recently.

Mr. N. MacFarlane, of the MacFarlane Shoe Company, Montreal, was on a business trip to Philadelphia and other eastern cities recently.

Mr. J. E. Boivin, formerly representing Ames-Holden-McCreedy, Limited, in Quebec, has accepted a position as sales agent on the staff of the Canadian Consolidated Rubber Company, Quebec.

Mr. J. F. Griffin, formerly with Sterling Bros., has opened a boot and shoe repairing establishment at 383 Front Street, London, Ont.

Mr. Herbert Gale, of Gale Bros., shoe manufacturers, Quebec, P. Q., was recently married in New York City to Mrs. Frederick Hard, of Southsea, England.

Mr. George Detwiller, dealer in dry goods and boots and shoes, Wallaceburgh, Ont., is discontinuing business.

Messrs. David Cummings and Max Werner have registered in Montreal, P. Q. They will conduct a retail boot and shoe store under the name of the Eaton Shoe Market.

The assets of Messrs. Patrick & Yorkelson, boot and shoe dealers, Winnipeg, Man., have been transferred to the Traders Trust Company.

Messrs. Gale Bros. have installed a modern sprinkler system throughout their factory, in Quebec, P. Q.

General Store News Throughout Canada

Where the Shoe Manufacturer May Find a Customer

Ontario

Mr. J. B. Pettit has purchased the general store of Messrs. Church & Ross, Fruitland.

Mr. Joseph Payment, general storekeeper, Coniston, has assigned to Mr. Alex. Irving, Sudbury.

The assets of the Capital Shoe Store, Ottawa, Phillips & Caper, proprietors, have been sold.

Stonehouse, McDougall, Moore, Limited, general storekeepers, Wallaceburg, recently suffered loss by fire.

Manitoba

Messrs. Greenberg & Freedman have succeeded to the general store business of Mr. S. Levine, Gimli.

The stock of the general store of the Estate of M. Hollenberg, Winnipeg, has been sold.

Mr. J. W. Burton has purchased the general store of Mr. R. A. Knight, Woodnorth.

The general store business of Mr. H. Field, St. Rose du Lac, has been discontinued.

The stock of the general store of Mr. H. Domitrack, Stuartburn, has been sold.

Quebec

Mr. E. Lafond has succeeded to the general store business of Mr. C. Lebrun, Wolfe Lake.

Mr. J. Alberic Beaudoin has registered in East Angus; he will carry on a general store business under the name of the Angus Cash Store.

Mr. T. Lessard, general storekeeper, St. Sabine, has assigned.

Saskatchewan

The Farmers' Supply & Produce Company, general store, Elbow, has removed to Riverhurst.

Messrs. Nairn & Longthorne, Limited, have been incorporated as general storekeepers in Forward.

Messrs. Wall Bros., general storekeepers in Lestock, are dissolving partnership; the business will be continued by Mr. S. Wall.

Messrs. J. D. MacMillan, Limited, have been incorporated as general storekeepers in Limerick.

Messrs. Rostron & Birket have succeeded to the general store business of Mr. W. H. Rostron, Success.

Mr. Goldin Solomon, general storekeeper, Tate, is removing to Lockwood.

Messrs. Lawrence Bros., general storekeepers, Waskada, have dissolved partnership.

Mr. H. Lerchar, of the Melville Farmers' Trading Company, Melville, passed away recently and the business will likely be wound up.

“BLANCO”

THE WHITE CLEANER

KEEPS WHITE SHOES WHITE.

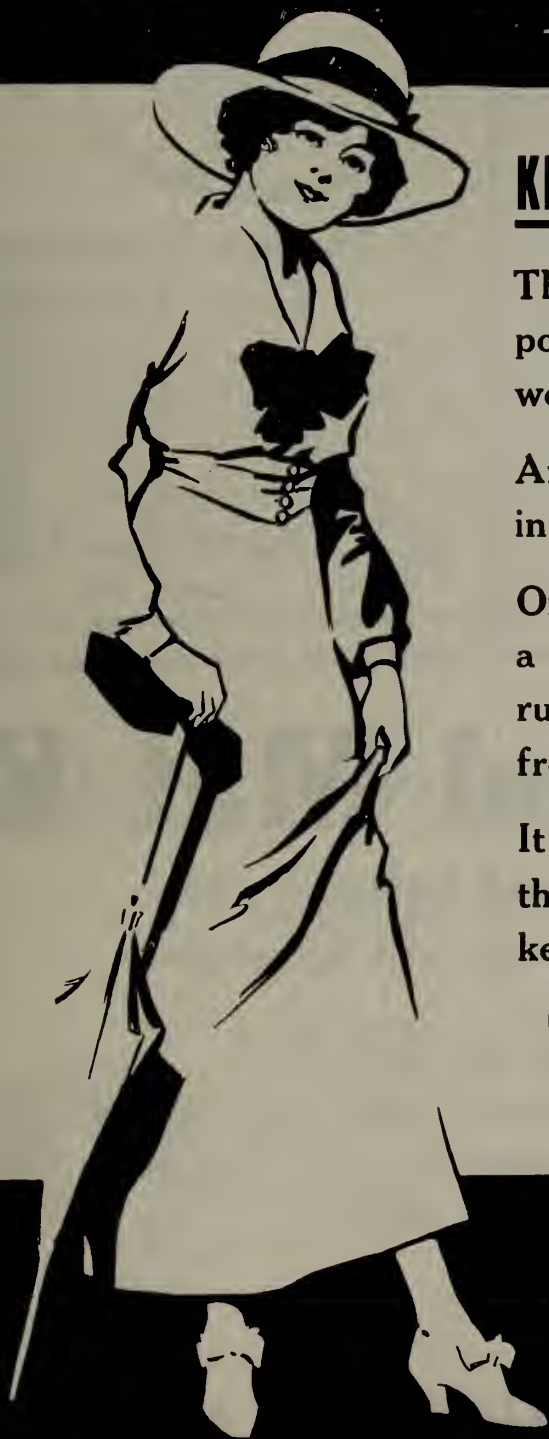
That is the first reason for its popularity. It *really does* the work it is meant to do.

And it is so easy to use—applied in a moment.

Once a “BLANCO” user, always a “BLANCO” user—that’s the rule. Thus your customers grow from more to more.

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.



Manufactured by
JOSEPH PICKERING & SONS, LTD., Sheffield, England.

Obituary

Mr. J. M. LeBlanc, general storekeeper, of Arichat, N. S., died recently.

Mr. Wm. Barbery, formerly in the employ of J. M. Humphrey & Company, manufacturers of boots and shoes, St. John, N. B., died recently in his 34th year.

Mr. John Palmer, manager of the Palmer McLellan Shoepack Company, Limited, tanners, etc., Fredericton, N.B., passed away recently.

Mr. B. Bookhalter, proprietor of a general store in Amulet, Sask., died recently.

Mr. Robt. Watson, shoemaker, Queen Street East, Toronto, was among those who were killed in the recent electric railway accident at Quecston.

Mr. John Madden, of Steventown Township, died at his home near Mt. Carmel, on July 10th. Mr. Madden was a native of Tipperary, Ireland. He conducted a shoe store for twenty-five years in Mt. Carmel.

Mr. R. J. Cluff, dealer in boots and shoes, Clinton, Ont., died recently. The deceased was sixty-five years and death was due to heart failure. Mr. Cluff was a prominent business man in Clinton and was formerly president of the Centre Huron Board of License Commissioners. He is survived by his wife and three daughters.

WANTED

A well-known salesman having sample rooms in Montreal wants to represent in Montreal and district firms specializing on following lines:

Women's McKays.

Men's Welts.

Misses', growing girls', and children's McKays and turns.

Best of references given. Box 378, Footwear in Canada, Montreal, Que. 8-9

Solid Leather Shoes — The Cheapest Shoes in the End



A Happy Combination of Good Features

In our spring line for 1916 we have caught the ideal combination of comfort, appearance and wearing qualities. The result is a shoe that meets the popular demand.

Our In-Stock Department is now a recognized help to the retailer. Sorting orders can be promptly attended to.

G V. Oberholtzer Company

Berlin, Ont.

Limited

Glazed and Mat Kid

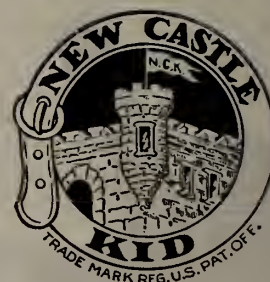
—Black and Colors—

Best, Most Serviceable and Economical

Large and well assorted stock now kept in Montreal, from which Canadian Shoe Manufacturers are supplied promptly.

When visiting Montreal call at our store.

Write or wire for samples.



NEW CASTLE LEATHER CO., NEW YORK

Canadian Branch—335 Craig Street W., Montreal

Factory:—Wilmington, Del., U. S. A.

A Dressing
For
Every Shoe

RALSTON'S THREE BEAUTIES

BLACK

WHITE

TAN

Black Beauty—for all kinds of black shoes. Preserves and blacks the leather, giving a brilliant polish. Contains no acids and is absolutely non-injurious to the leather.



All Good



White Beauty—for whitening canvas or buckskin shoes; also the buck on military and police uniforms. Now is the time to replenish your stock for the balance of the season. Does not deteriorate with age and may be safely carried over until next year.

None Better

Tan Beauty—a combination for cleaning and polishing russet or tan boots and shoes. We guarantee this polish to remove all stains from tan leather. A regular and easy seller.



ROBT. RALSTON & COMPANY

HAMILTON, ONTARIO

Select Grade Footwear McKays and Turns

New heels, new lasts, new styles in the best quality McKays and Turns. We carry the strongest and best sellers in stock.

Jobbers should see our samples of reliable shoes for men, boys, youths and women. They afford an excellent margin and give satisfaction.

Visit our factory, see the range of samples and the quality of material used.

AIRD & SON, Montreal

The Home of "Everyday" Shoes

—the Factory that
keeps the Quality
"UP"

The "Everyday" line of Men's, Boys', Youths', Misses' and Children's Shoes in Elks, Box Calf, Storm Calf above all possess quality. They look well and they wear well giving your customers the best of satisfaction.

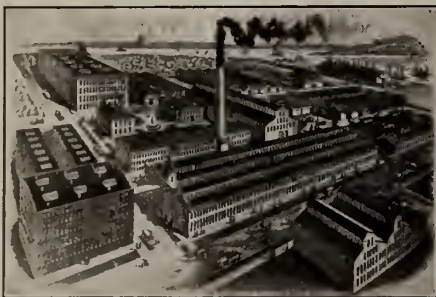
Canadian Shoe Jobbers—
"Everyday" Shoes will build
a permanent trade for you.
See our sample line.



The T. Sisman Shoe Company, Limited
AURORA, ONT.

THE C. G. FLYNN LEATHER CO.

*Announces to the trade that it is the Wholesale Distributor
for Eastern United States and EXPORT TRADE of the*



**"MONARCH OF THE OAKS"
OAK SOLE LEATHER**

IN

SIDES

SHOULDERS

BENDS

BELLIES

BACKS

HEADS



ALSO THE SAME TANNAGE OF OAK HARNESS AND SKIRTING LEATHER

The Product of KULLMAN, SALZ & CO., Inc., of Benicia, Cal., is celebrated for its superior quality. It has no equal. Inquiries for particulars and prices concerning these lines are invited.

THE C. G. FLYNN LEATHER CO.

CABLE ADDRESS:
"FLYLEATHER."

107 SOUTH STREET, BOSTON, U.S.A.

Shoe Cloths

Our stock is well assorted and offers splendid choice. New shipments are coming in regularly now.

Shoe Cloths in latest patterns and colors.

Fisk Cement Factory

This department can do your cementing or pasting and guarantee satisfaction.

Channel cement, stitching room cement, cork filler, always in stock for quick shipment. Every department fully stocked and ready to serve you.

FISK LIMITED

(In Liquidation)

MONTREAL

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Robin Bros. Lasts and Fillers



This is our favorite "filler"



Up-to-date

Strong and Simple

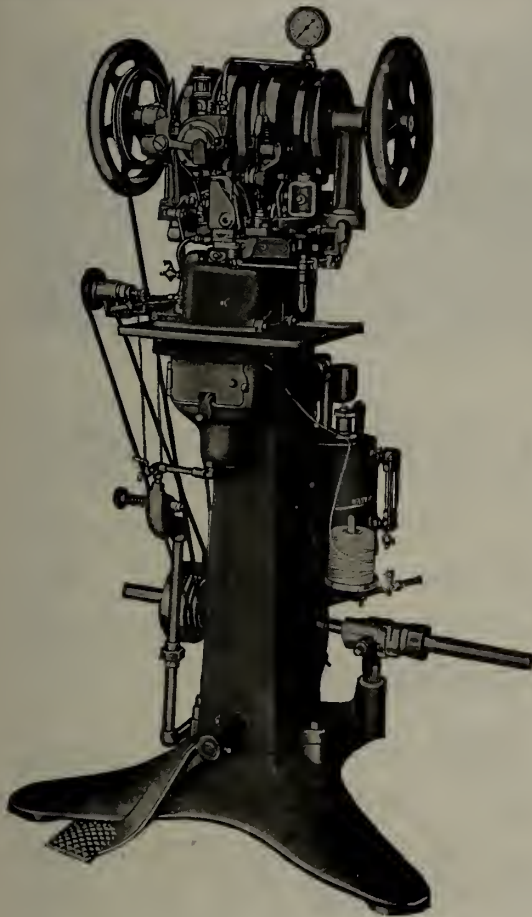
Let us have your filler orders now. Write for prices. Save 15% on your last account.

The new hinge device with interlocking wood lips makes our lasts the simplest, strongest and most up-to-date on the market.

Robin Bros.

131-143 Carriere St., Montreal

Landis Curved Needle and Awl Shoe Soling Machines



PRICE AND TERMS
LANDIS NO. 12 STITCHER

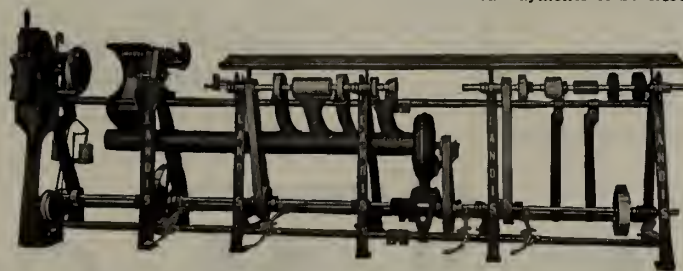
Weight, crated—About 750 lbs.
Head only, crated—About 500 lbs.
Price—Complete with Stand, power only, \$500.00, F. O. B. St. Louis.
Head only, \$475.00, F. O. B. St. Louis.
Terms—15% discount for cash.
Time Payments—\$50.00 cash and \$15.00 per month.
Deferred payments to be closed by notes without interest.

Sold Outright—No Royalty



PRICE AND TERMS
LANDIS NO. 10 STITCHER

Weight, crated—About 700 lbs.
Head only, crated—About 300 lbs.
Price—Complete, with Stand, foot-power or power, \$400.00, F. O. B. St. Louis.
Complete, with Stand, combination foot-power and power \$410.00, F. O. B. St. Louis.
Head only—\$375.00, F. O. B. St. Louis.
Terms—15% discount for cash.
Time Payments—\$25.00 cash and \$10.00 per month.
Deferred Payments to be closed by notes without interest.

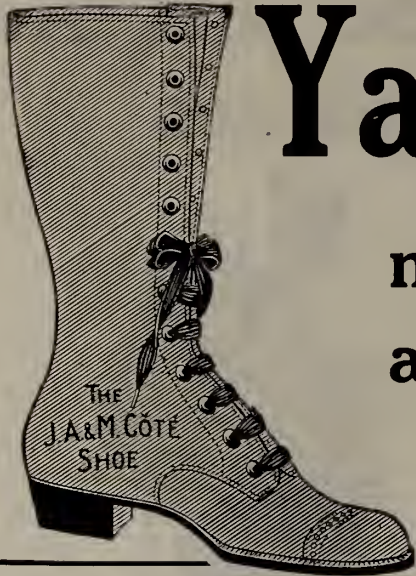


Model 22 Landis Shoe Repair Outfit, Left Hand
Manufactured by LANDIS MACHINE CO., St. Louis, Mo.

Landis Machine Company

St. Louis, Missouri, U. S. A.

WE ALSO MAKE THE LANDIS HARNESS MACHINES. ASK YOUR HARNESS MAKER ABOUT US.



Yamaska Shoes

mean a clean stock
at all times—

Solid Leather Footwear

“Yamaska” footwear sells all year round to the man who wants shoes for hard usage. He is sure of solid comfort at small loss of appearance. He is sure of strong, sturdy shoes and genuine satisfaction.

We have added six new lasts: men's, youths', boys' and little gents' in McKays. They are made for trade wanting a substantial shoe but with more snap and style than ordinarily given by manufacturers. They are non-squeak and are equal to Welts in appearance and wear.

*Let us help you make more
profit with your staple lines.
Write for prices—NOW.*



**A Profitable Shoe
for You**

La Compagnie

J. A. & M. Cote

St. Hyacinthe

- - - - -

Quebec

Montreal sample rooms 502 St. Catherine St. East.

Mr. Henri Martineau, Representative



See Them Demonstrated
at

Halifax Exhibition
Sept. 8th. to 16th.

Fredericton Exhibition
Sept. 20th. to 25th.

Your customers are going to say "Nugget"
when they say shoe polish. Are you
prepared? They won't take substitutes.

Arthur Fordham & Co.
Halifax
Agents for Nova Scotia

C. A. Munro
St. John
Agents for New Brunswick



9, 11 & 13 Davenport Road

Toronto, Ont.

Lace Shoe Logic

You can't make any mistake in purchasing lace shoes at this time.

They have always been the most reliable staple and now they are the style, too, so they have everything to commend them.

Lace shoes mean quick fit, quick sales — no come-back for free repairs.

This is now more than ever a factor, for high cut boots never did look well when buttoned and every additional button is a problem in fitting. High cut laced shoes, on the contrary, are easy to fit; they look well. Laces form an adjustable fastening; they automatically meet and satisfy the many conditions in fitting which, in the case of buttons, require time, expert attention and repeated expense.

Lace shoes are not shelf warmers. They are in demand now; they will be even more so next season.

You know your trade, but if you have any doubts as to what to buy, lean towards lace shoes; it is the logical thing to do.

**United Shoe Machinery Company
of Canada**

Toronto

MONTREAL, QUE.

Quebec



American Shoe Machinery

Guaranteed to be the **BEST** and **Cheapest** at the Price
NO MATTER WHAT THE PRICE

Canadian Leather and Findings Jobbers are our Sales Representatives—Give them your Orders.

M. DGET JACK,
to sit and work, can
also be placed on
box to stand and
work.



Height 24 inches.
Height 27 inches, with last and
block attached.
Position for sewing, trimming and
finishing. Cut shows last and
block attached.

Height 41 inches.
Height 44 inches,
with last and
block attached.



Position for sewing, trimming and
finishing. Cut shows last and
block attached.

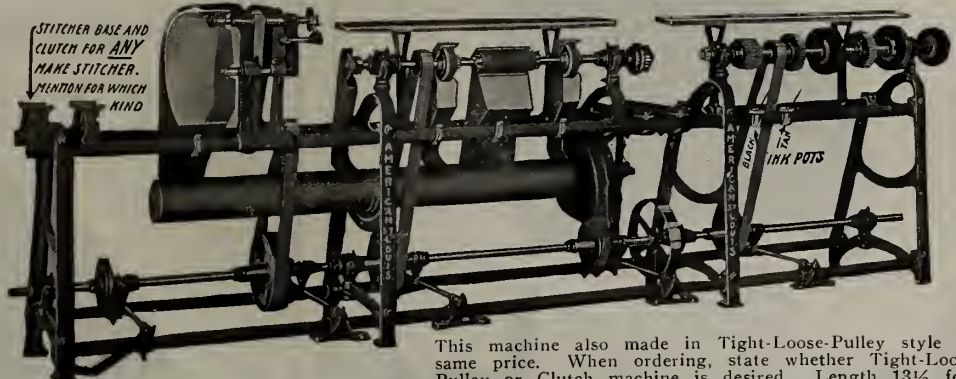
Send for complete "American" catalog to your jobber, or firm who sells you leather and findings.
If you cannot secure same from them, write us.

American Shoe Machinery & Tool Co.

Dickson St., ST. LOUIS, Mo., U.S.A.

"AMERICAN" Clutch Finisher, Model 20—Special

Including Complete Stitcher Base and Clutch. Specify what make Stitching Machine you have that we may know
kind of Base to furnish.

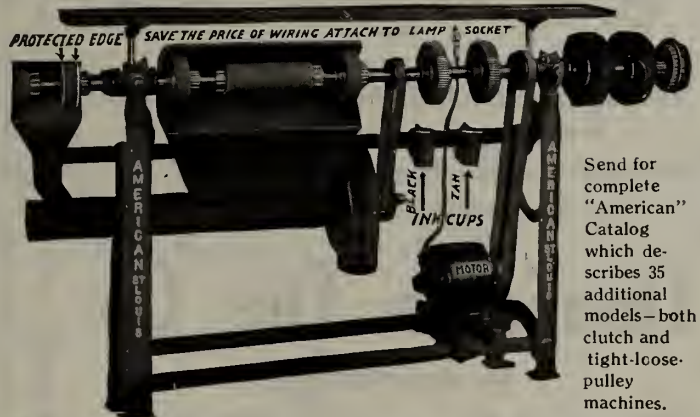


Width 24 inches. Weight crated 1200 pounds. Requires one horse power motor. Equipped with the following parts: SELF-ADJUSTING EDGE TRIMMER, Shank Trimmer, Grinding Attachment for Edge and Shank Trimmer Cutters, 4 Sanding Wheels, Adjustable Edge Setter, 3 Burnishing Rolls, 3 Bristle Brushes, Powerful Airtight Exhaust Fan, 2 Ink Pots, Base for Stitching Machine, Complete Clutch for Stitching Machine. An Extra Clutch for Operating Blower Individually.

"AMERICAN" Space-Saver No. 3

With or without Motor

For shops where space is limited. This machine sets close to the wall or anywhere in shop. Stands are designed very massive—no need of bolting to wall. Equipped with necessary sanders, burnishers, etc., for both black and tan shoes. Width only 14 inches. Length 6 feet. Weight crated, 340 lbs.



Send for complete "American" Catalog which describes 35 additional models—both clutch and tight-loose-pulley machines.

"AMERICAN" Midget Skiving Machine

This Skiving Machine will skive heavy upper leather as well as heaviest, thickest, hardest, toughest or thinnest sole leather to perfection and to any width bevel up to 1 7/16 inches.

CANADIAN REPRESENTATIVES:

- | | |
|-----------------|--|
| Alta., Calgary | The Great West Saddlery Co. |
| Alta., Edmonton | Adams Bros. Harness Mfg. Co. |
| Alta., Edmonton | The Great West Saddlery Co. |
| B.C., Vancouver | B. C. Leather Co. |
| B.C., Vancouver | Storey & Campbell. |
| Man., Winnipeg | The Great West Saddlery Co. |
| N.S., Halifax | Arthur Fordham & Co., 106 Upper Water St. |
| Ont., London | Wm. Watson, 103 King St. |
| Ont., Ottawa | S. Cohen, 124 George St. |
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| Ont., Toronto | P. B. Wallace & Son. |
| Ont., Toronto | Jones & Moore Electric Co. |
| Ont., Toronto | Beal Bros., 52 Wellington St. E. |
| Que., Montreal | Dominion Lea. & Shoe Finding Co., 101a Ontario St. East. |
| Que., Montreal | Rubenstein, M., 3 Ontario St. West. |
| Que., Montreal | Ruckenstein Bros., 67 St. James St. |

Cut this coupon out and mail

AMERICAN SHOE MACHINERY & TOOL COMPANY,
St. Louis, Mo.

Gentlemen:
Please mail catalog and particulars to

Mr.

Address

.....
Footwear in Canada

CAT'S PAW CUSHION RUBBER HEELS



Cat's Paw Rubber Heels are known everywhere for their excellent wearing qualities. Our patent canvas friction plug positively prevents slipping without affecting the buoyancy of the rubber.



For sale by all leading jobbers throughout Canada

Walpole Rubber Co., Limited

8 McGill College Avenue, MONTREAL

TOES

High grade box toes for Goodyear work

Also combination toes of all kinds

Men's, Boys' and Women's Heels
All Grades



Write for Prices

The Montreal Box Toe Co.

321 Aird Ave., Montreal

Dominion Die Co.

MANUFACTURERS OF

Cutting Dies

of Every Description



For Cutting
Leather, Rubber, Paper
Cloth, Etc.

ALL WORK WARRANTED

321 Aird Ave., Montreal

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.

THE COMMERCIAL
EST. 1846
A WEEKLY FINANCIAL, COMMERCIAL & GENERAL TRADE NEWSPAPER OF THE GREAT WEST.

Over 29 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued every Saturday Morning 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.

A Good Year for
GOODYEAR
WELTS



The "High Sign" of Labor

Like any fraternal organization, labor has its own "high sign"; you have seen it on shoes; you see it on this page. It is the "high sign" that Union Labor looks for when it buys shoes.

Union Labor is marching millions strong—and it needs footwear for itself, its wives and its children. It buys—and it buys big—and when it buys it looks for the "high sign" on the shoe.

You want the Union trade; you want the trade of the friends of Union labor; the "high sign" on the shoe will give it to you. People who know will tell you that Union-made shoes are better-made shoes, because the Union workers are contented, and hence interested in their product. Carry shoes that give labor and its friends

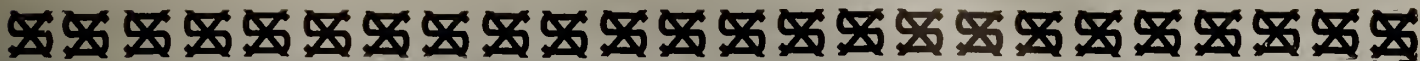
"THE HIGH SIGN"



Boot and Shoe Workers' Union

Two-forty-six Summer Street :: Boston, Mass.

John F. Tobin, President Chas. L. Baine, Sec'y-Treas.



ESSEX RUBBER-LEATHER

(CALLED "SHED-WET")

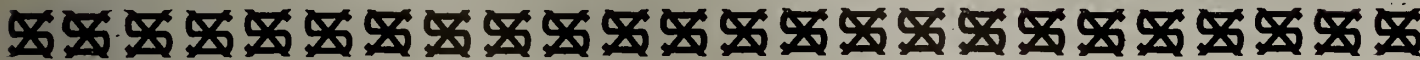
As a *Shoe Manufacturer* you should certainly investigate Essex Rubber-Leather. Your salesmen can sell more shoes if they carry a line guaranteed to twice outwear any all-leather line. *We absolutely guarantee Essex Rubber-Leather to outwear the very best sole leather made.* It is flexible and tough. Will not kick off at the toe or spread. Will not burn or draw the foot. And *Essex Rubber-Leather is absolutely waterproof.* Made by the makers of Essex Heels. Write today for samples, prices and full particulars.

ESSEX RUBBER CO., Inc. Department
Trenton, N. J. Makers of most of the rubber soles used in America.

5-A-15



ESSEX
Blue List Cobbler



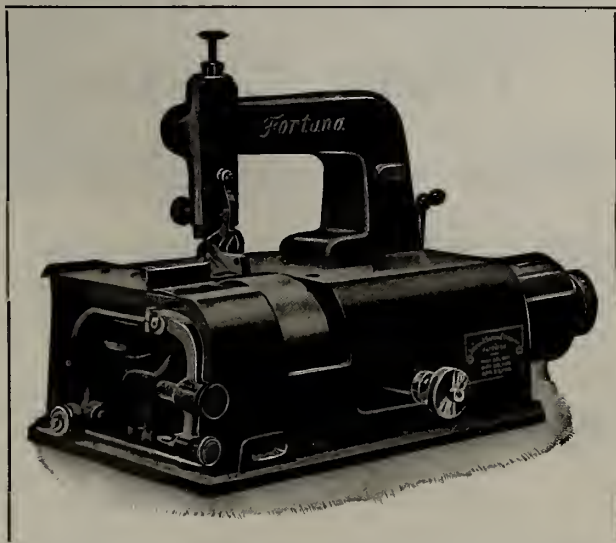
It Pays to Have an Attractive Store

A System of the Milbradt Rolling Step Ladders will pay for themselves in a short time by enabling you to wait on more trade, save the wear and tear on your fixtures and goods, as well as bring the appearance of your store up-to-date. Write for catalogue which shows various styles of ladders we manufacture.

Milbradt Mfg. Co.

2410 N. 10th Street
ST. LOUIS, MO.

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

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

BOX TOES THAT COME ALIKE

Made in leather, split, combination leather, canvas and felt.

HEELS that will not check all grades denominations and heights - a full line.



INDEPENDENT BOX TOE CO., 102 Christophe Colomb, MONTREAL

LION HEEL PLATES



One Pair Sells Another
REPAIR SHOPS, ATTENTION

Lion Heel Plates appeal to both men and women because they look neat, wear well and have no metallic sound. Every satisfied customer is a salesman for Lion Heel Plates.

They are quickly inserted and pay a profit equal to that which you make if you rebuild the heel the second time, while they give you the reputation of doing neat, durable work.

Get our prices and sample plates.

Lion Heel Plate Co., Ithaca, N.Y.

Brodie's Patent Flour Paste Stops Pulling Away

☞ Brodie's Patent Flour Paste is the most "adhesive" flour paste on the market. It eliminates all danger of "pulling away" so common in other pastes.

☞ Brodie's Patent Flour Paste spreads easily and covers well, keeps much longer than any other paste and is perfumed.

☞ Let us quote you prices on this reliable economical paste. Brodie's Patent Flour Paste is put up in kegs, half barrels and barrels.

Brodie & Harvie, Limited
14 Bleury St. Montreal

We want to BUY for CASH all
the PIECED HEEL STOCK you
make

**BROCKTON HEEL
COMPANY**
BROCKTON, MASS.



Footwear Warehouse

5 Floors To Let
Adelaide St. W.
Toronto

This warehouse building is the most attractive in the city.

It is well situated for footwear or finding stocks.

Centrally situated

Light on four sides

Passenger and freight elevator
Vaults

One block from four car lines

Floor area 6,300 sq. feet, each
floor.

For further particulars ask

Hugh C. MacLean, Limited
347 Adelaide St. West, Toronto
Phone Adelaide 2700

IF IT BEARS
THIS MARK



YOU CAN RELY
UPON THE QUALITY

United Shoe Machinery Company of Canada

Montreal, Que.

122 Adelaide Street West, Toronto

492 St. Valier Street, Que



THE
Edwin Claph
SHOE

EAST WEYMOUTH, MASS., U.S.A.

Our
PICCADILLY
Model



Awarded
The Gold Medal of Honor
At the
Panama Pacific International Exposition
San Francisco, 1915

This was the Highest Possible Award for
MEN'S FINE SHOES EXCLUSIVELY.

Edwin Claph
& Son Inc.
ESTABLISHED 1853

Footwear

In Canada



“No Conscription
to
Miner Service”

VOLUNTEERS to the Miner Service are enlisting very fast. Our army is made up of satisfied dealers.

Recruiting men will be calling on you soon with Greyhound Tennis, for Spring. The range has increased fully 50 per cent.

Place your order early for Greyhound Tennis. You know what being short of ammunition means. Don't be caught this year. Prices and delivery guaranteed.

Miner Rubber

Company, Limited

Granby
Quebec

Montreal

Ottawa
Toronto



A Criterion of Excellence

has been established in the manufacture of

PANTHER

Rubber Heels and Soles

Made in Canada



By the terms of the PANTHER GUARANTEE we pledge ourselves to refund \$1.00 for every pair of soles bearing the Panther guaranteed trade mark that breaks or cracks. This protection has proved a strong inducement to manufacturers and retailers, since it frees them from any obligation in the event of defects in the rubber.

Panther rubber soles are made in all grades, shapes, colors and sizes, but our refund offer covers only the **guaranteed** soles.

Send for samples and prices.



Makers of this Heel in the Green Box.
Every Pair Guaranteed.

Panther Rubber Mfg. Co.

Sherbrooke, P.Q.



28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.



WINTER TIME

IS

FELT FOOT

TIME

Slippers for Home and Fireside



Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.

28 "Service" Branches Throughout Canada



SELBY SHOES

Are made by trained shoemakers, of the best materials, and are so attractive, that they sell quickly and easily, and at handsome profits. The best styles are carried in stock at all times, thus insuring dealers who sell them, quick turnovers.

THESE SIX STYLES IN STOCK NOW



No. F3—Welt—Patent, Black Cloth Top, Button.
No. F299—Same in Turn Sole.
AA 4 to 8, A & B 3 to 8, C & D 2½ to 8. Price \$3.00.



No. F95—Welt—Gun Metal, Black Cloth Top, Lace.
No. F94—Same in Patent.
AA 4 to 8, A & B 3 to 7, C & D 2½ to 7. Price \$2.50.



No. F1—Welt—Patent, Black Cloth Top, Lace.
No. F298—Same in Turn Sole.
AA 4 to 8, A & B 3 to 7, C & D 2½ to 7. Price \$3.15.

Our Shipping and Billing Departments are painstakingly careful to see that all Canadian Customs requirements are complied with to the smallest detail.

WRITE FOR OUR CATALOG

THE SELBY SHOE CO., - Portsmouth, Ohio, U. S. A.

BOSTON OFFICE
134 Summer Street

NEW YORK OFFICE
Woolworth Building
Broadway at Barclay

SAN FRANCISCO OFFICE
29 Kearny Street



EUROPEAN OFFICE
Coventry House, South Place
Finsbury, E. C., London, Eng.

SOUTH AMERICAN OFFICE
Buenos Aires, Argentine
Lima 486

AUSTRALIAN OFFICE
401 Post Office Place West
Melbourne

Our models are exclusive and embody comfort and elegance of the highest order—the result of fifty years' experience in the drafting and making of a superior quality of men's boots and shoes for all occasions.



Lake Shore

Edwin Clapp
& Son Inc.
ESTABLISHED 1853

Factory and Home Office
East Weymouth, Mass., U. S. A.



Ritz-Carlton

"Awarded the Gold Medal of Honor, at the World's Fair, San Francisco, the highest possible award for Men's Shoes Exclusively."

Ready for the Fall Drive

Canada's Finest Footwear for Women

At Your Service



5026—Pat. Plaza Black Cloth Top
Louis Heel, Lorraine Model—
\$3.25



5025—Pat. Lace Diamond Tip,
Black Cloth Top, Louis Heel,
Lorraine Model—\$3.25

Present conditions in the business
World have caused many dealers to
buy in small quantities for Fall.

You will need sizes for immediate
delivery many times and to this end
we have

**TWELVE
OF
THE LEADING LINES
FOR FALL
IN STOCK**



5024—Pat. Lace, Black Cloth Top,
Eunice Model—\$3.00

5012—Pat. Butt, Black Cloth Top,
Phylis Model—\$3.00



5001—Pat. Butt, Black Cloth Top,
Grecian Model (Medium full toe).
—\$3.00.

5004—Pat. Butt, Black Cloth Top,
Ritz Model (Medium narrow toe).
\$3.00.



5007—Velvet Kid Button Boot,
Cushion Insole, Nature Model—
\$3.00

5008—Same in Bluch. Cut—\$3.00



5023—Pat. Lace, Dull Quarter,
Grecian Model—\$3.00



5000—Pat. Butt, Black Cloth Top,
Tip, Patrician Model—\$3.00.

5011—Same Dull Top—\$3.00
5019—Kid Button, Pat. Tip, Mili-
tary Heel, Sibyl Model—\$3.00

Send for our catalogue.

Our travellers are out covering all Canada for Spring.
Do not place your order until you see him.

Blachford Shoe Mfg. Co., Limited
92-94 Sherbourne St., TORONTO

Robinson Service

— Will save sales for You

The sales that are saved because you can promise a certain style of shoe to your customer on a certain date—and deliver it—are the sales that build and hold trade.



Robinson Service allows you to obtain the size and style you wish at once. You can be sure the order will be filled accurately and the quality A1.

Style

Robinson Service reduces your stock investment. It is your protection against losses through style change and depreciation. It means that you can build trade by satisfying your customer. Why not try it?

Service

James Robinson

MONTREAL



Stylish Comfortable Lasts



You will seldom find style and comfort so well combined as they are in Bostonian Shoes.

Good shoemaking is an art and Bostonian Shoes are the highest expression of that art.

Bostonian Shoes are made on comfort fitting lasts by expert designers. They appeal to customers who want the best. Theirs is a profitable trade to cater to. Why not cultivate it?



Wait !

**See 1916
Bostonians**



They Lead

**for
Style**

James Robinson
MONTREAL



Ask The Salesman When He Enters Your Door

Ask the salesman if he is handling Union Stamp shoes.

Ask to see the official stamp of the Boot and Shoe Workers' Union, the one and only guarantee of Union made shoes.

Ask to see the stamp that puts you on the high road to bigger, better, more profitable business for 1916.

For the Union stamp is necessary on footwear that is sold to Union men.

Union men demand Union footwear for themselves and their families.

The cost is no more for retailer or manufacturer. Why not insist on Union Stamp shoes for 1916?



Boot and Shoe Workers' Union

Two-forty-six Summer Street :: Boston, Mass.

John F. Tobin, President Chas. L. Baine, Sec'y-Treas.

Ask the Salesman to Show You This Stamp



The Salesman May Show You Union Stamp Shoes

The salesman with samples for 1916 may show you Union Stamp shoes.

For your own welfare insist that he do so.

Do not be deluded by apologies or excuses.

Insist on Union Stamp shoes for the coming season.

It is the one and only shoe that will meet the demands of the Union trade.

It is a guarantee of a Union made shoe, produced under the fair rule of arbitration with no strikes or lockouts possible.

The cost is no more, the profit immeasurably greater.

Demand the Union stamp shoe for 1916.

Boot and Shoe Workers' Union

Affiliated with American Federation of Labor

246 Summer Street

BOSTON, MASSACHUSETTS

JOHN F. TOBIN, General President

CHAS. L. BAINE, Gen. Sec. Treas.



Insist on this Union Stamp on Your Footwear

Williams

Solid Leather Shoes

FOR better and bigger business in 1916 Williams Solid Leather Shoes should be your first thought. Your staple stock is not complete without this line of good sellers.

Sales of Williams Shoes are going up! The genuine merit and the generous margin of profit to the retailer account for their steady climb.

Be sure and go to the sample room when our traveller calls. It will fully repay you for the time spent.



Spring

1916

A Good Tonic

Substantial

Shoes

Fair Profits

Williams Shoe Limited

Brampton, Ont.

Fashion Bulletin No. 4
Fall of 1915




Shows made of "F. B. & C." Kid, No. 42; "F. B. & C." Kid, No. 20; "F. B. & C." Kid, No. 25; "F. B. & C." Kid, No. 33; "F. B. & C." Kid, No. 55; and "F. B. & C." Bronze, shown in wall with the new Fall gowns.

AT ALL GOOD SHOPS

FASHION PUBLICITY COMPANY F. O. No. 1711, N. Y.

Fashion Bulletin No. 4
Fall of 1915



Shows made of "F. B. & C." Kid, No. 42; "F. B. & C." Kid, No. 20; "F. B. & C." Kid, No. 25; "F. B. & C." Kid, No. 33; "F. B. & C." Kid, No. 55; and "F. B. & C." Bronze, shown in wall with the new Fall gowns.

AT ALL GOOD SHOPS

FASHION PUBLICITY COMPANY F. O. No. 1711, N. Y.

The New Method Of Doing Business Without Speculation

SURE PROFIT

NO CHANCE OF LOSS

By "F. B. & C." method of making Fancy Colored Kid, shoe manufacturers do not have to speculate ahead of requirements and risk changes of color in accordance with "Whims, Fads and Fancies."

Having **always** large quantities of skins coming through the works, we are **always** prepared to make deliveries within a short time in any color desired.

"This method makes the Fancy Colored Kid business **absolutely safe.**"

Make your samples of "F. B. & C." Kid, thereby being able to secure promptly the needed shades and colors desired.

"Do not Speculate. Let us Speculate for you."

Exclusive manufacturers of

Golden Color
Brown No. 21
REGISTERED U. S. PATENT OFFICE


F. B. & C. Bronze Kid is without question the best in the world.

THE F. BLUMENTHAL COMPANY

FANCY COLORED KID DEPARTMENT

WILMINGTON
DELAWARE

Fashion Bulletin No. 4
Fall of 1915



Shows made of "F. B. & C." Kid, No. 42; "F. B. & C." Kid, No. 20; "F. B. & C." Kid, No. 25; "F. B. & C." Kid, No. 33; "F. B. & C." Kid, No. 55; and "F. B. & C." Bronze, shown in wall with the new Fall gowns.

AT ALL GOOD SHOPS

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AT ALL GOOD SHOPS

FASHION PUBLICITY COMPANY F. O. No. 1711, N. Y.



Brockton

Shoes

What it will mean
to you
if you are
OUR AGENT

*The only
one price shoe
in Canada*

50%
Increase
in
Sales

*Sold for you
to make a
fair profit*

We say 50% increase in your sales because we offer you men's shoes to retail at \$4.00 in all leathers, tan calf included. Shoes made under scientific lines with 45 years' experience to our credit.

We have had the one price idea for the last four years and have carried it out in our own stores. We are now prepared to go to the trade and appoint sole agents in medium size towns, and will give districts in large cities. You may get this line if it is not already given in your town or district.

The Brockton Shoe Co., Ltd.

349 St. Paul St. East, MONTREAL

Made in Canada

Going to put in a Store Front this Year?

Think back! Has there *ever* been a time in your business career when a modern, made-to-make-business Store Front could do so much for your prosperity as *now*—1915? Think how it would advertise your store—how it would put new life and enthusiasm in your entire organization—how it would help you to keep up prices and how it would *make more* sales. If you need a Front, you need KAWNEER and you need it now, no matter what the size of the city in which you are located. There are more than 40,000 KAWNEER FRONTS now standing and if you will investigate you will find them paying big returns on their respective investments.

Investigate Store Fronts

KAWNEER STORE FRONT construction was conceived, built and developed around *your* requirements—always have we kept your commercial needs before us, at the same time keeping permanency and other structural elements well taken care of. The KAWNEER system of ventilation and drainage, for example, stands at the head today, as it has since 1906 when we marketed the first construction of this kind. You will find other systems for sale, but experience has shown the practicability of KAWNEER. We ask you to study Store Fronts from every standpoint—find out what the experience of others has been. Let us help you investigate. We will tell you the names of retailers with KAWNEER FRONTS near you and you can look them over; ask the retailers behind them what *they* think—their answer will be in figures. The Front that pays biggest is the one that sells most—the front is valuable only in proportion to the business it creates. Investigate and you will tear out your old Front and install KAWNEER, not by what *we* believe, but by what you will find.

Now—Not “Sometime”

Use the microscope of experience and bare the true facts. “Any time you desire testimony as to the quality, appearance, etc., of your Fronts, I am ready to give you one.” J. E. Stiles, Wells, Minn. The Young & Chaffee Furniture Co., of Grand Rapids, Mich., writes: “Regarding the value of the Store Front as compared to the old one, I think there is no question but what our new KAWNEER FRONT sells at least \$10,000 worth of merchandise over what we could have possibly sold with the old.”

“We feel amply convinced that the change was profitable in more ways than one.” Smith-Bridgman & Co., Flint, Mich.

The Myers-Dailey Co., of Decatur, Ind., say: “We think we have the best front in Indiana, barring none. We would rather have a KAWNEER FRONT if it cost twice the money because we know it is right.”

Squires & Lay, jewelers of Laporte, Ind., write: “From an advertising standpoint the value of a retail jeweler’s window cannot be estimated. It is, however, his greatest asset if he only knew it. Retail jewelers cannot buy enough newspaper space to take the place of their windows. Window advertising is first all the time when compared to other advertising. We have a KAWNEER FRONT and we consider it pulls at least \$5,000 worth of business for us a year.” (The Store Front of Squires & Lay cost approximately \$1,000.)

R. L. Morland, a druggist of Worthington, Minn., writes: “I beg to say that the KAWNEER FRONT I installed has without a question increased my business. The new windows display goods to so much better advantage than the old ones and the entrance is so much more attractive to customers that I am thoroughly satisfied the KAWNEER FRONT has been a good investment for me. My only regret is that it was not installed several years ago.”

J. D. & L. B. Whitted, of Burlington, N. C., say: “Highly pleased with Front—it is a dandy—everybody likes it.”

H. A. Graham (shoe store), Burlington, Ont., says: “I cheerfully recommend KAWNEER metal Store Fronts to anyone wanting an attractive, serviceable, trade-pulling Front.” If letters do not convince you, ask those retailers near you who are now using KAWNEER STORE FRONTS. We can give you proofs of any kind.

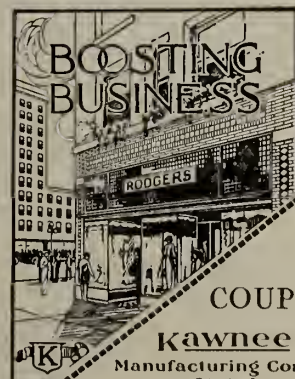
Kawneer
STORE FRONTS



No matter what type your business requires, KAWNEER STORE FRONT construction is adaptable—in fact, the many “new Styles of Store Fronts” are the outcome of KAWNEER. We made them possible. The coupon attached will bring you many suggestions and the book is yours gratis—no obligation.

You will pay for a KAWNEER FRONT even if you do not install it—by the business that will pass your Store. Just figure a moment. It only takes an increase in business of \$1.09 per day for a thousand-dollar KAWNEER FRONT to pay for itself in ten years. There are 308 business days in 1915. If each day could be made to produce 5 extra customers, and each customer 50c net profit, your total increase in profit would be \$770.00—that’s 50% on \$1,540. Let us tell you what your Front will cost, then you can figure the interest a new KAWNEER FRONT would create for you. There is nothing mysterious about the success of KAWNEER STORE FRONTS—they are

simply made to make business—for you as well as the 40,000 other retailers who now have them. To be of help to you in this first important step of increasing your business we offer you “Boosting Business No. 25”—a Store Front book compiled for you. It shows photographs and sketches of successful Fronts—big and little—and information of value. Just clip off this coupon and send it in. After you have read this book our branch near you will help work out the details of your Front. This is neither a book on window trimming nor a picture book for your errand boy, but a valuable book on Store Fronts to help you.



COUPON

Kawneer

Manufacturing Company
Limited

Dept. R. Guelph, Ont.

Kindly send “Boosting Business No. 25” to me without obligation.

Name

Street and No.

City or Town

Kawneer

Manufacturing Company
Limited

Francis J. Plym, President

Dept. R. GUELPH, ONT.

“Kawneer Store Fronts awarded gold medal at Panama-Pacific Exposition. See our model front there.”



**Minister
Myles
Shoes**



**Minister Myles Shoe
Company, Limited
Toronto**

- Uncommon in Style*
- Unusual in Material*
- A Model for All Occasions*


Ames-Holden Shoes In Spring Styles

Will reflect the popular fancy for Spring 1916. Individuality, ideal foot comfort, all round high grade workmanship and quality materials, excellence in every feature—that's the secret of Ames-Holden popularity. The latest lasts and the newest combinations will be included in Ames-Holden 1916 styles.

Don't order your spring line till you see the Ames-Holden samples. They are brighter and better than ever. Remember Ames-Holden are the shoes that stood the test.

Ames-Holden Shoes

*The Shoe that
Stood the test*



They touch
the Quality
Mark



This Mark on Every Doctors Antiseptic Shoe

Doctors
ANTI-SEPTIC SHOE
PAT 1908 1909 NON PERSPIRO

Our "Cock O' The North" registered trade mark is your guarantee that the shoes are genuine and that they are made throughout of real leather.



In addition to Tebbutt style and quality our Doctors and Professor shoes have special non-perspiro and antiseptic features that make them popular everywhere.

If you do not already handle this popular line order a trial shipment of your jobber.

Tebbutt Shoe & Leather Company, Limited

Three Rivers, Que.

*THE
Professor*

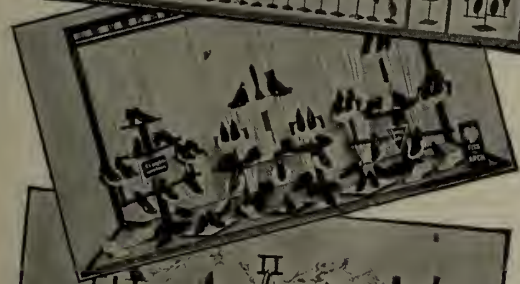
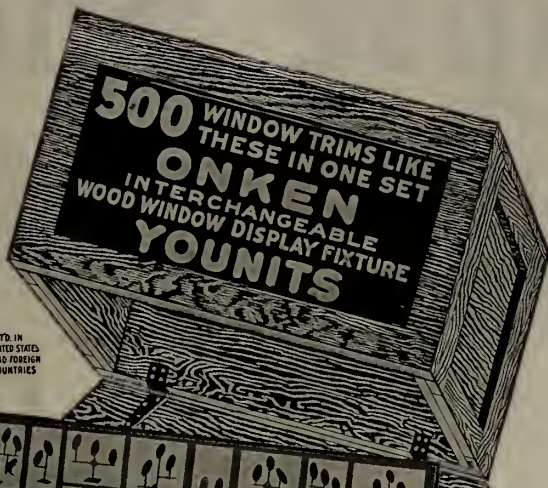
PAT. N^o.  119409
GOLD CROSS
SHOE

ONKEN IMPROVED AND RECONSTRUCTED YOUNITS

A TREASURE CHEST FULL OF SHOW WINDOW FIXTURES FOR SHOE STORES

Window Trimming Made Easy

PAYD. IN
UNITED STATES
AND FOREIGN
COUNTRIES



Catalog
On
Request

—Window Trimming is a good investment even if it costs a lot of time and money. Effective displays and frequent changes build business. There is no question about that.

—But that is no reason why part of the cost and much of the labor of Window Trimming should not be eliminated—if the cost and labor can be cut out without reducing the efficiency of the display.

—ONKEN Inter-changeable DISPLAY YOUNITS make the Window Trimming easy. They shorten the time required to do the work. They make it possible for the inexperienced to produce a good trim. They enable the expert to do proportionately better work. They broaden the field for him—widen the range for expression of his ideas—and save his time by enabling him to secure, quickly, exactly the sort of unusual effects he desires.

—This wonderful set of fixtures combines extreme simplicity with almost limitless Opportunity. Over five hundred different trims can be produced from the set. Produced without the cost of a tool—the hands and the brains of the trimmer do it all.

ONKEN Improved and Reconstructed YOUNITS are NOW Made “No Screws Screwing into Wood.”

THE OSCAR ONKEN Co. 5922 Fourth Ave. **Cincinnati, Ohio**

ADDRESS ALL CORRESPONDENCE TO CINCINNATI
Stock Carried in Canada, England and Australia

ORDER THRU YOUR JOBBER OR DIRECT—IMMEDIATE SHIPMENTS

The Eclipse Shoe

A CANADIAN MADE LINE

WITH

Aviation Quality, Sub-marine Prices

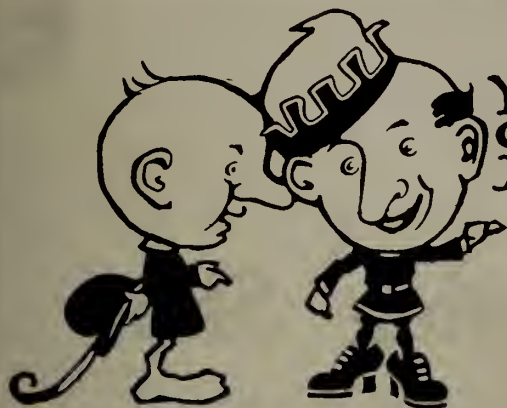
In our Spring Line-up we have embodied all the latest ideas and Styles of a sufficiently staple nature to prove saleable. We cover all your requirements in Children's, Misses, Youths' and Growing Girls'. Wait for the call of the Eclipse salesman.

In spite of recent advances in cost of raw materials we still remain the only house featuring CALF TOPS in all Patent Leather shoes, **AT LAST SEASON'S PRICES.**

*The Eclipse withstands all tests
Of appearance, wear and weather,
How can a shoe of substitutes
Compete with solid leather?*

**This line that never fails is now being shown
from coast to coast.**

Galt Shoe Manufacturing Co., Limited
GALT, ONTARIO



You
can
Join

the happy crowd
of Joy-peds who
sell and wear the



Tally-ho

IT takes all kinds of people and all kinds of propositions to make up a world.

This is a new deal—that will please a good many. Perhaps it will suit you.

The New Tally-Ho Shoe for Men—with the Corset Arch Support—is an advertised one-price shoe that will be sold through the jobber.

The new plan is a winner.

Arrangements are under way with several firms for the handling of the new Tally-Ho for their respective districts. As soon as arrangements are completed the names of the Tally-Ho jobbers will be announced in the trade papers.

Write us for catalogues and information.
Samples ready to show Sept. 1st.

The Tally-Ho Shoe

24 STYLES 6 SHAPES
ALL LEATHERS

An American shoe—put together in Canada.

Made in conjunction with one of the largest shoe manufacturers in the United States—Messrs. Hucksins & Temple of Boston—who are responsible for the shoes being made up to the style and finish of the American Shoe.

American style—plus British wear—with a big saving in customs duties.

Tally-ho Shoe Co.

Registered

132 Lincoln Street
Boston

491 St. Valier Street
Quebec





Do not

be persuaded into Placing an order for your

1916 Spring Outing Shoe

requirements before you see the complete new

Life-Buoy Range of Samples

Special
features that
have not
been shown
before by
anyone.



Added
selections
in
Lasts
and
Styles.

Also several serviceable lines for all-year-round wear.

A Life-Buoy Salesman will call on you in ample time. Wait for him.



When Ought I to Buy ?


The answer—today—tomorrow—any day I
am short on a style of an

EDUCATOR SHOE

There is an absolute certainty in carrying Educators, a shoe that has “room for five toes” and “lets the foot grow as it should,” with a perfect fit in heel, arch and toe. The style of last never changes. It is always in style. No chance for dead lines on your shelves—carry a shoe for the whole family that holds their trade by common sense from childhood to old age.

Make this an insurance policy against loss of old customers. Let us tell you more definitely about the safest of all merchandising propositions—the Educator way.

Get in touch with the Rice & Hutchins Chicago Co., 231 W. Munroe St., Chicago, wholesale distributors of Rice & Hutchins Shoes for Western Canada.

**EDUCATOR
SHOE** 

Rice & Hutchins, Inc.
Twenty-Four High St., Boston

The Shoe of the Season

Tetrault's New "Vulcanite" Sole

(Light and Smart)

Spring Oxfords or High Cuts

In addition to appearance there is in these shoes with the new "Vulcanite" sole, sound shoemaking and dependable materials.

The stock is of the best, the findings are stout and durable and the "Vulcanite" sole is guaranteed to give complete satisfaction.

It is the logical substitute for leather soles.

They excel them in many ways, as in waterproofing, flexibility, and evenness of quality.

They wear better than leather. Do not break, split or crack.

This style of shoe is bound to have a decided call next Spring from men who care for durability and

Smartness in footwear.

You do not see the newest and latest in footwear unless you see Tetrault's line. Tetrault always has it first.

Tetrault Shoe Mfg. Co.

Largest Men's Goodyear Welt Manufacturers in Canada—Bar None.

331 Demontigny St. E.

MONTREAL

WHITE SHOE CO.

48 York Street, Toronto

Prompt Shipment of Rush Orders

Our stock is complete in seasonable goods:

Leather Goods---Great variety—best values.

Rubbers---“Kant Krack” “Dainty Mode” “Bull Dog”

Felts---Large variety Canadian and English makes.

Lumberman's Knitted Stockings.

Hockey Boots---Large range, popular prices.

Oil Tans, Moose Moccasins, Sheep Wool Boots.

*Our travellers are now on their respective grounds
showing full range of above lines—orders solicited.*

During Ottawa Exhibition our Mr. Geene will be at his permanent sample room, No. 5, Grand Union Hotel, showing a large range of special lines at special prices for Exhibition visitors.

WHITE SHOE CO.

48 York Street

TORONTO

Drummond

\$4 and \$5 Shoes



Highest Grade Men's Welts Obtainable at Moderate Prices

**“From East to West
Considered Best”**



We are producing the most up-to-date effects in Men's Goodyear Welts at prices to the trade that promise more retail profits and consumer satisfaction than is generally obtained. We have strained every effort to bring the "Drummond" line to a high degree of perfection. How well we have succeeded in making quality shoes is proved by the models now going through our factory. They leave nothing to be desired.



If you could visit the "Drummond" factory and see the care exercised in the selection of material and the efficient methods followed to produce quality shoes you would quickly select this line of \$4 and \$5 Welts for your 1916 trade.



The shoes themselves must be seen if you would appreciate their selling value. Let us send you samples and prices.

Drummond Shoe, Limited
Drummondville, Que.

McLaren & Dallas

Wholesale Distributors of
**Boots, Shoes
 & Rubbers**

**Spring
 1916**

**Spring
 1916**

The Imperial Shoe

Men's and Women's Good-year Welts and McKay sewn. A high quality select shoe for your better class trade.

"Varsity" Brand

For men and boys. An everyday, regular seller. A medium grade light shoe, McKay sewn and standard screw.

"Maple Leaf" Brand

Men's, Boys', Women's and Misses' solid leather strong working shoes for hard wear. Every pair guaranteed.

"Witch Elk"

We are Canadian Agents for this famous line of Hunting and Sporting Boots.

**Place your
 Spring order
 now—**

Our range of samples is unusually attractive, being replete with "up-to-the-minute" and popular lasts in all leathers and fabrics. The values offered cannot be surpassed. YOUR salesmen will want to show these lines because of their style, fit and wearing qualities.

Sorting Orders

Our large stock is "On Call" for rush delivery of your sorting-up requirements. Try our "Rapid Transit" shipping service. It will make you a regular customer. Letter and 'phone orders receive attention on the minute. We are specially well able to assist you in filling in depleted lines from our large range of Fall and Winter Leather Footwear as well as Elmira Felts, Moose Moccasins—Lumbermen's Knit Sox, Oil Tan Larrigans—Hockey Boots and Men's Fine Leather Slippers.

Little Canadian Shoe

An extra fine line of Misses' and Children's Shoes.

Beaver Brand

An extra fine line of Men's Goodyear Welts.

"Sportsman Boot"

In Chocolate, Pearl and Black Calf and Smoked Elk, in 10, 12 and 15 inch leg. The perfect Boot for Hunters and Prospectors.

RUBBERS

Kant-Krack **Royal**
Dainty Mode **Bull Dog**

McLaren & Dallas

30 Front Street West

- - -

Toronto



28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, Que.



LET "SERVICE" BE YOUR "BUY" WORD

When Purchasing Rubber Footwear or Tennis Shoes

You cannot "serve" your customers well unless you, in turn, are given real "SERVICE" by the manufacturer from whom you buy.

Real "SERVICE" not only means prompt deliveries and courteous treatment; it also includes saleable and stylish goods of high quality and excellent workmanship.

We Provide Real "Service"

Our line-up is complete, our quality is unexcelled, and our prices are right. Let us show you what we can do.

It is our desire to serve you.



Canadian Consolidated
Rubber Co., Limited
Montreal, Que.

28 "Service" Branches Throughout Canada



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 - Tel. Main 2299 - Room 119, Board of Trade
WINNIPEG - Telephone Garry 856 - 302 Travellers' Bldg.
VANCOUVER - Tel. Seymour 2013 - Hutchison Block
NEW YORK - Tel. 3108 Beekman - 1226 Tribune Building
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent St. 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. 5 September, 1915 No. 9

Charity Begins at Home

A bald-headed man makes a poor salesman for a hair restorer. Now, did you ever stop to think what the effect on your customer naturally will be if you step out to serve him wearing an untidy or unclean or ill-fitting pair of shoes? Don't you believe he instinctively feels something like this—"This man can't suit me. He doesn't appreciate himself what a shoe ought to look like." What's the use of explaining to such a customer that the quality of your shoes is high—when yours look "cheap"? What's the use of urging on him how well they keep their shape—when yours are shapeless? What's the use of telling him how well they fit—when your own do not? What strength has the argument that they take a splendid polish—when yours haven't seen the brush to-day?

A layman who knows nothing of shoe terms and expressions naturally finds a little difficulty in explaining just what he wants. Would it help more to have him glance at yours and turn away in despair or, to be able to say, "Well now that shoe you have on looks good to me. Let's see something like that"?

Is it not possible that as a class shoe retailers and

their salesmen are far too careless about the appearance of their own feet? Remember your own prejudices when you go into other stores—for a suit of clothes, a collar, a tie. How much more the man, who himself looks well in the same thing he is trying to sell you, is able to influence you. The shoe salesman who neglects the care of his own footwear is deliberately overlooking one of his strongest allies in making sales.

* * *

What is Your "Goodwill" Worth?

The best advertisement in the world is a customer so satisfied that he will go out and tell his friends about your service, your good stock, your attractive store, your care in fitting and, above all, your courteous salesmen. If the retailer could send out only satisfied customers and could depend on them "talking" he would never need to do any other kind of advertising.

This is largely what is meant when we speak of the "goodwill" of a business—their ability to keep old customers and, through them, to bring in new ones. In some of our larger industrial organizations the "goodwill" is listed among the financial assets in very big figures. What is the "goodwill" of your own business worth if you were required to capitalize it? Could you get much for it? This is a question that every retailer should ask himself. The answer lies largely in the frame of mind of the customer as he leaves your store. Is he satisfied? Is there any doubt in his mind about coming back? Will he be interested enough to tell his friends? Has your salesman given him a suggestion for some other article that may bring him into your store again in a day or two? Don't forget that "goodwill" ranks big among successful stores and that it is the most effective form of advertising.

* * *

Is Your Advertis- ing Effective?

Much good money is wasted in ineffective advertising. The medium used may be the wrong one or the "copy" may be badly written. Advertising is no longer a game of chance. Properly controlled it is as certain to return dividends as any other investment. But any novice cannot write an advertisement that will yield dividends. Perhaps you have the "knack" yourself, perhaps one of your salesmen, but if you haven't someone around your store who can write ads that will attract the people, either save your money or get expert outside assistance. It's the same with your windows. Most windows give the idea of "boots" and nothing more. They wouldn't in a thousand years make the people stop and look. That's what you want, however. Attention!

An excellent suggestion for your window is to have a large, well-printed card, say four feet by two feet, hung in a prominent place in your window with some

interesting bit of "footwear" news or information. For example:

Do you know why a welt shoe is the best shoe made?

and so on with a little crisp information. Then down in the corner a little rider might read "**Do you know** that we have the best assortment of 'welted' shoes in town? Come in and we'll explain the difference." The big card attracts the attention. The little one tells your message.

Then change your cards every little while—preferably every day. People will get into the habit of looking in your window for "information" about boots. There are a thousand and one items of news value about footwear you can put on these cards from day to day about which the public would like to know. The people who pass your windows know absolutely nothing, for example, about footwear terms, manufacture, etc. Tell them. You'll find it an excellent form of publicity at small cost.

* * *

Style Probabilities

It is a wise man who refrains from predicting what the future has in store for us next year in the way of footwear design. A few of us prophesied a year ago—now, we're wiser and, we hope, better men. About all one can get the average manufacturer to suggest, or the retailer to express a hope of, is that the pendulum of extreme fashion reached its maximum swing during the past season and is now on the return journey. It seems only reasonable to expect that this is the case. But what particular forms the most extreme styles will take is, of course, a conundrum time only can solve.

It is fortunately probable that few Canadian shoe retailers are worrying themselves about the "fashions" for next spring. Sufficient unto the day is the evil thereof. The backbone of the shoe business, for most retailers, comes from those customers (increasing in number, we dare to hope) whose millinery aspirations are confined to the upper extremity and who indicate, further, a certain amount of respect for Nature's ability as an architect in endeavoring to retain, roughly at least, the original contour of their feet. For this very considerable class—say sixty per cent. of the total—it is not at all impossible to suggest the probabilities.

The spring footwear for this class will combine comfort and good appearance and must be manufactured of materials that promise fair value for money spent. A very small percentage will be in the millinery class. We must not overlook the war and its sobering influences, now rapidly growing, and it is safe, we believe, to say that "sober" lines will prove the best sellers during the coming winter and until such time as we have made an end of this European medieval barbarism which has not only upset the shoe

business but has made us all feel (or nearly all) that life itself is much less important than we used to think it. With the present attitude of the Canadian mind towards the events of the day what we wear on any part of our body is bound to give us less concern. It must follow that the average customer will be both more conservative in his requirements and more easily satisfied with what we have to offer.

We are even inclined to suggest that if the manufacturers could arrange it among themselves not to produce any more of those semi-monstrosities which have been largely responsible for creating such a chaos in the retail shoe business this last year, that few customers would be found who would voice a very deep regret.

It is no bet that comfortable, common-sense shape, calf boots for men and black top, kid or cloth, fairly low heel, for the women will catch a very large percentage of the trade. Perhaps the average shoe retailer is inclined to under-estimate the number of men and women who would like to combine comfort and class. Did you ever surprise yourself by observing, for example, what a large number of men on the street wear broad toed shoes, in spite of the difficulty of getting them in many stores? These, of course, are men of strong moral courage. Next year we predict there will be more of them—women, too. When in doubt, play trump—class plus comfort.

The immediate concern of the retailer is not so much the fancy styles of next spring as the staple styles of this coming fall and winter. The general opinion is freely expressed that there will be a few novelties but not so showy as during the past season. According to one authority the ornamentations will be modest, pipings in contrasting colors—white on black, for instance. Tan will be worn considerably—dark tan chiefly. Kid shoes in increasing favor with patent leather further on the wane. So much for the women. The men, as forecasted, will ask chiefly for calf, dull finish, with an occasional tan. Kid vamps for men do not find a ready popularity with any except what may be called the ultra-comfort class. The trend towards laces in women's will be maintained, say about half and half, and buttons for men will be greatly in the minority.

A New York dealer is quoted as follows:—"Women's fall shoes will be more modest, and black will largely predominate. Heels will be a little lower, with a larger proportion of Cuban. Button and lace boots will sell about equally well. In men's lines toes will be somewhat narrower, with more swing to the last. The favorite leather will be dull finish black calf, though tans will have some vogue in the darker shades."

Clerks should be impressed with the importance of demonstrating and giving directions how to clean shoes. It generally means the sale of some polish or cleaner.

Have You a Findings Department?

Is it yielding dividends? Is it bringing you in more regular customers? Does it pay your rent? Retailers from all over Canada say, "Boost your findings department and increase your income"

Shoe retailers as a class have not been taught, by experience, to expect something for nothing. They work for every cent they get—for many cents they don't get. Is it any wonder then that they look askance at the word findings—something found? "It is not possible," they say, "that this should really be as good as it looks. I'll let the other fellow burn his fingers." And, little by little, the other fellow has been trying out this new department, touching it very gingerly, it is true, but with increasing confidence. He, too, was surprised that the thing didn't explode his whole business and leave him high and dry in bankruptcy. But, given a little attention, the findings department here and there has shown its possibilities. Now it is gaining rapidly in popularity. At best it has shown itself a small liability. In many cases it has proved more profitable by comparison than the main business of the store.

Few Arguments Against It

Perhaps the biggest argument against a "findings" department in a shoe store is that it is going outside the time-honored limits of footwear merchandising. "I am a shoe retailer—not a general merchant," was the frank attitude. But customs of the past are no longer respected unless they conform with modern ideas of economical merchandising and so this argument is losing its force. It was further argued that people were not in the habit of getting these little nick-nacks at a shoe store and would naturally go elsewhere. Surely that was overlooking the presence of salesmen whose business it was to tell about these things. In the last analysis, however, is it not possible that the "rut" had a good deal to do with it? Retailers of many years experience had never handled findings, except the few most urgent essentials. They kept these rather as a convenience to their customers than to make a profit from them. They "felt" rather than "knew" that they were losing money by them and so they were stuck away in the least conspicuous corner of the store, or in a back room for fear somebody might see them. Even at that the chances are they did pay dividends.

Arguments in Their Favor

Who should handle findings—Who should handle the numerous little accessories which go to make up the ordinary man's or woman's foot wardrobe if the shoeman can't. The repairer? They are few and far between and often without capital or facilities for displaying or selling findings. Department stores? Surely they are usurping the specialized retailer's trade to a sufficient degree already. Footwear accessories are as legitimately a part of the retail shoeman's stock-in-trade as feathers and ribbons are of the milliner's.

What is the capital cost?—Very little. One per cent. more or less of your total outlay. That is capital cost. The operating cost is nil, often enough. Hundreds of clerks all over Canada to-day would be better men, more efficient in every way if they had more to do, more customers on which to exercise their sales abilities, a wider range from which to gain experience.

Many clerks would welcome the addition of a "findings" department merely to vary the monotony of the day's work. Give your clerks a chance to prove that they are salesmen.

It adds to the attractiveness of your store—many of our retail stores are too featureless. The more attractive you can make your store the better people will remember you and the more they will think of returning. Cleanliness may be second to godliness, but attractiveness in a store certainly comes third. Can't you recall a dozen shoe stores offhand where a nice show-case fitted with footwear accessories would improve the "first impressions" a hundred per cent? Light it up well, too. This can now be done at almost negligible cost. The modern showcase properly installed is indeed a "thing of beauty."

Does It Pay?

Does any business pay if left to run itself? Yet it looks as if some retailers expected this of their findings department. We have ample evidence in many letters to hand during the past month that it does pay to handle findings just in proportion as this department is looked upon and handled as a business proposition. As one of our correspondents says: "A findings department will pay according to the amount of steam you put into it." When we consider that in these quiet times many retailers and their clerks have a good deal of "steam" going to waste, what could they do better than turn it into dividends through a "findings" department? Here are extracts from typical letters, sufficient to show which way the wind is blowing:—

All Join in and Boost

This from one of the liveliest dealers in one of the busiest towns east of Toronto. Live dealers make live towns. We can't disclose his identity as there's "nothing in it for publication."

"Regarding the findings department, I do not seem to have any advice or suggestions to offer. Possibly



Popular bow of black gro-grain ribbon with beaded centre—M. B. Martine, Inc., New York.

we do not give the department as much attention as we should and maybe your discussion on the subject will waken us up. I was surprised, however, when I looked over our finding accounts to see how much we pay out each year. We do not keep separate returns so can't say as to profits, but I know that it does pay us well. We are very generous, however, with laces and polish—always put in extra laces with every pair and with a good shoe, if customer suggests it, we sometimes drop in a box of polish. It's just possible

that even that free box pays us well and we get the name of being sort of free and generous and it keeps the buying public sweet. So we might charge it up to advertising, eh? In the main I think findings pay well but feel that a good many of our shoemen don't make it as attractive or count for as much as we should. **Let's all join in and boost findings.** There is nothing in this for publication, but I just wanted to let you know I appreciated the compliment and your stick-to-it-iveness."

* * *

Do Certainly Pay

Kingsville, Ont.

The Editor,
Footwear in Canada:

"I am pleased to be able to inform you from experience that side-lines do certainly pay, and I would advise any man running a shoe store to add to his business some side-lines which he could make room for. One of my side lines is ladies' and gentlemen's raincoats, which I have found quite profitable, and take up very little space. Another is hosiery, which I think belongs to the shoeman's stock. I also handle trunks and valises; Scholls' foot appliances; cut soles, both leather and rubber, rubber heels, and other little things hardly worth mentioning. Here's hoping that this evidence of my experience with "side-lines" may help some of my poor brothers to add a few more ducats to their scanty hoard, I remain,

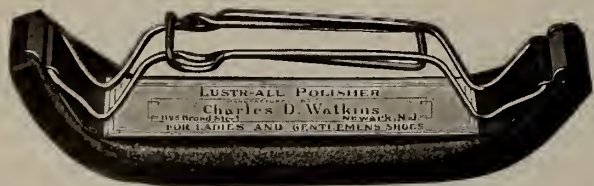
Yours very sincerely,
E. O. Scratch.

* * *

You'll Get it at McKnight's

The Editor, New Liskeard, Ont.
Footwear in Canada:

A findings department—does it pay? Speaking from my own experience I may say that I consider it has paid me to carry a small assortment of findings, such as arch supports, bunion pads, insoles, heel rests, shoe buttons and fasteners, straps for slippers, slipper



Handy polisher—C. D. Watkins, Newark, N.J.

bows, shoe trees, polishes, brushes, shoe horns, laces, etc. Of course, some of these are essential to any shoe business, while some of them are called for very occasionally. Still, it is good business to have these little things which are not carried in every store or even in every shoe store, and which a person will probably ask in several stores for, and will appreciate all the more when they find it. In my case people have the habit of saying, "You will get it at McKnight's," just because I try to keep a little assortment of the above-mentioned articles, a big wide shoe size 11 and 12, a woman's shoe size 8 or a size 1½ in a woman's shoe, a fat man's shirt size 18 and 19, etc. Now these things do not pay in themselves, but they are a big drawing card for other lines. It is not good business to allow people to get the impression that a shoe store only carries staples. In most shoe stores I believe the findings department could be made a good deal more of than it is. That is so in my own case. Because of the larger profit in these little things we call findings I don't see any reason why they couldn't

be put on a paying basis on their own account in every shoe store. "Suggestion" is the method, if we have the inclination. This is the clerk's or the bosses' opportunity to make themselves worth more money, worth more to the community and to the world, which after all is of more worth than money.

Yours truly,
W. McKnight.

* * *

Pays the Rent

The Editor, Deseronto, Ont.
Footwear in Canada:

We make a specialty of findings, having a silent salesman near the front of the store, and displaying foot-easers and all other goods which we sell for foot curables.

We also introduce all our findings lines to nearly every customer and find that we dispose of an extra lot in this way. **We figure that our findings profits pay the rent for the store.** Re socks and stockings—we have been handling a lot of socks, but not so many stockings as we do not seem to be in touch with any good firm in this line. We find we can sell a pair of socks to nearly every man that buys a pair of shoes. If wholesale houses handling a good line of cheap and medium price socks and stockings would advertise in the shoe journals there is no doubt but that they could open up a great number of new accounts with shoe dealers.

Yours truly,
N. D. Carter.

* * *

In the West, Too

The Editor, Craik, Sask.
Footwear in Canada:

We keep findings displayed where they can be easily seen by our customers. We find them a good line, and sell quite a lot of them. They yield us a good profit, and we would not care to be without them.

Yours truly,
Liddle's Limited,
Per F. E. Liddle.

* * *

Up to the Salesman

The Editor, Dunnville, Ont.
Footwear in Canada:

I find by experience that your suggestions in this matter are all right. As you state, all that is necessary is to call the attention of incoming customers to this side-line and in a short time they ask for them. A great deal of the success lies with the salesman.

Yours truly,
Richard Newman.

* * *

More Steam Needed

The Editor, Clinton, Ont.
Footwear in Canada:

A findings department will pay according to the amount of **steam** you put into it. It will not run itself; without considerable energy being put into it there will accumulate a beautiful lot of junk. We handle what we have time to attend to properly and it pays.

Yours truly,
Fred Jackson.

* * *

Many Thanks to Them

The Editor, Bloomfield, Ont.
Footwear in Canada:

The first year I handled anything in the line of findings I tried a few pairs of Scholls' foot arches. One

day I was asked to set the foot arch up which I knew nothing about and could not get the machine to adjust the arch support from the jobber that I was buying the support from. Later I saw their advertisement in your Footwear in Canada, so I dropped them a letter and finally got the machine. I made an extra effort to sell these with the advertising matter the company sent me and found in a short time that I was short in sizes and had to re-order. I found it to pay well. Later on I put in a line of socks and stockings for the family on a small scale as a side-line for which I can say "many thanks to them" for the profits I have had from them and the incidental increased sale in the boots and shoes, as one leads to the other.

Yours truly,

W. J. Green.

* * *

And here is a letter from Mr. A. H. Clark, of the Brantford Showall Window Fitting Company. Mr. Clark should be in his element discussing this topic as his experience in such matters is undoubtedly almost unlimited. Is it not possible, however, that he overrates the desire of the customer to get "something for nothing?" To expect a merchant to throw in a pair of socks with your boots represents the point of view of few customers nowadays, surely. This custom of giving "something for nothing" is surely, if slowly, dying out. Any reasonable man appreciates the explanation that if he expects to get value for the price you ask for a pair of boots you are cutting the margin of profit down to the minimum. Of course, it is wisest to use tact with such a customer, however little one may feel in that mood, but we have, more than once, seen a request to a salesman to throw something in, made the occasion for an excellent bit of advertising talk on the "close" prices charged for everything in that particular store, which, without an actual refusal, tacitly states your position and leaves the impression you want to leave. As Mr. Clark says, however, much depends on the salesman, a blunderer may easily lose custom in this or a hundred other ways.

* * *

Profit Making Proposition

The Editor,
Footwear in Canada:

Haileybury, Ont.

Re findings—whether my opinion will be of any use to you or not I do not know, but my personal experience along this line is that it is not a universal question; it is not a question where one man's opinion is useful to another. It is covered by the old proverb "What is flesh for one is fowl for another." I find on viewing the question from different standpoints that the findings department is certainly a very important and profit-making proposition if handled properly and in an appropriate store. For instance, a store in a large city handling sundries can make it very profitable and a help to business if they carry the stock and have facilities for correctly displaying and showing it, and a staff properly schooled and instructed how and when to show and push the said articles, how to broach the subject of sundries, whether the correct time is before the shoes are sold or after, etc. So much depends upon the salesman. Then you have the small towns where the proprietor usually sees every customer, who has to be a good fellow to hold his trade and is personally acquainted with every man who comes into his store. This man can do very little more than carry the stock and display it and leave the customer to do the selling to himself.

If this merchant started pushing the little things he would be asked five times out of ten to throw them in with the sale. If he does this he is the loser, if he does not he is mean. I have seen sales for shoes lost because the man had introduced socks and been asked to throw a pair in and, of course, refused. My opinion as stated is that in its place a findings department is a good thing, but there are stores where it is best left alone, outside of just the staples that there is a constant demand for.

Yours truly,

A. C. Clark.

And so on. We have yet to hear from a man who has pushed the sale of findings like he pushes the sale of boots and shoes, and found them a losing proposition.

Good Service

And the final argument is that a "findings" department means that you can better serve more of the public. The business of the shoe retailer, as of other retailers, is no longer a mere matter of handling the things you think the people ought to buy. Successful retailing means "better service"—better than your customers expect, better than your competitor gives, infinitely better than was the general custom ten years ago. "Findings" make it possible for you to "accommodate" your patrons. Do you realize with what a



"Curopad" for Corns, Bunions and Callouses.

"Toe-Strate" for Crooked Toes.

Heel Cushion for tender heels.

A few suggestions from the Canadian Arrowsmith line.

feeling of relief your fair customer says "Oh, I am so glad I can get stockings here—and you have such a good assortment. I thought I should have to go away down the street for them." That's service. And don't forget that she tells her friends, and they come, too—and incidentally buy other articles. Instead of people coming to your store for the one article only—shoes—you have a dozen or twenty drawing cards. Suppose you broke even on your findings department as a separate unit, wouldn't it still pay you handsomely as an advertisement?

Possibly some of our readers have never quite realized the big list of supplies that might easily be installed in a very small space in an attractive show-case or on neatly arranged shelves at some conspicuous place in the store. Just as a beginning we suggest the following:—Blacking and blacking outfits, separate polishers (there are many on the market, one at least of which rolls up neatly and slips in the pocket), shoe horns, polish brushes, shoe trees (explain how these things improve the wearing qualities of footwear), buckles, laces, buttons and fasteners, heel grips, insoles, slipper straps, separate soles and heels (leather and rubber), corn plasters, arch supports, heel cushions, bunion and corn shields, foot powder, hosiery for men, women and children.

This list is easily extended, depending, of course, on local conditions and requirements. Rubber goods of various sorts, rain coats, trunks and valises, un-

brellas, walking canes, etc., etc. Many dealers find it increasingly profitable to carry a line of sporting goods—so profitable indeed that in more than one instance these goods have become the chief concern of the sales force and “boots and shoes” have become the side lines. Many shoemen, however, would do well to carry, in season, skates (ice and roller) hockey shoes and straps, pucks, ankle supports, baseball bats and balls, masks, shields, boxing gloves, golf sticks and balls, tennis goods (you already have the shoes for all of these), and maybe something for the fisherman. The list is capable of almost indefinite extension. Goods that are required only at special seasons are, of course, more troublesome and require more advertising.

Now having stocked up an attractive “findings” corner, don't let the grass grow under your feet in telling your customers about it. Whatever form of advertising you use let “findings” have a share of the

all the intelligence and common sense you can muster to handle this department right. As we have frequently pointed out—it takes a good man to make a successful shoe salesman—and the “findings” end of the business is no exception.

At the Big Exhibition

The shoe and leather trade was well represented at the Canadian National Exhibition this year as well as the numerous lines of shoe accessories and findings. With perhaps one or two exceptions manufacturers turned out in full force to make “Patriotic Year” a record-breaker—every booth being occupied.

The Minister-Myles Shoe Company had an exceedingly attractive booth with Mr. C. F. Schuszler in charge. The new spring models were shown in glass cases. The Gypsy button boot, which promises to be a highly favored style during the coming season, attracted much attention. The walls of the booth were decorated with different leathers.

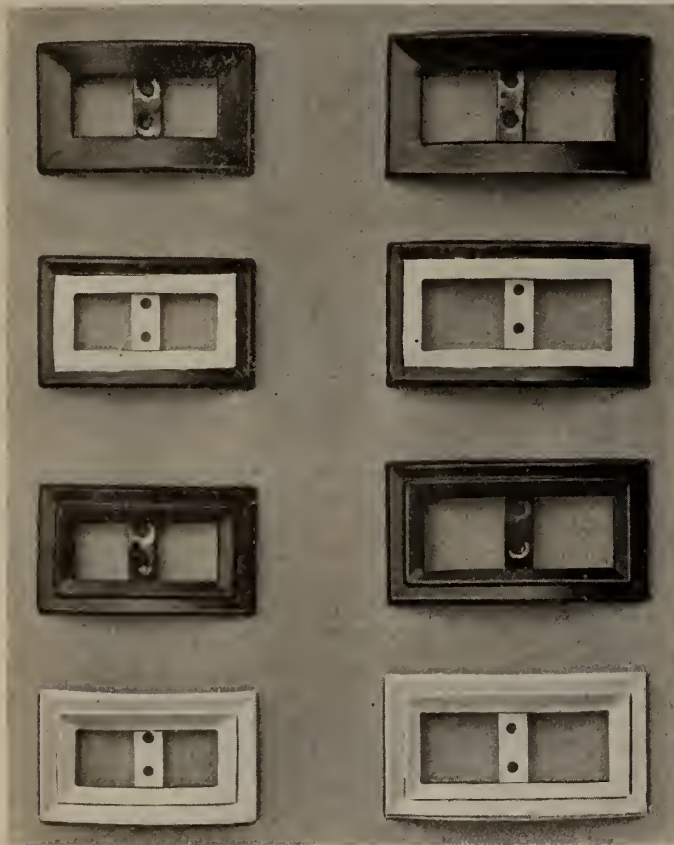
A. R. Clarke & Co. had an exhibit which was very interesting. A fully clothed figure demonstrated the various products of the firm and moccasins and other articles for cold weather comfort were well displayed.

The Nugget Polish Co. gave their usual “free shines” and demonstrated the correct method of polishing shoes. Major John Harris, Canadian manager, was ably assisted by L. R. Howard, T. W. Hart and F. B. Bollard.

The Dunlop Tire and Rubber Company showed an extensive range of rubber heels, in addition to their long list of mechanical goods. Horald W. Soper, H. C. Austen and H. B. Richard were in charge.

Shoe findings and accessories were brought well to the front by the Canadian Arrowsmith Manufacturing Co., Elmer Poyer in charge. The “First Aid Foot Restur” was prominently featured along with other appliances conducive to foot comfort.

Gutta Percha and Rubber Limited, exhibited their line of lumbermen's rubber boots, tennis and sporting shoes, curlers' shoes, etc., etc.



Shoe Buckles—G. J. Trudeau, Montreal

space. Give them the window occasionally. But your best chance is when you get a customer in your store; then, give him all the education he will stand for. Don't urge him to buy, however. “Suggestion,” as Mr. McKnight says, is the right idea. Get them interested. Give them the vision of comfortable feet in natty shoes. Nine out of ten of us judge a man or woman more by their shoes than any other article of apparel.

And just one thing more. A flippant clerk can't sell “findings” with any kind of success. He must know what he's talking about—and talk intelligently. Don't tell a man corn plasters are no good and that he needs an arch support—unless you are dead sure. Many a layman has a very grateful feeling towards this or that corn plaster for comfort received. So there is room here for specializing and it will take



Mr. J. Johnson, Parliament Street, Toronto
Executive Officer of the Toronto Shoe Retailers' Association

Canadian Boots Giving Entire Satisfaction

Our Soldiers Speak in the Highest Terms of the Comfort and the Efficiency of their Footwear for the Work in Hand. An Interesting Sidelight on the Life of the Soldier in Training

Mr. G. C. Patterson, who recently gave up his position as assistant editor of Footwear in Canada to join the Universities Company, C. E. F., writes in an entertaining way regarding military life as he finds it in Montreal. Probably before this item reaches our readers they will have sailed for England, though the date, of course, will not be published beforehand. Mr. Patterson states that they are kept exceedingly busy and that in addition to their regular drill, the little items such as polishing buttons, shining boots, cleaning and oiling rifles, etc., keep them pretty well occupied. Regarding the military boots, of which so much that was derogatory has been spoken and written, it is gratifying to have the assurance of one who is now adding practical experience to technical knowledge that they are meeting the requirements splendidly and finding universal favor with the men. Extracts from Mr. Patterson's letter, given below, will be read with interest:—

"Re the boots I must say that, from my own experience, and that of the lads with whom I have been more intimately associated I can hardly speak too highly in favor of them. We have put them to pretty severe tests, at least to the test of comfort and marching serviceability (if not, perhaps, durability) and I must say that never in my life have I found a boot more comfortable than these. One afternoon we manoeuvred all afternoon in the pouring rain, through puddles, mud and sharp rocky and hilly country, but they resisted water and mud absolutely. My feet were dry and not a particle tired or sore when I returned to the barracks. Another strange, and at the same time beneficial characteristic of our boots, is a peculiar tendency to induce one to take a longer and firmer pace at each step. Probably it is due to the fact that the soles are thick and weighty and the longer, less frequent step is much easier to maintain than a quick short pace, which is not desirable in marching.

"There are different types of boots being issued to us, of which the majority are of two kinds, chiefly distinguished by the soles and a slight difference in the stitching of the vamp and quarters. All have plain toes and, of course, are of the Blucher type. The soles of my boots, as on those of several of the others, have no conspicuous nails at all, but on the heel there is attached that encircling ring of steel which, while it comes down with quite a clatter on wood or pavement, naturally increases the efficiency of the boot wonderfully from the standpoint of wear. At first I supposed that the weight of the boots would be an objection and that the heavy soles and iron-clad heels would make them awkward and fatiguing. But I find that I was mistaken and that they are excellent for service. We spend a pretty long day as a rule and go for long marches, and in some of our operations on Montreal Mountain have to proceed at the double over pretty rough stretches of ground and yet I cannot say that I have felt the slightest pain or discomfort in my feet. One lad had a blister on his heel and another came down with me to a shoe store (a subscriber, by the way, of Footwear) and had his

boots stretched a little, as it was rather snug across the instep, but these are emphatically the exception and not the rule. Very few of the boys show any signs of dissatisfaction with our footwear equipment. Possibly some of the comments with regard to the earlier issues of footwear were justified, but certainly any objection raised to the footwear which is now being supplied us would appear to be fault-finding of the kicker rather than a fair criticism, although, of course, we are hardly prepared as yet to vouch for their durability.

"The color of the leather is at first a bright tan, but soon changes to a chocolate brown after a short period of usage. There are both wide and narrow toes. Mine are wide and it seems to be agreed that



Mr. G. C. Patterson

these are the more comfortable, though they may not appear so natty beneath our putties. But we don't go in for looks now as much as serviceability and I think that the quarter-master sergeant, from whom we receive our equipment, is quite right in recommending us to be sure that we give our feet plenty of freedom without having the boots sloppy.

"Wish you could see our column on the march. They are a fine bunch of men and present a fairly formidable front of 330 men. Our complement has been reached and it is probable that it will not be long before we leave for Shorncliffe. I understand we are to be under the command of Capt Hill of the Princess Patricias, who has been invalided home with four shell wounds.

"The life is interesting and enjoyable. As I say, we have little time to spare. To-day we have more because we have all been inoculated for typhoid fever and are incapacitated for drill of any kind. We are inoculated three times before leaving.

"Our food, though plain, is wholesome and strengthening and much better than I had anticipated. Of

course, there are no condiments or rich dishes, such as pie or cake, but they know what we need and what makes men of us, and, though the change at first was hard, we are all used to it now and enjoy our meals heartily.

"This letter is written in the Y. M. C. A. We are all given complimentary memberships and are allowed all the privileges in return for patriotic service. We have special tickets which are nicely worded and will be fine to keep as a souvenir. After drill it is fine to take a shower here and a swim and change our underwear. Our work in the hot sun certainly brings the sweat out of us."

At a later date Mr. Patterson writes again:—

"In my haste in writing my letter the other day I recall that I didn't complete what I was saying about the two principal issues of military boots which we have received. I described the particular pair which I received but had better say something about the other type as you are doubtless interested in this matter.

"The other types differ slightly in the general conformation of the stitching of the uppers but chiefly in the sole and heel. The heel of the latter is characterized by an arcing in the form of a semi-circular plate of steel, which is affixed to the heel slightly to one side, see figure. Moreover, on the forepart of the bottom of the sole are hobnails, which are a great advantage in climbing steep hills and slippery places, and at the same time act as a great preventive of wear and tear. In fact I have a good mind to have hob nails put on my boots. The comments I hear from the boys continue to be favorable and I have heard very little adverse criticism. In my last letter I spoke of one lad having a blister form on his heel. But I am informed that that is largely due to his own carelessness in wearing a sock with a hole in it, for one of the essentials is to wear good thick socks. I have been fortunate myself in receiving several pairs of hand-knitted thick gray military socks, which are superior to those issued, but one must be careful to



wear some thick sock, as it can hardly be expected that the foot can stand the contact with the heavy sole and continual concussion with the hard ground without some sort of pad to mitigate it. That is the benefit of these socks, which at first sight would lead one to suppose they would be uncomfortable and hot. But you get used to them and soon find your foot snug and comfortable and fit for interminable marching. A day like tomorrow (which will be a very heavy day) will give you an idea. We rise at 6, have physical drill at 6.30, drill from 8.40 till 12 and from 1.40 till 4. Then at 6.50 we march to Montreal Mountain and engage in heavy night manoeuvres in the dark and in all probability will sleep on the mountain in our uniforms, returning next morning.

"Yesterday and to-day I have not had to drill as I was admitted to the signal corps of 20 men. Am now busier than ever as I am studying the semaphore code of flag signalling and the Morse heliographic and telegraphic code. Of course, only three are required for the company but the captain is glad to have any others who understand anything about it join the corps as these three may be shot at any time and

must be replaced. To be of service in this war, one must be many-sided, as one never knows when a company may be half destroyed and must be speedily re-organized.

"Yesterday we received our P.P.C.L.I. badges (Princess Patricia's Canadian Light Infantry) and are now true Princess Pats. We are proud of our new insignia."

"A New Scientific Last"

The Blachford Shoe Manufacturing Company, Toronto, exclusive manufacturers of women's welt footwear, have added, among other new lasts this season, a combination last which they feel will fill a much desired want in the women's shoe trade. This particular last, their "Martha toe," is claimed to be a scientifically perfect last. It has a neat, round toe, carrying a low heel and is specially designed to give comfort to the many women who suffer from enlargement of the toe joints. This last has been produced after years of study and experience by one of the leading footologists of the world and the Blachford Shoe



The "Martha" toe--Blachford Shoe Mfg. Co.

Manufacturing Company consider themselves very fortunate in securing the right to use this last exclusively in Canada. Up to the present time they have not had an opportunity of showing this last outside of Toronto, but they feel satisfied that the trade throughout the country will recognize its value. This last, it is claimed, is not only perfect from a "foot" standpoint and a "last" standpoint, but is so designed as not only to give every comfort in the case of enlarged joints or bunions and still fit snug in the arch and heel, but is so designed as to cleverly minimize the unsightly appearance which enlarged joints usually give to the foot.

Prize Winner is "Bernice"

Mr. Richard J. Walsh, of St. John, N. B., who has been connected with the firm of Waterbury & Rising for over a score of years, has been awarded the prize offered by Getty & Scott, Limited, Galt, Ont., for a name suitable for their new line of shoes for women and misses. The name selected in this contest was "Bernice," which means "A Bringer of Victory," and is a name prominent in the annals of ancient history. Mr. Walsh expresses the hope that this line of shoes will be most successful and soon known and sought after from coast to coast.

Proper Lighting of Windows and Show Cases

You don't light a candle and put it under a bushel—Then don't go to the trouble of fixing up your windows and show cases and then fail to brighten them up with plenty of good illumination.

To advertise what you have for sale is one of the oldest principles of merchandising. Displaying goods in show cases is one of the most truthful and successful methods of advertising. Keen and ever increasing competition compels merchants to make very elaborate displays, and every effort is made to make the store bright and attractive. The successful merchant installs lighting equipment in his cases as he realizes the advertising value of well and properly lighted displays.

Show cases constructed of the very finest of woods, the best grade of plate glass, and made by the most expert workman, are being installed in the modern stores. The best that money can buy is none too good; everything is being done to make show cases artistic and beautiful so as to provide proper settings for, and attract attention to the merchandise. Great care is exercised in selecting the goods, and in arranging them in show cases so as to make attractive displays. Salespeople are instructed not to disarrange the displays and to see that nothing is placed on or about the case which would obstruct the customer's view of the merchandise.

In these stores merchants demand displays which stand out and compel the passerby to notice them. This kind of display makes sales, and sales make profit. To make show case display stand out with the greatest prominence, it is necessary to make them brighter than surrounding objects. This is accomplished by properly lighting the display. Past experience and many tests indicate that the interior of the case should be at least three times as brightly lighted as the store room itself and should be done without attracting attention to the lighting equipment or obscuring too much of the front and top glass of the case and with concealed lamps.

The heavy wood frame case, having a wide top rail

which obstructs much of the view of the display and behind which the old style lighting equipment could often be concealed is being rapidly replaced with the all-plate, or the high grade narrow wood frame case. This desire to eliminate or minimize as much as possible any obstruction to the view of the displays has led many merchants to endeavor to obtain some sort of device which would light their cases efficiently and at the same time offer little obstruction in view of display.

The great demand for an efficient show case lighting device induced many manufacturers of lighting equipment to experiment along this line. A new device perfected overcomes many of the objections found with the old style trough reflectors. This device follows well established correct lighting principles, and has gained instant recognition and approval by illuminating engineers, architects and merchants.

The device consists of a small specially designed blown glass silvered reflector of very high efficiency, housed in a well proportioned brass cover which is attached to a special small side outlet socket. A number of these units (according to the degree of brightness desired) are connected by a $\frac{3}{8}$ -inch brass tube with the use of a very small body having a removable cover or bottom to facilitate the wiring. This equipment is securely fastened in the upper front corner of the case, the electric wires running to the switch (located in the base at the back of the case) are carried in $\frac{3}{8}$ -inch brass tube or very small, flexible conduit, making a very simple, easy neat and complete installation.

The small size of this equipment and its being beautifully finished in black nickel, which blends with the glass where it is joined, renders it less noticeable than any other device used for show case lighting, and causes the least obstruction to view of the mer-



Well lighted window—Advertising value of your display greatly increased

chandise displayed in the case.

G-16½ candelabra base 15 watt mazda lamps are used in these reflectors. The sockets are arranged so lamps burn in the pendant position, insuring very long life and permitting the successful use of mazda lamps. Lamps burning in this position are better able to withstand the jar caused by opening and closing the sliding doors of the case. It naturally follows that the lamps will give longer service, thus reducing the cost of upkeep.

The reflectors are designed so as to protect the eyes of customers and salespeople by covering the lamp so it cannot be seen either from the front or back

of the case. Being rigidly attached it is impossible for the socket to become loosened or lamps to sag below the reflector, thereby distracting the customer's attention from the display.

The powerful reflecting surface "pure silver" coupled with the correct shape of the reflector, produces with 15-watt lamps a higher degree of brightness and a more uniformly distributed light in the case than is obtained with 25-watt lamps in other show case lighting devices, thus saving 40 per cent. of the current cost. The excellently illuminated window display herewith is also made possible by the judicious use of a special type of X-ray reflectors.

Can You Get Along Without "Sales"

Sales always mean reduced prices and that spells financial loss. It will be a fine day for the shoe retailer when he can keep so clear of stock that he never needs to have a "sale".

Every retailer welcomes any suggestion that might help him to keep clear of shelf-warmers. The semi-annual sale is simply making the most of an unsatisfactory situation. At the best it only reduces—and is far from removing—the retailer's loss. The cure, in addition to being costly, is also purely temporary. In another six months, or less, the trouble is as deep-seated as ever.

What the retailer needs is not a cure but a "pre-ventive" for this trouble.

A prominent retailer, Mr. Knowles, of Providence, gives the results of his long experience in getting along without "sales." In a recent issue of the *Shoeman* Mr. Knowles says his firm has discarded the "clearance sale" idea entirely and that they are making money. "Our company," he says, "have wanted for a long time to be able to cut out the regular clearance sales. In general, they are merely baits for a lot of people with 'end-size' feet who wait for these sales, and as a rule they don't get the stores anywhere in the way of profits.

"So we have tried out and adopted a plan of regular day-in and day-out commission to our salespeople on sales of such lines as become broken in sizes, or desirable for any other reason to push out. The result is that we come up to the time of the clearance sales with practically nothing to 'clear out.'

"We started our experiments last January by offering our salespeople in the women's department three prizes of \$10, \$5 and \$3 for disposing of the most goods during the regular sale. Only three people, of course, could win prizes, and we had the feeling not only that this was discouraging to the efforts of our other salespeople, but that the periodic 'sale' idea was wrong, anyway.

"Accordingly, on April 1, we started in on our new plan. We have an office system of checking individual sales in our stores that lets us, know every day just what lines are becoming broken or lacking in demand, and so on, and these constitute the lines we decided to push right along every day, in the busy season as well as in the quiet.

"In a word, our plan is to pay each sales person three per cent. on his sales of these lines. That is, in addition to their regular salaries our selling force receive an additional three per cent. for disposing of those lines which we want to clear out. This forms

a constant, daily incentive to them to show these goods to customers right in the heart of the season for which they were bought—and both our customers and our salespeople benefit thereby. See?

"There is no question of the soundness and success of the plan. In four months it has resulted in the sale, at regular prices, of \$4,500 worth of shoes which under the old plan of mid-season sales would have been sacrificed at cut prices. We did \$1,300 more business in our women's department in July this year than in the same month last year.

"Our salespeople like the plan very much—and better than the 'P. M.' idea. It gives them several extra dollars in one lump at the end of the month, and the certainty of their getting this with no extra effort during their daily work on customers spurs them on to showing the shoes we want to clear from our stock.

"The benefits to us are clear. We are receiving regular prices for goods that otherwise would later be forced out at cost. We are getting our money for them right along during the progress of the regular season. We are profit-sharing, to quite a sizable extent, with our salespeople—and we are cutting out the undesirable 'Clearance Sale.'

"Up to now we have operated this plan only in our women's department—because it is considerably the largest branch of our business. But it is equally applicable to all our departments, and I think you will find the entire Simmons business on that basis soon."

"Prompt Service Catalogue"

This title well describes the new catalogue now being issued by the Blachford Shoe Manufacturing Company, illustrating twelve stylish, up-to-date lines which will be carried in stock in their "Order Now Department." The assortment of styles includes selling lines which retail stores never want to be out of sizes in, and the service which this department will be able to give the trade in the matter of sorting up will no doubt prove more successful this season than even last season when for weeks their factory had to work overtime in order to keep their stock department filled up. The catalogue is very neatly executed and should be the means of placing much useful information in the hands of their customers.

Sample Shoe Stores in Name—and Reality

A writer in the New York Tribune after investigating, with a staff of assistants, the inner workings of "Sample" shoe stores, describes their experiences. Are things as bad as he paints them?

Have you ever, gentle reader, bought a pair of Sample Shoes? Yes? No!

At least, probably not. The chances are a thousand to one against you. Or more.

But you have gone into sample shoe stores? Doubtless. And bought shoes? Unquestionably. What, then, does one buy in sample shoe stores, if not sample shoes? Foot junk, mostly. The sample shoe as an article of staple trade is a myth. Upon this myth and the public's carefully fostered belief in it is built the structure of an extensive trade in "seconds," damaged footwear, factory rejects, ancient stock in the last stages of senile decay, and other rag-tag and bobtail of leather making a final stop on its downward path to the scrap heap. Mixed in with this rubbish is a leaven of fairly good shoes of the cheaper grades, almost invariably, however, sold by means of misrepresentation. In fact, the very sign "Sample Shoe Store" is, in itself, an evidence of false pretence.

Sample shoes do, of course, exist, since factories sell from samples. They are made in a very limited range of sizes and in the least number practicable, because there is a special cost of manufacture. Each factory salesman takes on the road not a pair of sample shoes, but one of a pair to show. After the buying is over, these divorced samples are remated and sold, often to the manufacturer's own trade. You will almost never find in a sample shoe store any stock with the imprint of a high class make in it, though you will frequently find names suspiciously resembling those of the highest class trade. There are probably not enough genuine sample shoes turned out in all the factories of this country to stock twenty good sized stores; yet there are in New York City alone nearly 300 chaps doing business under the "sample" sign. Says one of the veterans of this line who is now about to reform, in the course of a complete revelation of his trade methods (after The Tribune had "caught him with the goods"):

Sample Shoes

"You want to know what chance a customer has of getting real sample shoes in a sample shoe store? Not one in a thousand. No, not one in ten thousand. Take my case. I have been in the sample shoe business here for years, and I have never yet sold a pair of sample shoes, as far as I know. If I did it was by accident."

Perhaps, in pursuance of some obscure psychology of the trade, sample shoe stores typically keep off the street level. They do business mostly on the second floor or further up, with a show window or a "banner man" below to attract customers. It has been suggested that this gives to the patron the feeling that the sample, being a rare and precious bargain, must logically be sought for a little apart from the ordinary paths of traffic. My own guess would be that cheaper rent has something to do with it. The sales force is, as a rule, eager and skillful. They have a little "patter" of their own, these clerks, telling you how they get their samples "six weeks in advance of any other store in the trade"; how, "if you bought that shoe at a swell

shop, you wouldn't pay less than \$10 for it—not a cent less," congratulating you, after exhibiting the furrowed brow of thought, that "we just happen to have your exact size in a very high grade sample," and so on. In every one of these places visited I have heard a line of talk identical in essence, and almost in phrasing.

So extensive is this trade that it is possible for me to touch upon a very few of its examples. To the neglected others I hereby offer my apologies, also the hope that their turn may come later on if they steadfastly stick to their crooked last. To begin on a good location, the Star Shoe Shop, on the second floor, at Fifth Avenue and Forty-second Street, northeast corner, holds out to the floating populace of "The Avenue" the

The manufacturer or reader who does not avail himself of the help which he can receive from his publisher and their representatives is overlooking opportunities which are in the interests of his pocket-book. Subscribers and advertisers of Footwear in Canada are invited to avail themselves of our Information Department.

lure of sample shoes, through the agency of a window case on the ground floor, and elaborate signs in the second-storey windows. Here The Tribune investigators purchased a pair of Russia calf shoes with white oak soles which, we were assured, would cost \$6 to \$7 at a regular shoe store. These were sample shoes, the salesman said, and a great bargain at \$3.85. If they had been in sound condition and of good workmanship, as represented, the value would have been fair. But the workmanship is poor; the left shoe is damaged; the shoes are not sample shoes at all, and \$2.50 would be a good retail price for them. Another call at this place resulted in the purchase for \$3.85 of a pair of "genuine buckskin shoes," designated on the receipt "buckskin, J. J. Bannister make," which on investigation proved to be suede and not buckskin and not J. J. Bannister make. What they are really worth is open to serious question.

At the entrance to the Fleischman Building, on Forty-second Street, near Sixth Avenue, appears the show window of Young's Sample Shoe Shop, which operates on an upper floor. Here The Tribune purchasers negotiated with an earnest and courteous salesman, who incidentally gave them a sketch of his business ("our sample shoes are six weeks in advance of any other store"; "everything you get here is the highest grade of sample shoe," and so on) for a pair of lady's buckskin shoes, at \$4.95.

"And lucky to find them in the right size, I can assure you," said the salesman. "Anywhere else they would be \$10 at the very least."

"How can you sell them at that?" was the natural inquiry. "Are they in good condition?"

"Perfect," the salesman warmly assured us. "You

see, we get 'em cheap because they're samples. Genuine high grade buckskin."

As he spoke I was gazing at a hole in the back of one of the "perfect" pair into which a lead pencil could have been thrust. Piquancy was added to the situation by the sign on the wall, facing us boldly, with this declaration: "Every Shoe Sold Here Absolutely Perfect." However, we accepted the clerk's statement, handed over the money, and all was proceeding merrily until my companion proffered what seemed to me a mild and reasonable request.

"Just put that down on the sales slip, will you?" he said, after the clerk had repeated for the third time



A new Walk-over last—Dull leather, receding toe, low heel.

his assurance of the genuineness and value of the articles.

"Put what down?" he asked.

"Why about its being genuine buckskin and perfect."

The man hesitated. "Is that essential?"

"Yes, it is. What's the objection?"

"Why, it isn't usual. Excuse me for a moment."

He went over and laid the case before a dark and energetic woman at the cashier's desk, who seemed to be in charge. We rose and followed. As if by magic the atmosphere of the place had changed. Where a moment before all had been smiles and confidence there was now doubt and resentment.

"Isn't our word and reputation good enough for you?" demanded the woman.

May heaven forgive my companion for answering in the affirmative! "But what's the objection," he added, "to putting it down in black and white?"

"Well, we don't usually do business that way."

She reached for a sheet of paper, put it back, took it up again. Every salesman in the shop had now gattered around. "What is it you want me to write?"

"Genuine buckskin, absolutely perfect."

"I won't do it," she declared angrily. "How do I know they're genuine buckskin? I didn't make 'em. Ask the manufacturer."

"Your salesman warranted them genuine buckskin," I pointed out.

"Put down 'buckskin, on approval,'" suggested another salesman.

"Will that do?" inquired the brunette guiding spirit of sampledness, beginning to write.

"No! I want just what the salesman guaranteed, in black and white!"

"Zip! The sheet of writing paper was torn in halves. Sparks snapped from the lady's lovely eyes. There was also a snappy quality in her subsequent remarks.

"Say, man! You make as much fuss over this as if you were buying real estate."

"Well, you see, I want to know what I'm buy—"

"What kinda business d'you think we do here? All this mess over a couple-o'-dollar pair o' shoes!"

"Two dollars? Why, he charged me \$4.95 and said they were worth \$10," said The Tribune man innocently.

"Well! What's that to make a row about? Givum back his money." In just such a tone, I am certain, did the White Queen storm: "Off with her head!"

The shoes were taken back, regretfully; the money was returned still more regretfully, and the lady continued to talk with considerable freedom and fervor. She was still talking when we retired from the place. I still have a withered feeling in the back of my neck from the finale of her conversation. It came too fast for anything but short-hand, so I am unable to quote it accurately, but I seem to recall the repeated claim in one form or another that she was a lady. Far be it from me to deny it. I am ready to go on record, if necessary, that she is a lady. I am almost prepared to aver that she is a sample lady.

On another visit a less demanding investigator bought at Young's a \$10 pair of sample boots of the best material (according to representations), manufactured at the Worcester, Mass., branch of Hearth & Co., of London, England, paying \$3.95 for them. The shoes are not sample shoes; they are not of the best material; but of a cheap grade; they were not made by a Hearth & Co. branch; they did not come from Worcester, Mass.; they are not a \$10 grade or anything like it, and they are not worth the \$3.95 paid for them. Otherwise, there is nothing to criticize in them or the methods employed in selling them.

Investigations, like charity, should begin at home. On which principle one of the first sample shoe shops to be favored with the patronage of The Tribune shoppers was the one in the Tribune Building, conducted by Oscar Berler. Various purchases were made there, put through the tests and subsequently presented to Mr. Berler as a significant parallel between his selling representations and the hard facts. As Mr. Berler promptly emulated Davy Crockett's coon and came down, bringing with him some interesting facts, there is no necessity for describing in detail the transactions at his store; the general facts admitted by him being more important. They are that all the shoes in his stock have been factory rejects, cancellations, damaged goods or seconds. This is the sort of stock, he states, generally found in sample shoe stores. Incidentally, the Berler inquiry developed the fact that certain factories find a regular outlet for their damaged goods in the various sample parlors, selling their genuine samples to their own trade. How this is likely to react in the long run upon the good repute of the factories is a question for them to decide.

Ten Dollar Shoes for \$2.45

"Ten dollar sample shoes for \$2.45" is the engaging offer made to the passerby in the window of the McDonald Sample Shoe Company, at the northeast corner of Sixth Avenue and Twenty-first Street. Unable to withstand such golden opportunity, The Tribune investigator bought, from a table strewn with damaged articles, a pair of "Hanna" shoes, stamped \$5.00 on the sole, the clerk guaranteeing them perfect. The shoes are badly damaged and cracked. In fairness to "Hanna," the manufacturer, who has a name painfully and suspiciously like Hanan, an established and reputable dealer, it should be said that the soles which he puts into his shoes are very good of their kind. Their kind in this instance doesn't happen to be leather, but paper

and muslin. Our appraiser declines to set any value upon this remarkable specimen of footgear. He observes, cynically, that they're worth what a smart salesman can get for them.

No chronicle of the fake shoe trade would be complete without mention of the Slater Shoe Company, at Broadway and Twenty-seventh Street. This is not the old reliable J. & J. Slater firm, with stores at Broadway and Twenty-fifth Street and 415 Fifth Avenue, but a very different sort of concern, the resemblance beginning and ending with the name. Unfortunately, there was, until a few months ago, nothing in our laws to prevent an individual named Slater from going into the shoe business and profiting by the neighborhood of the Slater firm, which has been at the Broadway and Twenty-fifth Street location since 1897. But when a concern like the new "Slater" settles two short blocks distant from the old Slater, the theory of coincidence suffers a pretty severe strain. The new "Slater" store is not a sample shoe store, but it is run on about the same plans of reliability and fair practice.

An interesting method of testing the Slater Shoe Company type of trade is to attempt to get the store to back up its advertising claims in writing. I tried the experiment recently on the basis of a newspaper "display" advertisement offering "\$5.00 Classy Rubber Sole Oxfords, English last," in white buckskin, for \$2.95. Unfortunately, the store was out of the article, which didn't discourage them from trying me with a pair of canvas shoes at the same price. Upon my calling attention to the fact that the canvas-back duck is a dubious species and that I preferred a leather-bearing animal as basis for my wear, the salesman, a husky and surprisingly broad faced person, said that I'd come too late, but that he could show me some fine white buckskin with leather soles, at the price. The goods, as he presented them were undoubtedly white; whether they were buckskin, I shall never know, alas! But I strongly suspect that they were not, for reasons which will presently appear. The salesman's assurance, however, was positive.

"Genu-wine buckskin," said he. "You're getting a bargain when you get those shoes at the price."

"It does seem cheap," I admitted. "You're sure they're buckskin?"

"Absolutely."

A \$5 bill was handed to him. "You'll put it on the receipt that the shoes are genuine buckskin, will you?"

"All right," he agreed, with somewhat less heartiness. He returned with the shoes wrapped up and the change in hand.

"Where's the receipt?"

"Wrapped up with the shoes."

"Does it say 'genuine buckskin'?"

"It's all right. If you ain't satisfied with those shoes, you can get your money——"

"Does the receipt specify genuine buckskin?"

"Say, can't you take my word for it?"

"Certainly, that's just what I want, your word."

"Well, you got it."

"In writing?"

"No. I ain't going to put it in writing."

"In that case, the trade is off. I bought those shoes for genuine buckskin——"

"They are buckskin."

"Genuine——"

"I didn't say 'genuine,' I said buckskin. They're roe buck skin."

"I don't think I want them. Kindly give me my money back."

An expression amounting almost to agony overpassed the broad facial expanse. Here was a completed sale about to escape him. He retired for a conference with a short man, who appeared to be manager, and who at the moment was addressing a retiring customer in the following tactful and reassuring terms:

"Don't get fretty, now. It'll all be fixed."

The manager listened to his subordinate. Then he turned to me. "What's the matter with the shoes?" he inquired.

"Nothing, if they are as represented."

"If that isn't genuine roe buck, I'll give you your money back."

But money isn't so readily retrieved in this kind of shop. The manager parleyed. "What did the man tell you?" he asked.

"He said the shoes were genuine buckskin."

"I didn't!" vociferated Broadface. "I said buckskin."

"I donno what the man told you," continued the manager, "but these shoes are worth every cent we ask for 'em and more."

"Certainly, if they are genuine buckskin. All I want is a written guarantee of what the salesman told me: That they are genuine buckskin."

The broad face seemed to grow broader; it certainly grew redder. It opened. "I didn't," issued from it, in a sort of wailful roar. "I said buckskin. I never said genuine buckskin."

"If you ain't satisfied with a gentleman's word," said the manager, saddened by this want of faith in human nature on my part, "what can I do?"

"Write down 'genuine buckskin,'" I suggested, "just as the salesman said. Or return the money."

At this Broadface executed a series of jerks which threatened to detach his head. "I didn't! I said 'buck-



One of the new McCready lines—style plus comfort.

skin.' **Buckskin!** BUCKSKIN!! I never said 'genuine buckskin.'"

Suddenly my companion on the purchasing expedition turned upon him.

"What's the difference between buckskin and genuine buckskin?"

"Why—why—there's different kinds. There's rough and smooth and——"

"And genuine and fake. Are these shoes genuine or fake?"

"I didn't say 'genuine,'" babbled the salesman. "I just said 'buckskin.'"

"Are you going to complete the sale or not?" I asked the manager.

"Give him back his money," he directed the sales-

man in a grievous voice. "It's a good pair of shoes for \$2.95. If you want more than that, we can't deal with you."

So I got my money back. In this I was more fortunate than certain other customers who have complained to The Tribune. Purchases actually made by Tribune investigators at this store show the nature of the business. A pair of "hand sewed shoes" at \$2.95, advertised in the window display and represented as being of special value, are machine sewed, made up of poor grades of leather and worth not more than \$2.50. They are not even leather. Another pair sold as "genuine willow calf" at \$2.95 ("worth \$5.50 of any man's money") would be worth the \$2.95 (though not the \$5.50), if they were perfect. And they would be perfect except for a slight matter of a bad tear, a deep cut and several conspicuous spots. Being what they are, factory rejects, they are worth hardly anything, or, from the seller's point of view—if he care nothing for his business repute—whatever can be got for them.

From varied experience in this line of trade, I am able to offer herewith certain suggestions in codified form which will be found useful by those whose adventurous and gamesome spirit inclines them to go up against the long odds of securing a genuine pair of sample shoes at a sample shoe store, or of discovering a real bargain at one of the places like the Slater Shoe Company's, which deal in bargains and nothing else.

RULE 1 FOR BUYING—GET A WRITTEN GUARANTEE THAT THE SHOES ARE AS REPRESENTED.

RULE 2 FOR BUYING—GET A WRITTEN STATEMENT OF THE KIND AND QUALITY OF LEATHER IN THE SHOE.

RULE 3 FOR BUYING—DON'T.

THE THIRD RULE IS THE BEST.

Owing to the increase in the price of silk, many shoe manufacturers are substituting cotton for making buttonholes. Naturally the wearing qualities of cotton are not the same as those of silk, and will not give the same satisfaction as the latter article.

Canadian Footwear Co. Ready for Operations

The Canadian Footwear Company, Limited, expect to occupy their factory at Pointe-aux-Trembles, P. Q., by the middle of this month. The company have a thoroughly up-to-date plant, well equipped with machinery, supplied by the United Shoe Machinery Company of Canada, which will be operated by individual electrical motors. The offices and sample rooms at 44 St. Antoine Street, Montreal, are now in order, and provide ample space for doing a considerable business in McKays for women, misses, and children.

The company have secured the services of Mr. Emile Larose as sales manager; in addition he will attend to the sales to jobbers. His headquarters will be at the Montreal office. Mr. Larose, who has had several years experience in the retail and wholesale trade, is a director of the company. After three years as a retailer in Montreal, he joined the sales staff of Kirvan-Doig, Limited, representing that firm in the Maritime Provinces. He was afterwards city traveller for Linton & Company, Montreal, and later became sales manager for Gagnon, Lachapelle and Lecours. Mr. Larose takes a deep interest in sport of all kinds, and is a member of the National A. A. A.

Mr. Auguste Martineau will represent the company in Montreal, calling on the large retailers. His sample rooms will be at 44 St. Antoine Street, instead of at Room 111, 502 St. Catherine Street East, where he previously had an office. Mr. Martineau is well known in Montreal, having called on retailers in that city, and also in the province of Quebec, for many years. He has been twenty-two years in the shoe-business, the greater part of which has been spent in Montreal. He was at one time connected with the Smardon factory, and then crossed the border to represent the Philadelphia Shoe Company, of San Francisco. On his return Mr. Martineau joined the Parisienne Shoe Company, of Maisonneuve, following which he was for three years sales manager for the O. B. Shoe Company, Drummondville, P. Q. His wide experience should be a valuable asset to the Canadian Footwear Company.

Your findings department can be made a paying "business within a business."



Mr. Emile Larose, Sales Manager.



Mr. Adolphe Lecours, Managing Director.



Mr. Auguste Martineau, Montreal Representative.

MEMBERS OF STAFF OF CANADIAN FOOTWEAR CO.

Give Findings a Chance*

They believe in findings at Potter's—believe in this class of merchandise so strongly that their stock of it runs into five figures. So strong and unwavering is their confidence in the salability and general satisfactoriness of findings, they have a findings manager and three salesgirls in this department.

But in spite of this store's undimmed and self-evident optimism apropos its findings department and the sales possibilities thereof, it does not push this class of merchandise unduly, or with a zeal surpassing the bounds of discretion. Potter's policy has ever been to develop its findings business in a perfectly normal way—expanding the department and increasing the stock in response to actual requirements, never at any time exploiting findings to the hurt of its principal lines.

Potter's adheres to the principle that the big stunt of the shoe store is to sell shoes—incidentally, the shoe store sells findings, and perhaps other footwear accessories. Inasmuch as Potter's wants to be known in Cincinnati first, last and all the time, as a place where shoes are sold—shoes of all kinds, for men, women, misses and little people—it has caused its findings business to develop along substantial and accredited lines; i.e., along lines of least resistance.

It is sometimes a good plan to define by negation; that is, to determine what a thing is by ascertaining what it is **not**. It may not be out of place to pursue this plan in trying to get at the secret of Potter's success in findings.

To begin with, they don't advertise findings in the newspapers. Now, I don't say that Potter's policy in this respect is a good one for every retail shoe store; all I am saying is that this is Potter's policy, and that for them, it is evidently a good one. Potter's idea of a newspaper announcement is that shoes should occupy the entire stage and claim the reader's undivided attention.

In a way, however, they do advertise findings. They display findings in their windows, and even more extensively in their interior trims; and this, of course, is one of the most effective methods of advertising merchandise.

Neither do they "push" findings in a way that might injure the store. Dealers who have unfortunately acquired a zeal for findings altogether out of proportion to good judgment frequently experience a decided reaction against findings, and their latter state is as unjust and foolish as their first was unrestrained and incautious.

In a word, Potter's findings policy adheres to the golden mean, which lies midway between indiscretion and over-zeal, on the one hand, and carelessness and neglect on the other hand.

I have already intimated that the Potter Shoe Company carries a large stock of findings. Laces, polish, trees, orthopedic appliances, and all other and sundry of the more staple commodities in these lines, they buy in quantities; of the new and untried articles that are coming out from time to time, they buy more cautiously. But the point is—whether in large quantities or in smaller ones—they've got the goods.

Now it's a generally accepted fact—and a very reasonable thing under the sun—that you can't sell the goods 'till you have them. It is with findings as it is with many other classes of merchandise—supply creates, and, to a degree, regulates, demand. The sight

of merchandise attractively displayed awakens interest and creates a demand for them.

The picture herewith reproduced gives the reader a very fair view of Potter's thriving findings department. Two glass counter cases are assembled in the front corner of the spacious first floor salesroom, to the left of the main entrance as one enters, and is necessarily passed by all customers to and from the elevators.

When Harry McLaughlin, Potter's store manager, was asked for the secret of their evident success in the distribution of this sort of merchandise, Mr. McLaughlin considered that it might, in part, be due to the fact that **the salesforce is taught to keep an eye open to the possibilities of judicious sales in the findings line.** "We give P. M's, of course, on all findings," he stated, "but the business is just a normal, wholesome findings trade that goes along without any special fuss."

It impresses the writer—as it doubtless will the reader also—that this, after all, is the best kind of a findings trade; but I take occasion to state that a business of this sort doesn't develop and continue automatically. Back of Potter's findings business you will find Harry McLaughlin. He knows findings, and how to display and sell them; and this "without any special fuss" must not be construed to mean "without a special effort." The terms are not synonymous.

Time was when there was altogether too much "fuss" about findings, and too little concentrated effort of the proper sort. Findings were toys to be played with, novelties to be grasped for novelty sake, or get-rich-quick paraphernalia. But that day happily is past. Findings are merely merchandise—and never claimed to be anything beyond that. That they brighten up a shoe store, giving it a modern tone, is evident; that they yield attractive profits is true enough; but to expect them to prove profitable without the application of the human equation, is expecting too much.

Back of all good merchandise there must be sound business methods and intelligent salesmanship. Give findings a chance, and findings will give you no occasion for disappointment.

Arrowsmith Specialties

The Canadian Arrowsmith Manufacturing Company Limited, Niagara Falls, Ont., manufacturers of Arrowsmith "First-Aid" specialties for the feet, had a most attractive exhibit in the Industrial Building in charge of Mr. Elmer Poyer, the manager of the company. This concern manufactures 25 different styles of arch supports and 12 "First Aid" specialties, several absolutely new lines being shown here for the first time. Among these we noticed a new therapeutic arch support, differing from the other lines in that it contains no metal and has an adjustable felt pad enabling the arch to fit any requirement.

Their "First Aid" Curo Foot Balm is an absolutely new preparation essentially for perspiring and aching feet, as well as their "Cal-Corn-o" for removing calluses and corns. All the products of the company are Canadian made and this was forcibly brought before the people of the fair by the patriotic souvenirs distributed. Although only 20 years of age Mr. Poyer, the manager of the company, is a most aggressive business man. He joined the Canadian Arrowsmith Manufacturing Company as bookkeeper and stenographer in April, 1914, and was appointed to his present position at the beginning of the present year. Mr. Poyer devotes quite a little of his time to his customers on the road covering personally the territory from Toronto west to the "Soo."

* In the Shoe Retailer.

Window Displays That Sell Your Goods

The Winner of the First Prize for Window Dressing at the Recent Convention of Display Men tells How he Does it.

At the recent convention of the International Association of Display Men held in New York City, the first prize was awarded to Mr. J. M. W. Yost, Display Manager for the Penn. Traffic Company, Johnstown, Pa., and president of the Associated Display Men of Johnstown. The illustration in Fig. 1 shows the window which won the prize. Mr. Yost gave a short talk to the association on window dressing, suggesting a number of ideas which must be recognized as exceedingly valuable, coming from one of so wide an experience. The following extracts from his remarks will be read with profit:—

“Shoe displays very easily become monotonous in

while men’s wear will show to advantage on colors somewhat darker. For instance, some of the various colored leathers in tans and browns or combinations of the two would be fine for men’s, while they would be unsatisfactory for ladies’, especially low shoes.

“It is a very easy matter to reason out just what material is best, there are many fabrics, papers, such as are used for book covers, blotting papers, leathers and leatherettes which can be used to good advantage for this purpose.

“A shoe will always show better when setting on some flat surface than when attached to a metal fixture. This flat surface helps the eye to concentrate

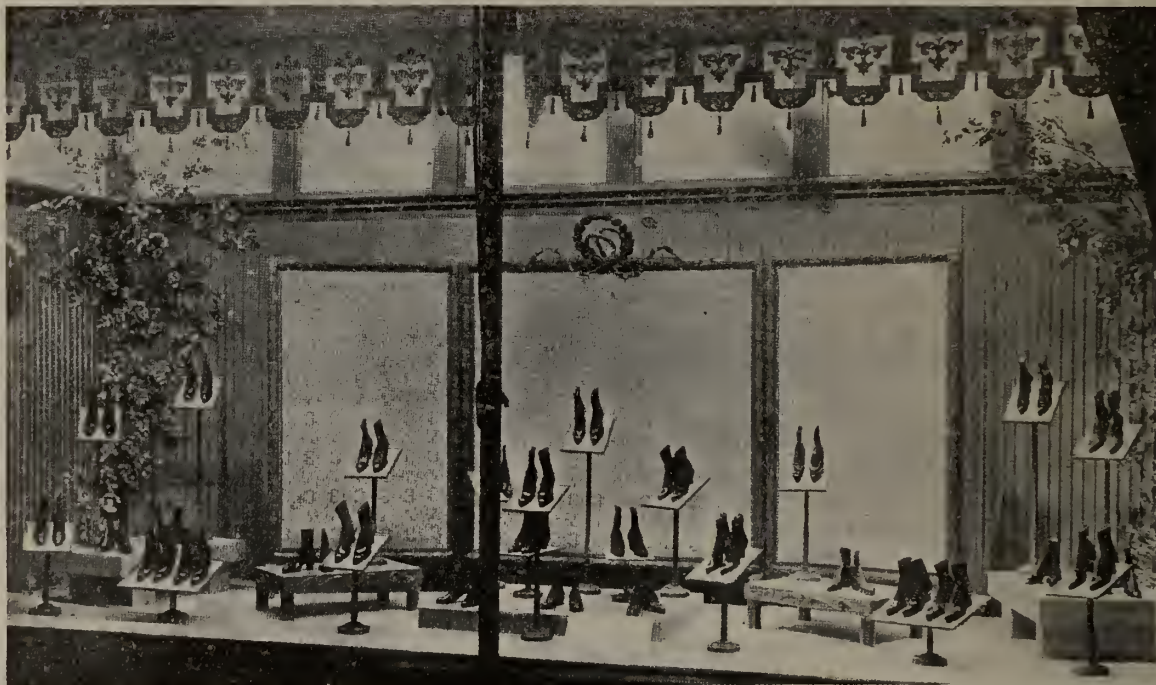


Fig. 1.—The winner of the first prize at Display Men’s Convention.

appearance unless the display man is versatile and resourceful in showing them. Most shoes are black in color so we must look to the setting for a change in the general appearance of the display.

“Black can be shown with any color or tint but always looks best with the lighter colors. Many firms use a dark colored hardwood fixture for this purpose, but the effect is not so satisfactory as with something more contrasty. The appearance of the shoe is too much like the stand, especially when the shoes are black. The whole effect is flat.

“One rarely if ever sees an advertisement printed with ink nearly the same color as the paper—it would be difficult to read and the message would not stand out clearly.

“Generally speaking ladies’ and men’s footwear may be shown on the same color scheme. However, ladies’ wear is better on the lighter tints or colors,

on the shoe, while in its absence the eye has a tendency to become more or less confused with other lines.

“The correct way to display shoes is in pairs. However, it is not always necessary to show them this way, nor all shoes in a display. To show all shoes singly is giving the prospective customer only a half view of what he would get if he made a purchase. The missing half pair is left to the imagination.

“In the prize winning window, Fig. 1, the shoes are shown “soldier fashion.” This method is not so good or pleasing in appearance as the method used in the display in Fig. 2, where they are shown in an unsymmetrical manner. This is far more pleasing to the eye than the “soldier” style used in the first display.

“When a person is standing his feet are hardly ever in a symmetrical position, unless he happens to be training to be a soldier. The nearer shoes can be

shown as they are seen when worn, the more effective their appearance should be.

Considerable criticism has been offered to this method of showing them, but it was only because the critics did not understand the point of view from which the suggestion was taken. Anyone can reason this matter out and decide for himself.

The window in Fig. 1 was 20 feet long, 78 inches deep, background proper, 92 inches high. Background was of old rose clover sateen, pleated on frames which were made to fit the back and sides of the window,

is very practical for shoes as the top can be covered with any kind of material, such as fabrics, papers, cardboards, etc., and when the frame is put on has a very finished appearance. There was nothing in this window that would tend to detract from the shoes. The old rose and black made a very pleasing combination. A card in the foreground called attention to the leading styles and lasts for fall wear. Only 29 pairs of shoes were shown.

It would be hard to give the exact cost of this display as most of the display pieces had been used before. The approximate cost is as follows: foliage, \$8;



Fig. 2.—More attractive in many ways than Fig. 1.—Note more natural pose of shoes.

Autumn colored foliage used to relieve the corners. A three panel Louis XVI. mirror occupied the centre of the background. The mirrors were concealed by frames which fit close to the glass and covered with Royal Brocaded Venetian in two tones of Old Rose, which was somewhat lighter than the background proper. Floor of Old Rose felt. The part of the stands which supported the shoes and also the tops of the plateaux were covered with the same material as screen. The screen, fixtures and plateaux were finished in Old Gold. The tops of the shoe stands were made of compo-board, covered with the brocaded material and finished with an old gold frame. This stand

background material, 30 cents a yard retail; brocaded material, 50 cents a yard retail; 16 frames on shoe stands, \$2.75. Special price; 7 box plateaux or square display pieces used on floor, \$7. Everything in the window except the brocaded material and square boxes on the floor had been used before, so the actual cost of this display was very small.

The display shown in Fig. 2 has the following features: background of corn colored clover sateen. Floor of felt to match. Mirror with old gold finished frame. Display boxes, pedestals and flower boxes were covered with a floral pattern cretonne. Shoe fixtures were finished in old gold.

Miner Rubber Co. Hold Record Convention

A decided feeling of optimism characterized the third annual convention of the selling agents, their representatives and the branch managers of the Miner Rubber Company, Limited, held on August 9, 10 and 11 at Granby, P. Q. There is a solid foundation for this feeling, for the company have made considerable progress of late, notwithstanding the general adverse trade conditions. "Miner means merit" is an old

slogan, and as the years go by, that merit becomes more and more impressed on the retailers, due to a certain extent to the trade paper publicity which is favored by the officials, thus making a direct appeal to the retailers. The company have a list of enthusiastic officials, selling agents and travellers, and the annual conventions are of value in educating the agents and travellers on points of manufacture which



Guests, staff, agents and travellers present at Miner Rubber Co. Convention, Granby, P. Q.

should be profitably turned to account in the selling end. Beyond that, they provide opportunities for discussing how the goods can be improved, how the wants of the public can best be met, and how the company's organization can be shaped to deal with new conditions. Then, too, there is the social side, which is not to be overlooked. The Miner Rubber Company have now tried out the convention idea, and it has not been found wanting in the essentials for which it is held. This year the date was changed from the end of June to the second week in August, and the programme was also slightly varied.

The party met in Montreal, and were welcomed by Mr. W. H. Miner, the vice-president. The guests were conveyed in a special pullman to Granby, arriving there about 7.50 p.m. Supper was served at the Granby and Windsor Hotels, and afterwards an adjournment was made to the theatre. The visitors were a particularly lively crowd, and had lots of amusement when photos and caricatures of some of the best known members of the Miner staff were shown.

The real business of the convention was done during the next day—and a strenuous day it was. The morning was spent in looking over the factory and in seeing the process of manufacture. This was explained by Mr. W. H. Miner, Mr. J. Stapleton and others. The party started with the receiving of the raw rubber, saw how it is washed, dried and treated; witnessed the mixing of the compound, the process of treatment over the rolls, after being backed with duck; the method by which the various parts are cut, etc., and finally there were demonstrations of how the rubbers, from the lightest to the heaviest, are built up. There was also an exhibition of building up a sporting shoe. One of the features of the factory—a particularly well equipped structure—is the remarkable cleanliness which characterizes all operations, which include the making of cartons and the manufacture of wooden boxes in which the goods are despatched. In the afternoon there was a conference at which various

matters relating to the design, manufacture and sale of goods were discussed in detail. These naturally were of a more or less confidential nature, but the suggestions are valued by the management as being the result of the experience of the salesmen, who are in touch with the wants of the buyers. The room in which the conference was held was admirably decorated, including a profusion of flowers. In the centre of one of the walls was a portrait of the late Mr. S. H. C. Miner.

Unlike last year, there was little speech-making at the banquet in the evening attended by the delegates and the office staff. Mr. W. H. Miner presided, and expressed the hope that they would receive some benefit from the convention; he knew that such gatherings were appreciated, some having left their holidays to be present.

Mr. R. B. Griffith declared that they could not allow the dinner to pass without proposing the health of Mr. Miner. They had the best company in Canada, and he hoped they would have a banner year. He expressed his appreciation of the courtesy which always characterized Mr. Miner.

Mr. Miner briefly replied, and said that the factory was prepared to back up the efforts of the representatives to make the year the best known.

The menu card was a distinctive novelty. It took the form of a heavy rubber boot. The first page was made of rubber, with the inscription in gold, the other pages being of the usual letter press. The menu was eyeletted at the top, and held together with a bow of red ribbon.

The guests returned to Montreal the following morning, having spent a very pleasant time in addition to transacting a large amount of business. Necessarily, a convention of this character entails much detail work, and it is a tribute to the organizing ability of the officials that the arrangements were carried out without a hitch.

Montreal Manufacturers are Optimists

Many manufacturers in Montreal and Maisonneuve are quite optimistic as to the immediate outlook for business. Recently the orders have shown a material increase, and reports to hand indicate that the prospect for spring goods is highly satisfactory. These are to some extent based on the excellent crops in the West, which, it is hoped, will help to produce a much needed commercial revival. Many travellers are now on the road with samples which the manufacturers claim are the best yet produced, and which will compare favorably with many lines of imported shoes. There is a decided tendency to break away from the freak styles which characterized last spring's goods and to get back to more conservative shoes. The business of the United Shoe Machinery Company of Canada is a pretty good guide as to general conditions, and Mr. F. W. Knowlton, the manager, reports that the turnover of the company has materially improved within the last two months. For a long time retailers generally have been purchasing in a hand-to-mouth fashion, and stocks have run very low, so that there should be a strong demand for shoes. At the same time some manufacturers have not been desirous of letting accounts go higher, as in the West in particular, the



Women's patent 2-bar pump, dull quarter, ornaments,
½ Louis heel—Ames-Holden-McCready, Ltd.

notes were not promptly met in many instances. But conditions are slowly righting themselves, and there is reason to believe that the worst is past.

The placing of orders for military shoes has helped the shoe situation, and those firms who have secured a portion of the first 100,000 pairs recently given out by the Canadian Government are very busy turning out the goods. Ames-Holden-McCready, Limited, Montreal, have obtained the order for a second 100,000 pairs required, delivery to be completed in four months. This order is keeping the plants very busy, and will do so for a considerable time to come. The last for the army shoe was made by the United Last Company, Limited, of Maisonneuve, after a long consultation with the Government authorities. This company is exceptionally busy on lasts for manufacturers of Army shoes and also on ordinary work.

"The smaller retailers," said a member of this class of trader to a representative of Footwear, "have a distinct grievance against certain manufacturers who sell surplus stock to the departmental stores at a very low figure. I recognize that makers have to get rid of these shoes, but instead of selling the entire stock to one or two large firms it would be fairer to offer them in small lots to the ordinary customers. The effect of this sale to a large firm is to seriously handicap the ordinary retailer, who after having purchased several lines at the usual prices, finds one of the departmental stores advertising similar goods at below cost, and

yet at such a price as to give it very handsome profits. This is, of course, due to the low price at which the manufacturer has cleared out his stock. The manufacturer, I know, claims that he obtains spot cash in such a transaction, that if he split up the stock he would have to wait perhaps sixty days, and that the transaction would mean additional bookkeeping. There is some force in this view, but I believe that the balance of argument is on the side of the smaller customer, who is entitled to protection after having bought at full prices. Having invested his capital, it is not fair to have the ground cut from under him by a large firm with the aid of the manufacturer, who after all, has to rely on the smaller retailer to take the bulk of the output."

A Merited Promotion

Major John Harris, who has just been promoted to this rank in the 109th Regiment, is Canadian man-



Major Harris.

ager of the Nugget Polish Co., Ltd. He is a member of the Board of Trade and an associate of the Chartered Institute of Secretaries of Great Britain.

The Nuggett Polish Company, Limited, are now supplying a specially prepared "Dark Brown" polish for use on military and other footwear. There has been a great demand for this from the Dardenelles, where the Australian contingents have been sent, and there is steady demand for an article of this kind throughout the Dominion. Hitherto this has had to be imported from the United States, but here is a chance to purchase an article which is "Empire Made," and which is, moreover, specially adapted to the boots and leggings issued to the Canadian troops.

It is reported that patents have been taken out on a sole made of a layer of aluminum, to which a sole and heel of rubber is attached. The aluminium sole has a counter whose wings extend to the toe of the shoe. These wings make a flange, to which the upper is sewn. The flange is pierced with holes through which the thread of the stitches passes. The new type of shoe is intended for teamsters, lumbermen and others who do heavy work.

La Parisienne Co. Styles

La Parisienne Shoe Company, Limited, Maison-neuve, have added six new lasts to their samples. The company specialize in high grade women's shoes, and this year's samples show a range of goods which should satisfy the most fastidious of buyers. One last is a three-quarter fox button boot with a cravenette top, and a special military heel. The boot, which is also made in dull kid, is produced in A. B. C. D and E lasts. A dull kid gypsy boot with diamond patent tip and heel foxing should prove a good seller; this boot can also be had in blue, gray, and brown kid and in patent, and in McKays, with a dark gray suede top. A very smart imitation lace pump, in dull kid, is made with a mock welt turn; while on the same last there are patents with French cord binding, one sample having white stitching and a celluloid heel with rubber lift.

Mr. Trudeau Joins Corbeil, Ltd.

Mr. Thos. R. Trudeau has resigned the management of the Brockton Shoe Company, Limited, which

company he has managed for two years successfully, and has accepted a position as city salesman for Corbeil, Limited. Mr. Trudeau represented Corbeil Limited from Port Arthur to Vancouver Island for seven years previous to his connection with the Brockton Shoe Company.

Good Prospects of Drummond Shoe, Ltd.

In conversation with a representative of Footwear, Mr. Geo. A. Fortin, vice-president and general manager of the Drummond Shoe, Limited, Drummondville, P. Q., spoke in a very optimistic fashion of the immediate prospects of the company. The salesmen are now on the road with spring samples, and the orders being sent in indicate that the company's shoes are meeting an excellent reception, and that a good season's trade is assured.

In the Italian Navy each man is his own shoemaker as he is responsible for the "life" of his shoes and must repair them himself.

Mr. A. D. Weber is General Manager

At the recent meeting of the directors of the company, Mr. A. D. Weber was appointed general manager of the Canadian Consolidated Felt Company, Limited, manufacturers of the "Kimmel," "Elmira" and "Berlin" brands of felt footwear. Mr. Kimmel's selection for the position as his general manager is a very happy choice. During the years that Mr. Weber has been in charge of the footwear production and sales at the head office of the Dominion Rubber System, in Montreal, he has given particular attention to outing and sporting shoes, and it is largely due to his efforts that the sale of this class of goods by the Dominion Rubber System has practically doubled every year. Mr. Weber is well known in Berlin, having spent most of his early life in or near there, and he will be welcomed by all his old friends, whose numbers are legion. He will be succeeded at Montreal by Mr. A. F. Dwyer, assistant treasurer of the Canadian Consolidated Rubber Company, Limited. Mr. Dwyer is an experienced rubber footwear man, having for some years been connected with the Maple Leaf Rubber Company, Limited, of Port Dalhousie, Ont. Mr. J. J. Kieswetter, who is well known in Berlin, will act as Mr. Dwyer's right-hand man.



Mr. A. D. Weber

Tribute to Mr. Ashcroft's Ability

Mr. R. W. Ashcroft, manager of the publicity department of the Canadian Consolidated Rubber Company, Limited, is the recipient of a \$500 prize from a number of United States manufacturers who are members of the Rice Leaders of the World Association.

A little over a year ago, forty of these firms, such as Armour & Co., the Yale & Towne Co., the Pillsbury Flour Mills and the Winchester Repeating Arms Co., offered 3,500 cash prizes for ideas and suggestions that would help them in their different businesses. The contest was open to anybody, the only restriction being that only one idea could be submitted to each manufacturer, must be within fifty words, and not be submitted to any other manufacturer. The second prize of \$500 was awarded to Mr. Ashcroft, and in presenting it Mr. Elwood E. Rice, leader of the association, sent Mr. Ashcroft the following letter:

"To have earned the second prize in this international competition, where people in all walks of life from all parts of the world entered, is certainly a great evidence of your unusual ability, and in which you are indeed justified in taking exceptional pride. I extend to you my best wishes for the continued success your able efforts so richly deserve."

Increasing Capacity 500 Pairs Per Day

The T. Sisman Shoe Company, Aurora, Ont., have just completed the installation of a new set of lasting machines which will increase the capacity of the factory 500 pairs per day. This year they are turning out particularly fine work on their "Every-day" shoe in tan grain, mennonite, pebble, box-calf and elk. During the month of August they made and shipped 28,000 pairs of shoes in all and are now employing 160 workmen. One of their newest types in women's is a kid blucher, round full toe, patent tip, plain quarters, 11-8 heel. Their tan grain blucher for men, in plain toe on the new military last, has also been in great demand—so much so, indeed, that they have been unable to keep up with the orders.

To Represent Star Shoe, Limited

Mr. John Scott and Mr. J. A. McLean will, this autumn, cover the western provinces for Star Shoe Limited, Montreal, Mr. W. C. Myers, western and northern, and Mr. W. S. Pettes western Ontario. Mr. J. G. Riel, Montreal and Quebec cities, J. A. Perron, province of Quebec and Mr. C. A. Leblanc, Maritime Provinces.

A Catalogue of Presents

Do shoe retailers make the most of their trade opportunities in relation to special seasons, say at Christmas? The tendency is for people at such times to spend more and more money on useful articles, disregarding the mere ornamental goods, which although pretty, have little value from the utilitarian viewpoint. Shoe retailers, no doubt, as a whole, make a certain amount of effort to secure some of this seasonable business, but there is room for more aggressiveness in this direction. With a view to calling attention to this side of the trade, the Canadian Consolidated Rubber Company have issued a supplement to their catalogue in which lines which lend themselves to presents are emphasized. Much can be done

in the way of an attractive window display of slippers, etc., with bright and well-written cards featuring the desirability of making useful presents, and emphasizing the seasonable character of the goods offered for sale. It is not too early for retailers to begin thinking about Christmas plans.

The Canadian Consolidated Rubber Company announce that they have christened their line of Kumfys and Felt Slippers with a new name, viz:—"Felt Foot" slippers for Home and Fireside. The lettering of the words "Felt Foot" is the same as they use for "Fleet Foot" shoes "For every sport and Recreation."

A Canvas "Workshu"

On first thought a canvas shoe would seem a pretty poor substitute for leather but the Amherst Boot & Shoe Company, Limited, Halifax, have recently placed on the market a shoe of this type which is called the "Workshu." The uppers are made of the same fabric as is put into automobile tires and the soles are rubber. The shoe is particularly designed for the outdoor worker, being very comfortable and safe as well as moderate in price.



The new Premier button—Geo. E. Keith Co.

Robin Bros Enlarging Factory

Robin Bros., 131-137 Carriere Street, Montreal, manufacturers of lasts and fillers, are making a substantial addition to their factory in order to take care of their increasing business. The building of three storeys will be on a site 37 x 57 feet, and will be constructed of solid brick with concrete foundation. The structure will be fireproof, and it is also proposed to install a sprinkler system. New machinery will be laid down, enabling the firm to increase their capacity to eight hundred pairs per day.

While the idea does not seem to be very popular, shoes have been manufactured with perforations in the top edge of the tongue so that it can be laced up with the quarters. This is claimed to do away with wrinkling of the tongue and at the same time hold the vamp up taut.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

Marion Rogers, trading as Rogers & Company, boot and shoe merchants, Owen Sound, Ont., has made an assignment to Mark McLeod Tew of McLeod Tew and Company, assignees of Hamilton.

W. H. Storey & Son, Limited, have been incorporated with a capital of \$100,000 and head office at Acton, Ont. It is understood that the new firm will deal in leather, hides and skins.

A retail shoe store has been opened by Leduc & Bordeleau at 29 St. Catherine Street East, Montreal.

Mr. W. H. Jardine, representing the Blachford Shoe Mfg. Co., is now visiting his customers in Northern Ontario. While in the north, he will spend a few days on a fishing trip on the Manitoulin Island. Mr. Jardine writes he will be home again in about ten days when he will immediately continue his trip amongst the trade in Eastern Ontario.

Mr. Chas. A. Blachford has been spending a few days in Ottawa and Montreal and reports a very satisfactory outlook for spring business. While in Montreal he completed arrangements with Mr. Henri Martineau who will be their Special Representative in Montreal and Vicinity.

The Blachford Shoe Mfg. Co. are now making arrangements for doubling their factory space and in our next issue we expect to give further particulars with reference to it. This firm has developed its business very rapidly and under the most discouraging trade conditions. They find that future business demands a much larger output and the addition they will take on will enable them to make from six to seven hundred pairs a day of women's welt shoes and will place them in a position to handle every order promptly whether large or small.

Mr. Henri Martineau, Montreal, has associated himself with the Blachford Shoe Mfg. Co. Ltd., and in the cities of Montreal and Quebec will act as their special representative. He has now received his full set of samples and is well settled in his sales rooms at 502 St. Catherine St., E., Montreal. Apart from visiting a few of the larger centres in the Province of Quebec, Mr. Martineau will give his entire attention to the trade of Montreal.

Mr. R. J. Trethewey, Special Representative in Western Ontario for the Blachford Shoe Mfg. Co. Ltd., now has his spring line ready and is spending a few days amongst the trade in Hamilton and London after which he will call on his customers in the surrounding territory.

Singer's Fit-Rite Shoe Store, Montreal, has been incorporated.

Mr. F. P. Beemer, with the Blachford Shoe Mfg. Co. Ltd., is spending a few days in Boston and vicinity obtaining his spring samples of the Sorosis and Guptill lines which he handles in connection with the Blachford line in Western Canada. Immediately on his return from the east, he leaves for Winnipeg on his spring trip.

Guthrie & Risdale, boot and shoe dealers, Battleford, Sask., have assigned.

B. Charlebois & Co., boot and shoe dealers, Eastview, Ont., have assigned.

The assets of J. E. Dionne, shoe dealer, Montreal, Que., were sold on August 11th.

The assets of J. E. Leroux, shoe dealer, Montreal, Que., were sold on August 11th.

Roy & Darveau, shoe jobbers and manufacturers' agents, have assigned.

F. A. Meservey has been appointed sales manager for

Blachford, Davies & Company, Limited, Toronto. Mr. Meservey has been over twenty years in the shoe business.

The assets of F. Blouin, manufacturer of insoles, etc., were sold on August 24th.

The McCall Shoe Co., Toronto, have closed their store at 846 College Street, Toronto, where the lease has expired, but are operating their other four stores—two on Queen St. West, one on Bloor West and the other on Yonge Street.

The stock of Patrick & Yukleson's store in Winnipeg has been sold to Mr. H. Cohen.

L. H. Morgan has been appointed superintendent of the factory of Williams Shoe, Limited, Brampton. Mr. Morgan has been with the firm for a number of years.

An extension is being made to the Getty & Scott Shoe factory, Galt, Ont., which will be devoted particularly to children's turns.

A new retail store has been opened in Montreal on St. Joseph Street by A. Larochelle who is a son of Mr. J. H. Larochelle, shoe jobber.

Goodyear welts are now being manufactured by Messrs. Tourigny & Marois of Quebec. The capacity of the firm in this new branch is 100 cases in addition to 400 cases of McKay and Standard Screw.

A new branch store has been opened in Montreal at 567 St. Catherine St. East, by Eaton's Shoe Market. This firm proposes to conduct a chain of stores in Montreal. Their headquarters are now at 478 St. Catherine St. West.

A record has been established in the value of hides exported from Canada to the United Kingdom during the six months ended June 30th. The Department of Trade and Commerce report states that the total amount is \$882,705 which exceeds the total for the same period last year by \$445,205.

Messrs. I. H. Siegel and L. Leveys, proprietors of the Factory Shoe Store, St. Catharines, Ont., have recently enlarged and redecored their store. A feature which has attracted some attention is the lighting equipment, being illuminated with 1000 candle power lights.

Fred W. Love, shoe retailer of Aylmer, Ont., has recently erected a large new sign with raised gold letters which is the source of much admiration.

The travellers and heads of the departments of the Star Shoe Co. Limited, recently held a two days' conference in Montreal. A banquet was held at the Windsor Hotel, followed by an enjoyable theatre party. It is proposed to make this conference an annual event as it proved extremely beneficial in the way of exchange of ideas.

Patrick Rowan, manager of the Slater Boot Shop, Hamilton, Ont., has also been appointed manager of the Toronto store.

The Modern Shoe Repair Company, 505 Richmond St., London, Ont., have just opened an up-to-date shoe store and repair shop on Main Street, Glencoe. It is said the company intends opening other stores throughout Western Ontario as soon as locations can be found. Mr. Joe. Russo, well known to Londoners, will take charge of the Glencoe store.

The United Shoe Machinery Company have installed a six foot shoe repair outfit, Model N, in the establishment of Virgino Matioli, St. Lawrence Boulevard, Montreal.

Paul Roy, manager of the new establishment of J. Einstein & Co., 152 Notre Dame Street West, Montreal, states that with the firm's increased facilities it is possible to ship

orders the same day as they are received. A full stock of every line is always on hand. Mr. Roy is also Montreal agent for Lucien Borne, leather merchant of Quebec.

The Berlin branch of the United Shoe Machinery Company is now open, with Mr. S. W. Price in charge.

C. H. Chute, formerly of F. E. Leavitt & Co., of Haverhill, Mass., is now superintendent of the C. N. W. Shoe Co., London, Ont. Former Superintendent Wilson will cover part of Ontario, showing new spring models.

L. Sing has opened a shoe shop in the store of A. T. Wyatt, Cannington, Ont. He will also conduct a repair shop.

A winding up order has been granted in the case of the Cimon Shoe Co. Limited, St. Jerome, Que.

Sam Hirschfield, St. Catherine St. West, Montreal, has just installed an eighteen foot Goodyear shoe repair outfit.

Peterboro has a new shoe store—the Peterboro Shoe Store, 291 George Street. The store is complete with the most modern fixtures and an up-to-the-minute range of styles in men's, women's and children's footwear.

Campbell & Winn, shoe retailers, 310 and 256½ Yonge Street, Toronto, have sold the lower store to Leonard & Company. Mr. D. A. Leonard, the head of the new firm, was for some years manager of the Slater Boot Shop, Toronto.

Edward Trider, shoemaker of Windsor, N. S., met with a serious accident recently.

Tenders were recently called for the stock, machinery, and good will of the shoemaking business of Daniel Fitzgerald, 21 Dock Street, St. John, N. B.

A federal charter has been granted to the Dominion Aluminum Last Co. of Windsor, Ont. The company, which is capitalized at \$50,000, is empowered to carry on trade throughout Canada and other countries as manufacturers of aluminum boot and shoe lasts, supplies and generally to buy, sell, manufacture and deal in all kinds of goods, wares and merchandise.

Fred Hull, of Toronto, is now with John S. Townsend, wholesale shoes, Hamilton, Ont.

Geo. McVicar, shoe dealer of Goderich, Ont., recently made an interesting display of the Life-Buoy Brand Outing Shoes, manufactured by the Kaufman Rubber Co., Berlin. The process of manufacture was shown in its different stages.

John A. Royer has been appointed superintendent of the new plant of the Canadian Footwear Company, Pointe aux Trembles, Que. Mr. Royer was formerly with the John Ritchie Company, Quebec.

Gerry Willis is in Wingham looking after the shoe business of his father.

Gutta Percha and Rubber, Limited, have opened a new sub-branch in Fort William, Ont., where stock will be carried in both mechanical lines and rubber footwear. Mr. H. D. Mewhirter, manager of the Winnipeg branch, will also have control of the Fort William office and Mr. W. J. Cooper, late of Winnipeg, will be the resident manager. Previous to Mr. Cooper's departure he was presented with a handsome trunk and an appreciative address by the employees of the Winnipeg branch.

The boot and shoe store of E. Barber, Swift Current, Sask., is reported to have been sold to J. A. Early.

Alterations have just been completed to the Regal Shoe Store, Portage Avenue, Winnipeg. The exterior of the building has been remodelled and is now one of the most attractive stores in the city.

S. Craig, Smith's Falls, is now covering a portion of Eastern Ontario for the J. A. Johnston Company, of Brockville. Mr. Craig was formerly with the White Shoe Company.

Offices are being opened in London, Eng., and Glasgow, Scotland, by the Canadian Consolidated Rubber Company,

Limited. Fred. L. Summerhayes, late of Montreal, and J. H. Jamieson, formerly manager of the North Bay branch, will be in charge of the Old Country branches. Mr. Thomas Smellie, formerly of Hamilton, will have charge of the company's warehouse at North Bay, Ont.

It is reported that the boot and shoe business of Messrs. MacDonald and Wray, Regina, Sask., is to be incorporated.

L. W. Johnston of Galt is going to cover the lower provinces this season for the Blachford Shoe Mfg. Co., Toronto, in addition to the lines of the Cook-Fitzgerald Co. of London, Ont., which company Mr. Johnston has represented for several years.

The Montreal offices and factories of the Canadian Consolidated Rubber Company have raised funds for a machine gun for the 69th French Canadian battery. Many men from the company's offices and factories have gone to the front, and some have been killed and wounded.

Among the Montreal firms which have promised to keep open the positions of men joining the colors the following are connected with the shoe and allied industries: Paul Galibert, Ames-Holden-McCready Limited, Canadian Consolidated Rubber Company, Slater Shoe Company, L. H. Packard and Company, J. and T. Bell, Limited, and J. Eveleigh and Company, Limited.

The Walk-Over Boot Shop, 290 Yonge Street, Toronto, has installed an orthopedic department, in charge of Dr. G. L. Conquergood. All patrons of this store are entitled to Dr. Conquergood's services free of charge.

F. W. Horton, shoe dealer, Calgary, has assigned to E. A. Dagg.

Mr. T. W. Hart, of the Nugget Polish Company, Ltd., has just returned from a very successful trip through the West and will be attending the exhibits of the firm at Toronto and Ottawa.

H. W. Parsons of the Nugget Polish Co., Ltd., has just left for a trip through Quebec and the Maritime Provinces. He will be in attendance at the exhibitions at Quebec, Halifax, Charlottetown, St. John and Fredericton.

Mr. W. Howard, assistant manager of the Nugget Polish Co., has just returned from his vacation and will be taking charge of the company's interests at the exhibitions to be held at Ottawa and Sherbrooke.

The Nugget Polish Co. Ltd., will have their usual exhibit at the Western Fall Fair at London where Mr. F. B. Bollard will be in charge.

A boot and shoe store has been opened in Unity, Sask., by Mr. R. Geidtner.

William E. Campbell has gone with the Slater Shoe Company and will cover British Columbia. He was formerly on the staff of the Walk-Over Shoe Company.

Frederick Rowe, shoe dealer, who formerly had a shoe store at 1155 Yonge Street, has opened a new store on St. Clair Avenue.

S. Cleland, shoe dealer, who has a store at 1162 Yonge Street, is opening a branch on St. Clair Avenue, near Oakwood.

The many friends of Mr. Gordon C. Yearsley, manager of the Toronto branch of the Miner Rubber Co., will be glad to learn that he is able to be around again after undergoing an operation for appendicitis.

The marriage of Stanley H. Bryant, of the staff of Coates, Burns & Wanless, shoe manufacturers, London, took place in Downend, Gloucestershire, England, a short time ago.

The Williams Shoe Ltd., of Brampton, Ont., have completed three army contracts and complimentary letters referring to same have been received. 140 to 150 employees are on the staff of the firm which operates two branches, one at Regina, Sask., and one at Truro, N. S. A meeting of eastern and western representatives was held recently at

which all spoke very encouragingly of the results obtained during the past year. The factory is busy, still working on fall orders and travellers both east and west are now in their respective territories with a full line of spring samples, which from their appearance and make-up are sure to be winners. There is no change in the selling staff this season.

Roy & Darveau, Ltd., wholesale shoe jobbers of Quebec, have made an assignment.

Louis Beaubien, wholesale shoe jobber, Quebec, has purchased the factory premises of C. E. McKeen.

T. F. Lacombe, shoe dealer, La Tuque, Que., has assigned.

A charter has been granted the Galibert Glove Works, Limited, Montreal. The company, which is capitalized at \$90,000, is empowered to carry on the business of wholesale and retail dealers in gloves, rubber footwear, boots and shoes and all similar articles in leather, canvas, felt and cloth.

Geo. L. Williams, who established the Williams Shoe Co. of Brampton, Ont., about twenty-five years ago, has taken a position a position with the King Shoe Co. Ltd., Toronto. Mr. King is manager of the manufacturing department. His sons, George C. Williams and Frank A. Williams, have also entered the same company, the former in charge of the Goodyear department and the latter of the finishing room.

A stitch down staple lasting machine has been installed in the factory of the Unique Shoe Co., Toronto, by the U. S. M. Co. which is the first of its kind ever placed in Ontario by that company.

The F. & B. Shoe Manufacturing Co. Ltd., Maisonneuve, Que., have been granted a charter.

B. D. Kert & Co., boot and shoe retailers, Montreal, Que., have assigned.

The Invictus Boot Shop, Toronto, has been removed from 50 Yonge Street to 93 Yonge Street.

Dufresne & Locke, Maisonneuve, Que., have added several new machines to take care of the army work on which they are now engaged.

W. H. Thorne, 645 Dundas Street East, London, Ont., has purchased a U. S. M. Co., 18 foot Goodyear shoe repair outfit.

Frank Springstead has joined the Ames-Holden-McCready staff and will cover from Toronto north to Fort William. H. A. Westlake, who was formerly with John Agnew, Limited, Brantford, will look after Eastern Ontario, and Mr. Alex. Haines, of Hamilton, will cover Western Ontario.

Peter Papas, 607 St. Catherine Street, Maisonneuve, has installed a 6 foot U. S. M. Co. repair outfit.

A. Brydon & Co., Roblin, Man., dealers in shoes and hardware, have been succeeded by A. T. Button.

We are pleased to be able to report that Mr. Wm. A. Walker, western Ontario representative of Walker, Parker and Company, who was operated on for appendicitis a short time ago, is able to get around again.

The Blachford Shoe Manufacturing Co., Toronto, have secured the services of Miss Fleming who was for a long time forelady of the fitting room of the Minister Myles Shoe Company.

The marriage of Mr. Stanford E. Dack to Miss Gladys Garth of Stirling, Ont., took place on August 14th. Mr. Dack is a son of Mr. Robert Dack, shoe manufacturer and retailer, Toronto.

Frank Gentile, 113 Main Street, North Bay, has installed a 22 foot U. S. M. Co. Goodyear shoe repair outfit in his shop.

J. S. Lovell, of Toronto, who is on the selling staff of Corbeil, Limited, Montreal, has been appointed representative of the L. & B. Shoe Manufacturing Company, Maisonneuve, Que.

An organization known as the Canadian Saddlery and Allied Trades Association has been formed in Canada with

Mr. R. J. Hutchings of the Great West Saddlery Company as its president. The object of the association is to obtain and distribute orders for the allies.

Juvenile store equipment is being installed by quite a few dealers. All chairs and fittings, etc., are of a size suitable for children.

The Dominion Government is considering the installation of a limited amount of shoe machinery for use by the inmates of Kingston Penitentiary. The idea seems rather to teach these men a trade than to compete with established factories in the manufacture of boots and shoes.

The employees of the Western Shoe Company, Waterloo, Ont., recently held a most enjoyable picnic at Idylwild. Merit Shoe Shops, Limited, has been incorporated with a capital of \$50,000 and head office in Montreal.

A U. S. M. Co. button hole making machine has been installed in the factory of E. T. Wright & Co., St. Thomas.

Edward Barber, shoe retailer, Swift Current, Sask., has sold out to J. A. Early.

J. H. Porter, who recently conducted three retail shoe stores in Toronto, was arrested on a warrant sworn out by the Canadian Credit Men's Association, Toronto, for having liabilities over \$1,000 and failing to keep a set of books in accordance with the provisions of the criminal code. After making an assignment a short time ago it was found that Porter's assets amounted to from \$55,000 to \$60,000 and liabilities \$68,000.

The O'Loughlin Boot Shop, Montreal, Quebec, has assigned.

B. Ouellette, shoe dealer, Montreal, Que., has assigned.

Mr. Nap. Tetrault, of the Tetrault Shoe Manufacturing Company, Montreal, is about to make another visit to France in connection with army shoe orders. Mr. Tetrault has been very successful in securing this class of business, and recently received further orders by cable. Mr. F. Thierry, of 3 Rue Castigliene, is the Paris representative of the company, while a warehouse has been established at Bordeaux.

The Brandon Shoe Company, Limited, Brantford, Ont., received an order for 8,000 pairs of army shoes last month, and 15,000 pairs of rest shoes.

E. Bayes, 226 Eighth Avenue, Calgary, has installed a U. S. M. Goodyear repair outfit.

Messrs. Getty & Scott, Limited, shoe manufacturers of Galt, are doing their "bit" for their country by way of a machine gun which was presented to the 34th battalion C. E. F. now at London, Ont. A subscription opened by a handsome donation by the firm was speedily brought up to the total by the employees.

Albert Beaulieu, Shoemaker, Chambord, Que., has assigned.

The Palmer-McLellan Shoe Pack Company, Limited, Fredericton, N. B., have secured an order for the British Government for 6,000 pairs of oil-tanned Strathcona boots. The black mennonite leather was supplied by Daoust, Lalonde and Company, Limited, Montreal, which cut and fitted the legs ready to be bottomed.

The liquidators of the estate of F. Galibert and Company, leather merchants, and glove makers, Montreal, have sold the stock to the Galibert Glove Works, Limited, recently incorporated, at 40 cents on the dollar.

The stock of W. D. Allanach, boot and shoe store, Moncton, N. B., was slightly damaged by water during a recent fire in an adjoining building. The loss was covered by insurance.

Jack Lowe has left Chatham to go to Detroit where he has accepted a position in Fyfe's Shoe Store.

F. N. Churchill, formerly cutting room foreman with the Cook-Fitzgerald Co., London, Ont., has gone to Brockton, Mass., where he will be foreman of the night shift at the factory of C. A. Eaton & Co.

“BLANCO”

THE WHITE CLEANER

KEEPS WHITE SHOES WHITE.

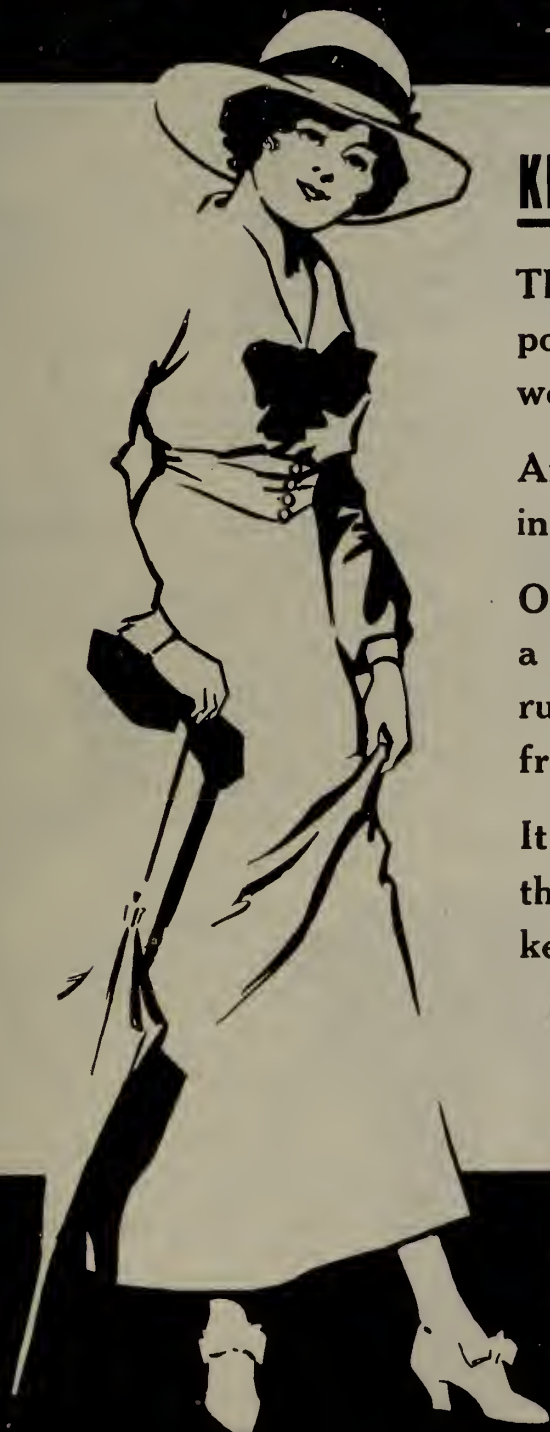
That is the first reason for its popularity. It *really does* the work it is meant to do.

And it is so easy to use—applied in a moment.

Once a “BLANCO” user, always a “BLANCO” user—that’s the rule. Thus your customers grow from more to more.

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.



Manufactured by
JOSEPH PICKERING & SONS, LTD., Sheffield, England.

General Store News Throughout Canada

Where the Shoe Manufacturer May Find a Customer

Ontario

J. O. Branchaud, general storekeeper of Casselman, has sold out.

W. J. Hickling, general store keeper, New Liskeard, has assigned to Richard Tew.

Wm. J. Robinson, general store keeper, of Kent Bridge, has sold out.

The general store of Mr. W. J. McCart, Rainy River, has been sold to Messrs. Bradford & Johnstone.

Charles Adams, general store keeper, New Canaan, is selling out.

Mrs. J. E. Sayer, general store keeper, Havelock, has assigned and the stock has been advertised for sale.

Fred. Tyler, general store keeper, of Rockford, has assigned to Fred. S. Snider.

Goren Bros., general store keepers, Fort William, have assigned.

The general store of Mr. F. C. Braithwaite, Harrisburg, Ont., has been sold to W. W. McWatters & Son.

M. Boyer, general store keeper at French Hill, has been succeeded by A. Lafrance.

E. Forsyth & Son, general store keepers, Loring, have assigned to Osler Wade.

Saskatchewan

The Saskatoon Trading Co., Ltd., at Saskatoon, has assigned to the National Trust Co.

The general store of Wm. Cahill, Rokeby, has been succeeded by Cahill & Gordon.

H. Schroeder, general storekeeper, Aberdeen, has assigned.

A. V. Edmundson, Esk, has sold his general store to Sophia Schneider.

The firm of Lalonde & Co., who have conducted a general store at Marcelin, has been dissolved, J. L. Landry retiring.

Geo. W. Capling, who conducted a general store in Bengough, has assigned.

D. J. Klassen, Hague, has sold his general store to John Keller.

The Webb Trading Company, Webb, have succeeded to the business of Bertin's Limited.

The Farmers' Store, Moose Jaw, have opened a branch at Pennant.

The general store of John Bullied has been sold under the Bulk Sales Act to C. B. Caldwell.

It is reported that the general store of F. Harry & Co. of Fillmore has been sold to E. J. Evans.

The stock of the general store conducted by the estate of Hirsch & Zlobinsky, Estevan, has been sold by auction.

Manitoba

M. Berchansky, general storekeeper, Camper, has been succeeded by Lauder & Lauder.

The general store of W. A. Wright & Co., at Bethaney, has been succeeded by A. C. Boyd.

Jacob Schuchett, general storekeeper of Winnipeg, is moving to Fork River.

The general store of J. F. Hunter, Boissevain, is reported to have been sold to Stone & Co.

The general store of Cohen & Diamond, Plum Coulee, has been succeeded by S. Cohen.

Mrs. B. M. Hart, Woodnorth, has sold her general store to Jos. P. Richardson.

The general store of the Armstrong Trading Co., Lundar, has been succeeded by the Lundar Trading Co.

Quebec

Lorenzo Cauchon, general storekeeper, Murray Bay, has assigned.

The assets of the general store of Treffe Lessard, St. Sabine, were sold on August 6th.

The assets of the general store of John Scarboro, St. Phillippe D'Argenteuil, have been sold.

C. E. Ouellet, general storekeeper, Black Lake, has assigned.

The firm of Hulburd & Stevens, general storekeepers, East Farnham, has been dissolved.

J. A. Matteau, general storekeeper, Lac Bellemarre, has assigned to V. Lamarre.

The firm of Chevrier & Frere, general storekeepers, Rigaud, has been dissolved.

The assets of T. Maheu & Fils, Athabaska, were sold on August 10th.

The general store of C. R. Cowell & Co., Potton, has been registered under the name of Mrs. Clinton R. Cowell.

New Brunswick

John J. Fournier, general storekeeper at Beresford, has assigned to Joseph D. Doucet.

Cole & Welton, general storekeepers of Minto, have assigned to E. J. Fleetwood, manager Ames, Holden, McCready, Ltd., St. John.

Nova Scotia

A. R. Westcott, general storekeeper, Freeport, has assigned to John Daley.

Obituary

The death occurred recently of Charles H. Kathan, of the firm of Kathan & Hopkins, general store keepers, Rock Island, Que.

Archibald Steves, proprietor of the general store of A. Steves & Co., recently died at his home in Hillsborough, N. B.

Peter Vogt of the firm of Peter Vogt & Son, general store keepers at Aberdeen, Sask., died recently.

William Stewart, father of William Stewart, proprietor of a shoe repair shop at 1134 Queen St. West, Toronto, died on August 15th, age 71.

The death of Frank Mercer occurred recently in Norwalk, Conn. Mr. Mercer was born in Peterborough and at one time managed the Dolly Varden store in Toronto. Later he went on the road for the Relindo Shoe Co. of Toronto and afterwards was appointed sales manager. A year and a half ago he accepted a position with the Brandon Shoe Co. of Brantford, but on his second trip to the west was seized with a paralytic stroke and forced to give up his position.

Mrs. Maria Weston, whose husband established the shoe factory of F. J. Weston & Sons in Campbellford, N. B., in 1875, passed away on August 9th.

American Shoe Machinery

Guaranteed to be the BEST and Cheapest at the Price
NO MATTER WHAT THE PRICE

Canadian Leather and Findings Jobbers are our Sales Representatives—Give them your Orders.

MIDGET JACK,
to sit and work, can
also be placed on
box to stand and
work.



Height 24 inches.
Height 27 inches, with last and
block attached.
Position for sewing, trimming and
finishing. Cut shows last and
block attached.

Height 41 inches.
Height 44 inches,
with last and
block attached.



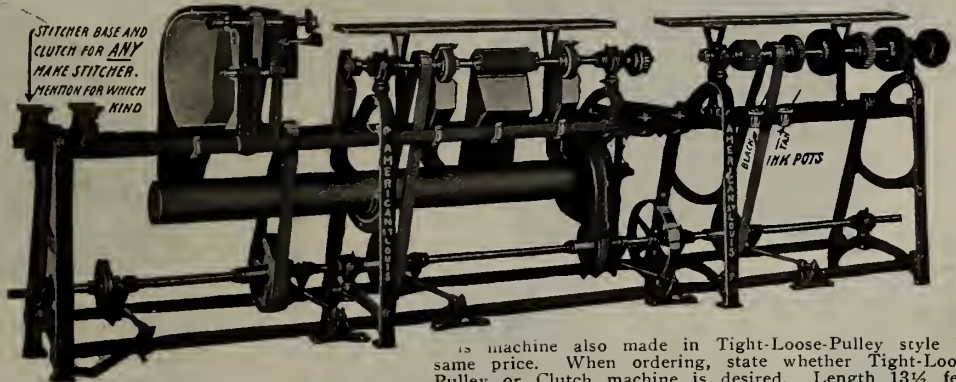
Position for sewing, trimming and
finishing. Cut shows last and
block attached.

Send for complete "American" catalog to your jobber, or firm who sells you leather and findings.
If you cannot secure same from them, write us.

American Shoe Machinery & Tool Co.

Dickson St., ST. LOUIS, Mo., U.S.A.

"AMERICAN" Clutch Finisher, Model 20—Special
Including Complete Stitcher Base and Clutch. Specify what make Stitching Machine you have that we may know
kind of Base to furnish.



Width 24 inches. Weight crated 1200 pounds. Requires one horse power motor. Equipped with the following parts: SELF-ADJUSTING EDGE TRIMMER, Shank Trimmer, Grinding Attachment for Edge and Shank Trimmer Cutters, 4 Sanding Wheels, Adjustable Edge Setter, 3 Burnishing Rolls, 3 Bristle Brushes, Powerful Airtight Exhaust Fan, 2 Ink Pots, Base for Stitching Machine, Complete Clutch for Stitching Machine. An Extra Clutch for Operating Blower Individually.

"AMERICAN" Space-Saver No. 3
With or without Motor

For shops where space is limited. This machine sets close to the wall or anywhere in shop. Stands are designed very massive—no need of bolting to wall. Equipped with necessary sanders, burnishers, etc., for both black and tan shoes. Width only 14 inches. Length 6 feet. Weight crated, 340 lbs.



Send for complete "American" Catalog which describes 35 additional models—both clutch and tight-loose-pulley machines.

"AMERICAN" Midget Skiving Machine

This Skiving Machine will skive heavy upper leather as well as heaviest, thickest, hardest, toughest or thinnest sole leather to perfection and to any width bevel up to 1 7/16 inches.

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- | | |
|-----------------|--|
| Alta., Calgary | The Great West Saddlery Co. |
| Alta., Edmonton | Adams Bros. Harness Mfg. Co. |
| Alta., Edmonton | The Great West Saddlery Co. |
| B.C., Vancouver | B. C. Leather Co. |
| B.C., Vancouver | Storey & Campbell. |
| Man., Winnipeg | The Great West Saddlery Co. |
| N.S., Halifax | Arthur Fordham & Co., 106 Upper Water St. |
| Ont., London | Wm. Watson, 103 King St. |
| Ont., Ottawa | S. Cohen, 124 George St. |
| Ont., Toronto | Eli Goldin & Son, 671 Queen St. West. |
| Ont., Toronto | P. B. Wallace & Son. |
| Ont., Toronto | Jones & Moore Electric Co. |
| Que., Montreal | Beal Bros., 52 Wellington St. E. |
| Que., Montreal | Dominion Lea. & Shoe Finding Co., 101a Ontario St. East. |
| Que., Montreal | Rubenstein, M., 3 Ontario St. West. |
| Que., Montreal | Ruckenstein Bros., 67 St. James St. |

Cut this coupon out and mail
AMERICAN SHOE MACHINERY & TOOL COMPANY,
St. Louis, Mo.

Gentlemen:
Please mail catalog and particulars to
Mr.
Address
Footwear in Canada

CAT'S PAW

CUSHION
RUBBER HEELS



Cat's Paw Rubber Heels are known everywhere for their excellent wearing qualities. Our patent canvas friction plug positively prevents slipping without affecting the buoyancy of the rubber.

For sale by all leading jobbers throughout Canada



Walpole Rubber Co., Limited

8 McGill College Avenue, MONTREAL

Montreal Box Toes

have substance

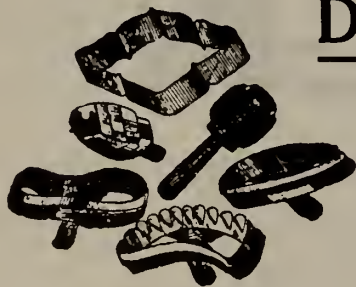
They outlast
the shoe



Few box toes will outlast the shoes that stand the hardest wear, yet Montreal Box Toes do it. When you want toes that wear write us. We make them for Goodyear and combination work. Also Men's, Boys' and Women's heels in all grades.

The Montreal Box Toe Co.

321 Aird Ave., Montreal



Dominion Dies

Stand
Hard
Service

"Dominion" Dies have both essential qualities that cutting rooms desire. They are the best quality steel and they are exact in pattern.

Dominion Dies cut leather, rubber, paper and cloth and they do it right. Let us figure on your requirements.

Dominion Die Co.

321 Aird Avenue
MONTREAL

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 1882
THE COMMERCIAL
A WEEKLY FINANCIAL COMMERCIAL &
GENERAL TRADE NEWSPAPER OF THE GREAT WEST.

Over 29 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued every Saturday Morning 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"

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VANCOUVER, TORONTO, MONTREAL, CHICAGO, NEW YORK, LONDON, ENG.

Cuts for Retailers

Any of the cuts shown on this page
may be secured from "Footwear
in Canada," 347 Adelaide
Street West, Toronto.



Arch Prop

Featherweight Arch Support

Improved Foot Pad

Foot Arch

Surgeon's Foot Brace

"First Aid" Foot Restur

The **ARROWSMITH** Line
of Foot Specialties is a trade winner

Make your customer's feet comfortable and you need not worry about him. He will come back. If he suffers from corns, callouses, bunions, excessive perspiration of the feet, fallen instep, or any form of foot discomfort ARROWSMITH can fix him up.

Install the Arrowsmith line and watch your findings sales increase.

Every article we manufacture is guaranteed against imperfections.

We Sell to the Shoe Dealer Only.

Canadian - Arrowsmith Mfg. Co.
Limited

Niagara Falls, Ontario, Canada

"First Aid" Heel Cushion

Bunion Shield

Toe Strate

Cuopad

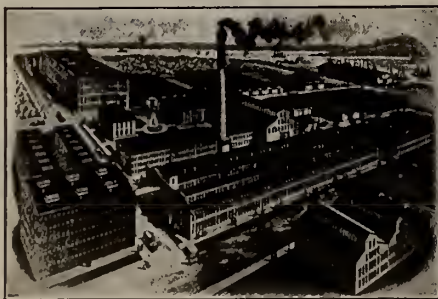
Foot Soap

Foot Powder

Insyde Heel Grip

THE C. G. FLYNN LEATHER CO.

Announces to the trade that it is the Wholesale Distributor for Eastern United States and EXPORT TRADE of the



'MONARCH OF THE OAKS' OAK SOLE LEATHER



IN
SIDES SHOULDERS
BENDS BELLIES
BACKS HEADS

ALSO THE SAME TANNAGE OF OAK HARNESS AND SKIRTING LEATHER

The Product of KULLMAN, SALZ & CO., Inc., of Benicia, Cal., is celebrated for its superior quality. It has no equal. Inquiries for particulars and prices concerning these lines are invited.

THE C. G. FLYNN LEATHER CO.

CABLE ADDRESS:
"FLYLEATHER."

107 SOUTH STREET, BOSTON, U.S.A.



The Latest in Shoe Cloths

Fisk stock offers you the choicest quality shoe cloths. The latest patterns and colors of the coming season are here. Write us for prices.

Fisk Cement Factory

The Fisk Cement factory backs every piece of cementing or pasting with an absolute guarantee of satisfaction. The stock department can supply Channel Cement, Stitching Room Cement and Cork Filler on short notice.

Test our shipping service. It will satisfy you.

FISK LIMITED

(In Liquidation)

MONTREAL



Glazed and Mat Kid



WE have a large and well assorted stock in Montreal of GLAZED and MAT KID in black and colors. This leather is the best quality, serviceable and economical. Canadian shoe manufacturers can be promptly supplied. See us when in Montreal.

Write or wire for samples.

New Castle Leather Co. NEW YORK

Canadian Branch:—33 Craig St. W., Montreal
Factory:—Wilmington, Del., U.S. A.

Solid Leather Shoes — The Cheapest Shoes in the End



A Happy Combination of Good Features

In our spring line for 1916 we have caught the ideal combination of comfort, appearance and wearing qualities. The result is a shoe that meets the popular demand.

Our In-Stock Department is now a recognized help to the retailer. Sorting orders can be promptly attended to.

G V. Oberholtzer Company Berlin, Ont. Limited

Sell Your Customers

True Economy in Boot Laces



means using good quality laces—

These laces give better wear, more satisfaction, and are cheaper in the long run than ordinary laces.

The name "Orient" stands for a variety of styles, all silk finish laces made of best Egyptian cotton, strongest obtainable, absolutely fast color.

Our Best Lace is made up in pair cartons as illustrated here. Retails at 10 cents. Is a very heavy strong lace. Ladies No. C56. Gents No. C57.

Your friend in the trenches would appreciate a pair or two of Orient Laces.
Orient Laces are made in the Empire.

WHOLESALE SUPPLIED BY OUR SALES AGENTS

MONTREAL
45 St. Alexander St.

E. W. McMartin

TORONTO
20 Wellington St. W.

Fraser Mather Co.,
WINNIPEG

W. H. Vass,
VANCOUVER



ORIENT Silk Finish Lace.

This shows the Orient Lace in regular one gross box banded in pairs. This is the Orient lace you have known for years.



Men's Gun Metal Calf Bal, Outside Facing—Ritz last.

Look for the Sign of Quality



Men's Velour Calf Blucher, Slip Sole, Balkan last.

McCready—
Quality First, Last and Always

We are teaching thousands of people in all parts of Canada to look for the sign "McCready" on the shoes they buy.

Why not "cash in" on this strong campaign by ordering McCready Shoes for Spring, 1916? They reflect all the skill of the shoemaker's art in the latest shaped lasts and they sell on the strength of quality maintained as expressed below.

Watch for the "McCready" salesman

McCready
Shoes



Women's Patent 3 Bar Pump—Dull Calf Quarter—Ornaments, Half Louis Heel.

Quality First, Last and Always



Women's Patent Colt Tongue Pump, Leather Louis Heel, Dull Calf Back, Ornament.

Gentlemen — “The King”



of
Boot Polishes—
NUGGET

The Nugget Polish Company, Limited
9, 11 and 13 Davenport Road, TORONTO, ONT.

Landis Curved Needle and Awl Shoe Soling Machines



PRICE AND TERMS
LANDIS NO. 12 STITCHER

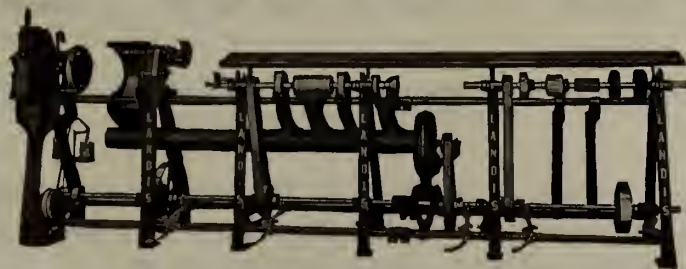
Weight, crated—About 750 lbs.
Head only, crated—About 500 lbs.
Price—Complete with Stand, power only, \$500.00, F. O. B. St. Louis.
Head only, \$475.00, F. O. B. St. Louis.
Terms—15% discount for cash.
Time Payments—\$50.00 cash and \$15.00 per month.
Deferred payments to be closed by notes without interest.

Sold Outright—No Royalty



PRICE AND TERMS
LANDIS NO. 10 STITCHER

Weight, crated—About 700 lbs.
Head only, crated—About 300 lbs.
Price—Complete, with Stand, foot-power or power, \$400.00, F.O.B. St. Louis.
Complete, with Stand, combination foot-power and power, \$410.00, F. O. B. St. Louis.
Head only—\$375.00, F. O. B. St. Louis.
Terms—15% discount for cash.
Time Payments—\$25.00 cash and \$10.00 per month.
Deferred Payments to be closed by notes without interest.



Model 22 Landis Shoe Repair Outfit, Left Hand
Manufactured by LANDIS MACHINE CO., St. Louis, Mo.

Landis Machine Company

St. Louis, Missouri, U.S. A.

WE ALSO MAKE THE LANDIS HARNESS MACHINES. ASK YOUR HARNESS MAKER ABOUT US.

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Robin Bros. Lasts

Our lasts comprise a complete selection of the most popular shapes.

A special feature of our lasts is the new hinge device with interlocking wood lips, which makes them the simplest, strongest and most up-to-date lasts on the market.

We will be pleased to furnish quotations and samples.

Robin Bros. 131-143 **Montreal**
Carriere St.,

**IF IT BEARS
THIS MARK**



**YOU CAN RELY
UPON THE QUALITY**

United Shoe Machinery Company of Canada

Montreal, Que.

122 Adelaide Street West, Toronto

492 St. Valier Street, Que

New Brunswick's Greatest Shoe House

"Style and Service"

Style and Service—adherence to this policy has built up for us the reputation "New Brunswick's Greatest Shoe House." By constant endeavor we are living up to that standard. Our stocks are complete and well assorted in the newest styles. Your order received today is shipped today. Our seven representatives covering the Maritime Provinces carry a full line of footwear and "Maltese Cross" Rubbers. Make a note to have them call.



Waterbury & Rising, Limited
St. John, N. B.

J. A. & M. Cote McKays—Non-Squeak, Neat, Durable and Stylish



J. A. & M. Cote McKays measure up in selling value and substantial quality to the high standard set by Yamaska solid leather footwear. They are equal in appearance and durability to welts. You will also be pleased with their stylish, snappy appearance and the special non-squeak selling point.

Write us for prices.

**6 Up-to-date Lasts—
Men's, Youths', Boys', Little Gent's**

La Compagnie

J. A. & M. Cote,

St. Hyacinthe,
Quebec

Montreal sample rooms,
502 St. Catharine St. East,
Mr. Henri Martineau, Representative

**“On Top”
Sisman
Quality**



Everyday **Shoes**

The fact that Everyday Shoes are still on top and increasing in demand proves that they represent full value and honest workmanship. They please everybody—Men, Youths, Boys and Misses for every purpose, every day.

Box Calf, Chrome Leather and Elk



Canadian Shoe Jobbers who are anxious to build up and maintain trade should stock these reliable shoes. Our line of Box Calf, Chrome Leather and Elk are in strong demand because above all they satisfy the customers. Make your 1916 staple line Everyday Shoes. Write us for prices now.

The T. Sisman Shoe Company
Aurora Limited Ontario

Shoe Machinery

For Every Department from Lasting to Finishing

TRADE  MARK

**Goodyear
Welt and Turn
Systems**

**Consolidated
Hand Method
Lasting Machines**

**Model-C
Ideal Clicking
Machines**

**Rapid Standard
Screw
Machines**

**Davey
Horn Pegging
Machines**

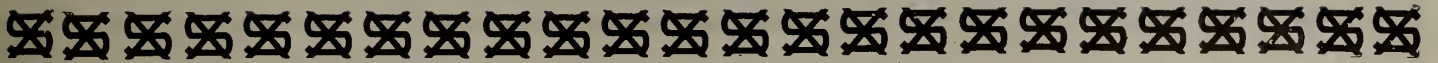
Heel Protector, Driving, Heel Compressing, Loading and Attaching Machines, Heel Trimming, Breasting, Scouring and Finishing Machines; Loose Nailing and Slugging Machines; Cementing, Buffing and Skiving Machines; Gem Insole Machines; Eyeletting Machines; Eyelets, Shanks, Brushes, Etc.

United Shoe Machinery Company of Canada

122 Adelaide Street West, TORONTO

MONTREAL, QUE.

492 St. Valier St., QUEBEC.



ESSEX RUBBER-LEATHER

(CALLED "SHED-WET")

HERE ARE THE FACTS:

It is tougher, yet more flexible, than sole leather.

It will more than twice outwear sole leather.

It will not slip on wet or icy pavements.

It may be sewed or nailed like leather.

It will not kick off at the toe or spread.

It will not burn or draw the feet.

It is absolutely waterproof.

It costs about the same as leather and gives twice the wear.

Made by the makers of Essex Heels.

For prices and further particulars write today.

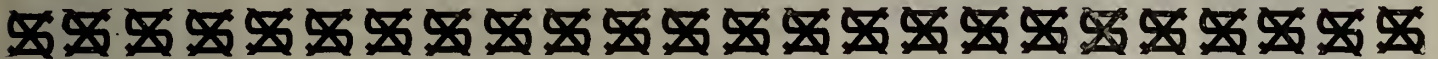


ESSEX RUBBER CO., Inc., Department
Trenton, N. J.

6-A-15

Makers of most of the rubber soles used in America.

ESSEX
Blue List Cobbler



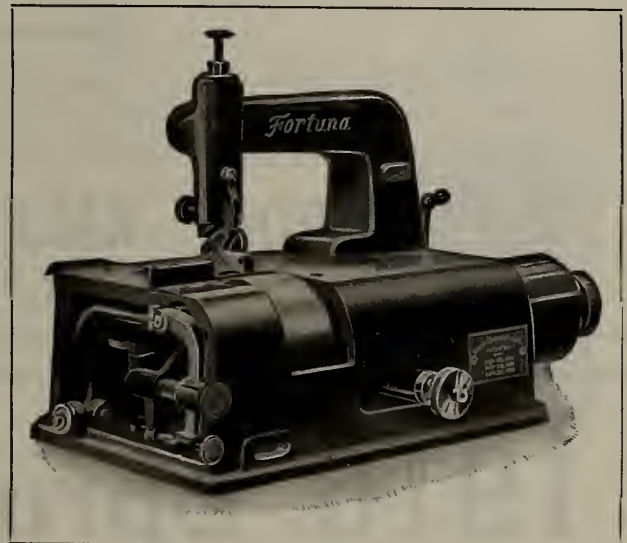
It Pays to Have an Attractive Store

A System of the Milbradt Rolling Step Ladders will pay for themselves in a short time by enabling you to wait on more trade, save the wear and tear on your fixtures and goods, as well as bring the appearance of your store up-to-date. Write for catalogue which shows various styles of ladders we manufacture.

Milbradt Mfg. Co.

2410 N. 10th Street
ST. LOUIS, MO.

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

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

HEELS

That will not check

All grades, denominations and heights—a full line.

BOX TOES THAT COME ALIKE

made in leather, split, combination leather, canvas and felt.



INDEPENDENT BOX TOE CO.

102 Christophe Colomb Street, Montreal

Ralston's Shoe Polishes



Black Beauty
For all kinds of black shoes. Preserves and blacks the leather and gives a brilliant polish. Contains no acids and is absolutely non-injurious to the leather.

White Beauty
For whitening canvas or buckskin shoes, and also the buck on military and police uniforms.



Tan Beauty
A combination for cleaning and polishing russet or tan boots and shoes. We guarantee this polish to remove all stains from tan shoes. An easy seller.



Business is Simplified

if you handle the products of a firm whose output covers the entire range. And if, in addition, the goods are of the highest possible quality, bearing a well known brand, your position in approaching the buying public is immensely strengthened.

A Dressing
For
Every Shoe

ROBT. RALSTON & COMPANY
HAMILTON, ONTARIO

1916 Spring Footwear FOR JOBBERS

From an up-to-date Factory

Aird working conditions—a splendidly equipped factory with every facility for expert workmen—mean that Aird shoes are the highest grade in McKays and Turns. Aird expert designers have turned out the latest styles in new heels and lasts.

**Two
Reasons
Why
Aird Shoes
Sell**

From High Grade Materials

We select Aird material carefully and only the choicest leathers are used. You can rely on Aird Shoes to sell at a good profit because the values are right. See our line of Men's, Boys', Youths' and Women's McKays and Turns.

Aird & Son, Montreal

Kant Krack == Dainty Mode

"Big 4" Rubbers

The four famous brands, "Kant Krack," "Dainty Mode," "Royal" and "Bull Dog," promise to be more popular than ever for the ensuing season.



As leaders in their respective classes they provide a sure source of profit to the dealers who handle them. All shapes and sizes carried in stock by our agents. Your orders to any of them will receive prompt and careful attention.



Better get in touch and know our sorting service—you will need it later on.

The Independent Rubber Co. Limited Merritton, Ontario

Our Representatives are:

- The Amherst Boot & Shoe Co., Limited, Amherst, N. S.
- The Amherst Central Shoe Co., Regina, Sask.
- The A. W. Ault Co., Limited, Ottawa, Ont.
- White Shoe Co., - - - Toronto, Ont.
- Kilgour, Rimer & Co., Ltd., Winnipeg, Man.
- The J. Leckie Co., Limited, Vancouver, B. C.
- The London Shoe Co., - - London, Ont.
- McLaren & Dallas, - - - Toronto, Ont.
- James Robinson, - - - Montreal, Que.



LION HEEL PLATES



One Pair Sells Another
REPAIR SHOPS, ATTENTION

Lion Heel Plates appeal to both men and women because they look neat, wear well and have no metallic sound. Every satisfied customer is a salesman for Lion Heel Plates.

They are quickly inserted and pay a profit equal to that which you make if you rebuild the heel the second time, while they give you the reputation of doing neat, durable work.

Get our prices and sample plates.

Lion Heel Plate Co., Ithaca, N.Y.

Brodie's Patent Flour Paste

"Spreads Easily"

Brodie's Patent Flour Paste spreads easily and covers well, keeps much longer than any other paste and is perfumed.

Brodie's Patent Flour Paste is the most "adhesive" flour paste on the market. It eliminates all danger of "pulling away" so common in other pastes.

Let us quote you prices on this reliable economical paste. Brodie's Patent Flour Paste is put up in kegs, half barrels and barrels.

Brodie & Harvie, Limited

14 Bleury St.

Montreal

We want to BUY for CASH all
the PIECED HEEL STOCK you
make

**BROCKTON HEEL
COMPANY**

BROCKTON, MASS.



Footwear Warehouse

5 Floors To Let
Adelaide St. W.
Toronto

This warehouse building is the most attractive in the city.

It is well situated for footwear or finding stocks.

Centrally situated

Light on four sides

Passenger and freight elevator

Vaults

One block from four car lines

Floor area 6,300 sq. feet, each floor.

For further particulars ask

Hugh C. MacLean, Limited

347 Adelaide St. West, Toronto

Phone Adelaide 2700

A Good Year for
GOODYEAR
WELTS



Mobilized



Auguste Martineau,
Montreal Representative.



Adolphe Lecours,
Managing Director.



Emile Larose,
Sales Manager.

WE believe this is the time for commercial courage and not commercial cowardice. As real men of business we have nailed our flag to the mast of success and are on the firing line for honest business with courage and patriotism. This company is new. Our factory is new and modern, but the men behind it are old in the shoe business. We specialize only on McKays for women, misses and children, made on the newest American patterns and lasts. You can now buy this line in Canada and successfully compete with any imported goods. Our travellers are out with the finest assortment ever offered in Canada. It will cost you nothing to see our line. Simply say you are interested—a salesman will call.

Canadian Footwear Co., Limited

Sales Office,
44 St. Antoine Street.

Factory,
Pointe-aux-trembles.



MONTREAL
P. Q.

Footwear

In Canada



Rubber Sorting Orders



Let your rubber sorting orders
be for the well-known Miner
brand.

Have you the Miner Catalog?



The
Miner Rubber Company
Limited
Montreal

Granby Quebec

Ottawa Toronto

PANTHER

Guaranteed RUBBER SOLES



Panther Soles are made of the best live rubber and are unequalled for wearing quality.

Guaranteed Not to Break or Crack

We guarantee every pair of rubber soles bearing the **Panther Guarantee** trade-mark. Should any pair break or crack we will refund \$1.00, or give a new pair of soles free.

We also make other good soles and heels of every description.

- Soles with cut off toes.
- Soles with spring heels.
- Soles without heels.
- Combination Soles.
- Three-quarter length soles.

All Grades, Shapes, Colors and Gauges.

Ask Your Manufacturer to Equip Your Shoes with **PANTHER GUARANTEED RUBBER SOLES.**



Makers of this Heel in the Green Box,
Every Pair Guaranteed.

Panther Rubber Mfg. Co.
Sherbrooke, Que.





28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.



WINTER TIME

IS

FELT FOOT

TIME

Slippers for Home and Fireside



Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.

28 "Service" Branches Throughout Canada



Brandon Footwear

Where Quality Counts We Win



THE present conditions of the shoe trade cause many dealers to place more mail orders than usual.

The merchants taking advantage of our 21 days service are assured of prompt deliveries.



Wait

Every dealer in Canada should wait to see our line of Boy's Home Guard Shoes made in calf leathers with the same snap and style as put into our men's shoes.

We are also showing a line of flexible welts which gives the merchant a good shoe that retails at \$4.00, just what the consumer is looking for.

Our special lines of Brandon and Monarch are still taking the lead.

As it is impossible to see every merchant early in the season kindly wait and see our line before placing orders.



Brandon Shoe Co., Limited

Brantford, Ont.



5026—Pat. Plaza Black Cloth Top, Louis Heel, Lorraine Model—\$3.25.



5025 — Pat. Lace Diamond Tip, Black Cloth Top, Louis Heel, Lorraine Model—\$3.25.

The Fall Drive is On
Ammunition is
Our Success



5024—Pat. Lace, Black Cloth Top, Eunice Model—\$3.00.
5012—Pat. Butt., Black Cloth Top, Philys Model—\$3.00.

The Season's
Leading Lines
at
Your Service

ORDER NOW
DON'T DELAY



5001—Pat. Butt., Black Cloth Top, Grecian Model (Medium full toe).—\$3.00.

5004—Pat. Butt., Black Cloth Top, Ritz Model (Medium narrow toe) \$3.00.



5007 — Velvet Kid Button Boot, Cushion Insole, Nature Model—\$3.00.
5008 — Same in Bluch. Cut—\$3.00.

Have you seen our Gypsy Button Boots?

Mid-Night Blue - Bronze - Oyster Grey
Glazed Kid - Mat Kid - All Patent

The House of Service

Blachford Shoe Mfg., Co.

92-94 Sherbourne Street

TORONTO



5000—Pat. Butt., Black Cloth Top, Tip, Patrician Model—\$3.00.

5011—Same Dull Top—\$3.00.

5019—Kid Button, Pat. Tip, Military Heel, Sibyl Model—\$3.00.



Bostonian, The Choice of The Well-Dressed



Never before in the history of our business have we been able to present such clean-cut, attractive styles to our customers and to offer such unusual values. Our line of Bostonians for Fall and Winter trade is stronger and more attractive than ever before. Bostonians for Spring and Summer 1916 are equally attractive.

Let Bostonians be the backbone of your stock for 1916—they lead for style.

James Robinson

MONTREAL

Robinson's, The Reliable Service



Robinson's is a service that is perfectly reliable in every way. As one of Canada's oldest established wholesale houses you can always depend upon getting the best quality in footwear at the lowest price. Sorting orders, no matter how varied or difficult, always have our prompt attention.

We stock the famous four brands of rubbers made by the Independent Rubber Company.

Write us



James Robinson

MONTREAL



From
an Actual
Photograph

Shoes That Will Simply "Charm" Your Customers

WE are constantly introducing new style ideas, of which the above is a strikingly beautiful example.

Dealers who stock our line report to us that this season overtops all others for sheer and evident *value*. You ought to see the new and charming models now being offered.

Minister Myles Shoe Co., Limited

MAKERS OF

Vassar and *Altro* Shoes for Women.

Minister Myles and *Beresford* Shoes for Men.

109 Simcoe St.

TORONTO



A Remarkable Shoe

At \$4 and \$5

The style, the workmanship and the excellent appearance of Drummond \$4 and \$5 shoes are features that make them remarkable footwear value. These up-to-date shoes in men's Goodyear Welts promise unusual retail profits and consumer satisfaction.

We have set a high standard for Drummond shoes and every effort is made to maintain the good reputation that we have earned.

The shoes themselves must be seen if you would appreciate their selling value. Let us send you samples and prices.

Drummond Shoe Limited

Drummondville, Que.



Men's Derby Colt. Butt. Tip, seamless, matt
Goat, top sgl.

**- Ames -
Holden**



Men's Velour Calf Blucher, Slip Sole, Balkan
last.

The Shoes You Need For Spring Trade

A MES-HOLDEN styles for Spring are just what you will need. While they are refined and up-to-the-minute in character they do not embody any transient extremes. You will do well to see the Ames-Holden samples before ordering your Spring line for 1916. Your future buying must be along judicious lines with the idea of stocking only those shoes that you are sure of selling—Ames-Holden service will help you.

Ames - Holden - Shoes



Women's Patent Co't Tongue Pump, Leather
Louls Heel, Dull Calf Back, Ornament.

***The Shoe That
Stood The Test***



Women's Patent 3 Bar Pump—Dull Calf
Quarter—Ornaments, Half Louis Heel.



“Murray-Made” and “Derby” Shoes for Men

Wait and See Our Spring Lines

There's nothing in Canada to equal our men's shoes to retail from \$3.50 to \$6.00. We have 125 lines including 4 brand new stylish lasts in men's welted shoes.

Fine Line of Women's McKays

We have been perfecting our women's McKay department for the past six months. It is now in perfect shape. The McKay samples we are showing will amply demonstrate our efficiency.

It will pay to wait and buy from the Murray Shoe Salesmen. They will show you top notch quality and values that are exceptional.

The Murray Shoe Company

Limited

London : Ontario

Montreal Branch :

Read Bldg., St. Alexander and Jurors Streets



“London Lady” Shoes for Women

We always lead— **Tetrault**

WHEN it comes to service and deliveries Tetrault more than leads. Others are “distanced” or “left at the post.” Being the largest manufacturers in Canada of men’s Goodyear welts we are prepared to **execute your orders within three weeks’ time.** We have been giving this kind of service for the past year, and our many customers now realize what it is to have this facility. Conditions are such that you must give this statement your consideration.

Immediate shipments of all staple orders. Your special orders shipped to you within three weeks of receipt. This will surely help you out considerably.

Just to remind you of the Tetrault shoe with the “Vulcanite” sole. It has set the pace for others.

We make them in Spring Oxfords or high cuts.

Three reasons why you should sell Tetrault shoes with “Vulcanite” sole.

Firstly—they are light and smart looking.

Secondly—they are flexible, and even in quality.

Thirdly—they are the products of good shoe making from dependable materials and show profit to you.

Tetrault Shoe Mfg. Co.

Largest Men’s Goodyear Welt Manufacturers in Canada—Bar None.

331 Demontigny St. E.

-

MONTREAL

The Big Spring Drive Has Started

We would respectfully call your attention to the fact that we are this season showing the best and largest range of **HIGH-CLASS SHOES** ever shown by a House SPECIALIZING IN CHILDREN'S FOOTWEAR.

Our line includes everything from an Infant's
Size 1 to a growing Girl's size 6.

**Our CALF TOP proposition should interest you,
with prices same as last season**

*Of Kitchener's Drive you have read in the past
But the Drive of ECLIPSE is the one that will last
With heavy artillery we forge to the fore
If you once buy ECLIPSE you'll always want more.*

The opportunity to inspect the Spring Range of ECLIPSE goods with original ideas, new designs, color effects, etc., will soon be yours. Wait for the ECLIPSE man before ordering.

The Eclipse Shoe

Galt Shoe Manufacturing Co., Limited
GALT, ONTARIO

What's Your Store Front Doing?

IS your Store Front *pulling* people into your Store and making more sales, or is it merely keeping out the snow and rain? Your Front is valuable only in proportion to the amount of business it produces. Your show windows have the best location to make sales — are they making good?

This isn't the first KAWNEER ad you have ever seen — we have been making and advertising KAWNEER STORE FRONTS for nearly nine years and as a result more than 40,000 have been installed — in both big cities and small towns. And the only reason why such an army of retailers have put in KAWNEER FRONTS is because they *pay for themselves* by the sales they make. One Merchant in a town of 3,900 population says: "We are enjoying an increased business, are hearing words of praise concerning our Front from far and near and sincerely believe that this improvement will pay the best interest on the investment of any undertaking we have so far made." Another Merchant in a town of 800 increased his business more than 25% with a KAWNEER FRONT. One Merchant put in a KAWNEER FRONT and in five months it paid for itself — another Merchant says his Front paid up in eight months. We have any number of such facts on record and if you want the names just ask us — we much prefer to have the past performances of KAWNEER STORE FRONTS stand as our proofs — rather than factory samples of sash or corner bars, which really prove nothing except metal gauges.

Kawneer STORE FRONTS

It's a Complete Construction

Back in 1906, when KAWNEER was placed on the market, we had some difficulty to get "underway" because the use of a construction of this nature was an entirely new departure. A Front here and one there, in all parts of the country, serve as the seed from which more than 40,000 have grown — all doing business — all standing up — all living up to what we claimed. But this success is not a happenstance — it's a success because KAWNEER is designed and manufactured to *fill* your requirements — made of either solid copper, brass, bronze or aluminum, will not rust or rot, needs no paint, sash incorporates the system of ventilation which enables you to flood the windows with cool, dry air in cold weather, and make the sash dust-tight in summer. Glass set in KAWNEER is protected — not merely held. If you will first signify your interest in KAWNEER, we will be glad to give you a complete description which is not possible here on account of limited space.

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Store Front Book

"Boosting Business No. 25" has been compiled and printed for you to profit by — it contains photographs and drawings of *actual* sales-producing Fronts. See what other Merchants have done to boost their businesses. And, after you have read the book, we have a branch near you to help you decide on the details of your Front. Each KAWNEER salesman is a specialist — trained to give you authentic suggestions and information. This book is not a picture book for your errand boy, or a window trimming book, but a serious, authentic Store Front book for you to read and profit by. Just send in the coupon — the book is free.

Kawneer Manufacturing Company

Limited

Francis J. Plym, President

Dept. R.

GUELPH, ONT.



Coupon

Kawneer
Manufacturing Company
Limited

Francis J. Plym, President

Dept. R, Guelph, Ont.

Please send us "Boosting Business No. 25" without obligation.

Name.....

Street and No.....

City or town.....

Business.....

"Kawneer Store Fronts awarded gold medal at Panama-Pacific Exposition. See our model front there."

Scott, Chamberlain, Limited

(Successors to Cook-Fitzgerald Co.)

LONDON - ONTARIO

Makers of

Astoria

and

Liberty

*brands of Goodyear
welt shoes for men.*



New enthusiasm, new methods, new organization, and the real fundamental principles will be injected into the new Astoria and Liberty brands of Men's Shoes.

The object of the firm is to make nothing but solid leather shoes of the best grade, at moderate prices that will be within the reach of every dealer desirous of obtaining a men's first class shoe that will be within the reach of both masses and classes.

Our experience in the leather market and our executive organization will facilitate the cost of Astoria and Liberty shoes to such an extent that we feel we can offer the retailers a proposition that they will be highly pleased with.

*Travellers have their samples now on the road and we
would like you to give them a courteous inspection.*

Trade Mark



This Sign on the Sole Of the "Doctors" Shoe

When you buy from your jobber it is well to specify a brand of footwear for which there is a demand.

The Tebbutt Doctors shoe is popular because of its health features. Customers who are "cranks" about the shoes they wear will always be satisfied with the Doctors shoe.

It is made from the best materials and includes some special patent features.

The above trade mark is stamped on the sole of every genuine Doctors shoe.

Order Doctors from your jobber.

Tebbutt Shoe & Leather Co., Ltd.

Three Rivers, Que



ONKEN IMPROVED AND RECONSTRUCTED YOUNITS

THIS SET OF SHOW WINDOW FIXTURES WILL HELP ANY RETAIL SHOE STORE

Onken Improved and Reconstructed Younits are now made "No Screws Screwing Into Wood."

Catalog
on
Request



Catalog
on
Request

Full Set No. 101
\$43.75

Hal Set No. 101½
\$25.00

Quarter Set No.
101¼—\$15.75

ONKEN YOUNITS

(Used everywhere) are the recognized Standard window fixtures for stores in every state and in many foreign countries. They have a universal demand. These Attractive Window fixtures are drawing customers into hundreds of stores daily.

Right in your section of the country there are dozens of merchants who are using ONKEN YOUNITS. They will gladly tell you of their value.

We'll send you the names of these merchants if you will ask for them.



MFGD. IN
UNITED STATES
AND FOREIGN
COUNTRIES

The Storage Chest. The 220 YOUNITS that make up this set are put up in A HARDWOOD, HINGED LID STORAGE CHEST (oiled finish). A good place to keep any part of the set that is not being used.

COSTS LESS THAN A CENT A DAY

Think of it—over 500 different trims—one a week means 10 years use and we will guarantee the fixtures that long.

This certainly is the minimum expense one could expect for making trade pulling windows, and after you have had the 500 different trims, the fixtures are ready to start all over again.

These Interchangeable YOUNIT Fixtures are wonderful—you set together just the trim you want—when you want it, and you do all without the aid of a tool.

THE OSCAR ONKEN Co., 5923 Fourth Ave., Cincinnati, Ohio

Address All Correspondence to Cincinnati

Stock Carried in Hamilton, Ont., England and Australia

ORDER THROUGH YOUR JOBBER OR DIRECT—IMMEDIATE SHIPMENTS

Why Do You Use A Bank?

To be on the safe side of the fence, to reduce your risks, to increase your convenience of doing business. Why not apply these principles to your merchandise? Let the Rice & Hutchins Distributing System carry your surplus shoes, assume part of your risks, ship your daily orders on demand.

It is a perfect system to increase your business and your profits; it makes them larger and surer.

Let the Rice & Hutchins Distributing System be your reserve stock rooms, your shoe-banker. Let their Chicago house show you how to treat orders as checks and pay shoes on demand.

Rice & Hutchins, Inc.
Twenty-Four High St., Boston

Mr. Retailer — Why ? ? ? ? ? ? ? ?

Why advertise in the same, old, indifferent, out-of-date way when for

75c, \$1.00 or \$2.00

you may have your ad illustrated by the leading illustrators and designers in Canada?

Make your newspaper space doubly effective. Make your advertising pay.

Two copyrighted designs will be issued monthly—new, original, distinctive; changing with the styles and the seasons. They will be selected from the best productions of a number of artists. Cuts off these designs will be furnished, ready for any printer, and in three different sizes, to suit your newspaper space.

Only One (1) Shoe Dealer in your Town

can secure the right to use these two copyrighted monthly cuts.

Write immediately for the October cuts here illustrated; and reserve the exclusive rights for the following cuts. Order by number.

Every retailer may use our Service. If you need a special illustration for a sale, a shoe box label designed and printed, a letter head, or suggestions for copy—sketches and prices will be cheerfully furnished for approval.



No. 204—
1 column 75c.

No. 205—
1 1-2 column,
(illustrated,) \$1.00

No. 206—
2 column,
\$1.25

No. 201—5 1-4 in. long \$1.25

No. 202—(Illustrated) 7 1-2 in., \$1.50

No. 203—10 1-4 in. \$2.25.

THE FLATER SERVICE

34 Yonge St., TORONTO, Ont.

Illustration
Ad-Writing

Designing
Engraving



28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, Que.



LET "SERVICE" BE YOUR "BUY" WORD

When Purchasing Rubber Footwear or Tennis Shoes

You cannot "serve" your customers well unless you, in turn, are given real "SERVICE" by the manufacturer from whom you buy.

Real "SERVICE" not only means prompt deliveries and courteous treatment; it also includes saleable and stylish goods of high quality and excellent workmanship.

We Provide Real "Service"

Our line-up is complete, our quality is unexcelled, and our prices are right. Let us show you what we can do.

It is our desire to serve you.



Canadian Consolidated
Rubber Co., Limited
Montreal, Que.

28 "Service" Branches Throughout Canada



hard to do so, from the customers who entered the store. He was even so disloyal as to recommend adversely against the purchase of different things the store had for sale and suggested the purchase elsewhere, where the quality, he said, was better and the prices lower. To be sure, this clerk was in the wrong and two wrongs don't make a right, but who can blame the clerk for following the policy outlined by his employer. The point that would most influence those of the customers who came to know about the incident would be the injustice of the employer to the employee. Personally, I would not buy goods in a store where the employees are treated unfairly, as willingly as I otherwise would. It is something like buying Fords just now. We may buy them again some time in the future, or we may take a ride in a Ford jitney in the meantime, but our admiration for the car itself will always be more or less clouded by the fact that the man Ford has expressed himself, at a critical time in world history, in terms that we should only expect of an unthinking child of ten years.

However, that is off the question. The point at issue is that the public sees a store and its stock very largely through the eye of the salesman. A disloyal employee is a luxury few retailers can afford in the present state of trade.

* * *

Protecting the Trade

One of the problems which the Toronto Shoe Retailers' Association has tackled is the question of manufacturers and jobbers giving a sufficient measure of protection to the retailer. It appears that relatives and friends (and their friends) social, religious and sporting organizations, in fact any group of people with a little "pull," have been going direct to certain manufacturers and jobbers for supplies, thus saving to themselves the dealers' profit. This is a very serious matter to the legitimate retailer, who feels the injustice of this competition from sources which pay neither rent, taxes nor overhead in connection with their footwear dealings.

It is, of course, not a problem peculiar to the footwear trade. As a matter of fact it probably is less troublesome in that trade than in most other lines of business. The principle is not right, however, and has existed largely because Canadian retailers have not been sufficiently well organized to take a definite stand. We have no doubt that both the manufacturer and jobber will easily be brought to see the matter in a fair light and, so far as Toronto is concerned, with a strong independent retail organization such as we now have, the matter should be capable of speedy and entirely satisfactory adjustment.

Calling for More Funds

With the second year of the war the Canadian Patriotic Fund is calling for further and increased subscriptions. Naturally as the war proceeds the de-

mands on this fund will be greater and greater. Those of us who stay at home must consider it not only our duty but our privilege to care for the wives and children of the men who are giving their time and possibly their lives for the cause which is ours quite as much as theirs.

An interesting little booklet entitled "The Second Year of the War and What it Means to the Patriotic Fund," has just been issued from Ottawa. It contains a lot of interesting information and answers many of the criticisms that one hears from day to day by people claiming to know of specific cases where the fund has not been judiciously expended. It may be that mistakes have been made, as is also true in some of the more important departments of this great war, but the ability of the officers in charge of this fund to rectify the defects is not questioned any more than is their sincerity. No more worthy cause for our citizens' subscriptions could be named to-day than that of the Canadian Patriotic Fund.

Get Out of the Beaten Path

Findings are not only profitable to sell but actually are in great demand among customers who have been brought to see the value of them. But the clerks must be consistently drilled to push them, tactfully, discreetly and in a manner not to offend a customer. Some folks strongly resent any attempt to foist on them something else than what they come in to buy, and it requires considerable delicacy of approach not to lose a possible sale of shoes, as well as findings. On this account do not encourage the salesmen to push findings too strongly. It is comparatively easy to tactfully suggest a pair of laces, or a bottle of polish, but when it comes to insoles, rubber heels, arch supports, heel pads, etc., clerks must have an opening of some kind. If the customer is a sufferer from some foot complaint and the clerk can gain his confidence by expressing sympathy and inspire interest by suggesting a remedy, he can often interest the customer to buy a pair of supports. A sale of this kind requires tact, patience and good judgment. Much better send a customer away with the feeling that you have something he would like to purchase than with the feeling that he has purchased something he doesn't want.

Don't pile your stock in a case without any thought of the symmetry of arrangement. Try something a little different from the usual. Get away from the monotony of the one order trim for all time. Give the findings case a change around in its appearance at frequent intervals and trim it differently each time. This will prove a great help in the sale of findings.

Shoe manufacturers report a shortage of beads, which are imported from Europe. Steel beads costing \$5.00 per packet before the war now cost \$7.00. It is also reported that the shortage of dyestuffs is causing a scarcity in black cloth for shoetops.

Retailers Approve Shoe "Anniversaries"

Believe that it would greatly help the trade to have special days set aside for "shedding" our old shoes.

Footwear retailing is on an entirely different and more scientific basis compared with what it was ten years ago—that is, for the vast majority of the men engaged in the trade. It is becoming systematized. Haphazard methods are being discarded because they bring no results. Any suggestion that will improve the efficiency or help to uplift the business is eagerly sought after. Keen competition has made it a question of the survival of the fittest.

A new idea in Canada, though one that has received considerable attention and achieved considerable success in the United States, is that of having certain shoe anniversaries such as "high shoe" day, "low shoe" day, "white shoe" day, and so on. During the past month Footwear in Canada has been getting the opinions of a number of the best men in the trade all over Canada and it is interesting to note how eagerly the idea has been taken hold of. Letters of approval have been received from all over Canada expressing the hope that in some way the idea can be worked out to their benefit.

The only two objections raised to the scheme are, first: will the retailers stand together? and, second: will the weather changes not make it a difficult matter to set appropriate dates? It is pointed out that unless the scheme were backed up by practically every retailer it could not reach its highest success. The vagaries of the weather, too, must undoubtedly make it difficult to guess whether September 15th or October 1 or October 15th, for example, would be the best date for discarding summer shoes.

These two objections can be solved, however, given a little time. When we launched the enquiry a month ago it was not with any expectation of getting it into working order for the present autumn, though we understand the suggestion has been taken up in two or three localities at least and worked out with considerable success. By next spring, however, we should be able to get plans ready for a "low shoe" day, perhaps on May 24th. Think it over during the long winter nights and begin collecting your ammunition now.

Must Have Plenty of Publicity

We do not think it would be a difficult matter to get uniformity of opinion and almost uniform co-operation among the retailers in any locality. Success depends, of course, on giving the data a very considerable publicity through the newspapers and otherwise. If the expense of this advertising must be borne by a small portion of the retailers it will, undoubtedly, fall more heavily on their shoulders, but it should at least be possible to have every window decorated for the occasion with suitable display cards and designed to educate the public to recognize the date from season to season and year to year. If the idea works out satisfactorily, too, no retailer will be in a position where he can afford to stay out of such a money-making proposition. Properly advertised, the spring shoe day should come to be recognized by the public in the course of three or four years almost as well as Easter is now recognized in the millinery and clothing trades.

Nor does the difficulty of locating dates due to weather conditions appear to offer any insurmountable obstacles. People buy new hats at Easter (and wear them) whether the temperature is of January or July. It has become the habit. And it must be remembered, too, that Easter is not a suitable day, and never has been, except in the rarest cases, for putting on summer headgear.

You Either Sell or Interest

Suppose at the beginning "low shoe" day and "high shoe" day meant nothing more than the date on which every retailer began to display his low shoes or his high shoes. Beginning on that date he turns the conversation of his customer in that direction, tells him about the styles, materials, and so on, hands him a pair or two to examine, gets him interested. If the weather happens to be suitable he sells. But if not, the customer's attention, at least, is concentrated on the fact that, weather permitting, he should, from now on, be wearing a different class of boot from the one he has on and in the very near future he will naturally return for this shoe. People look forward to the change of seasons with a very great degree of anticipation. It is human nature that we want the autumn when it is summer and the summer when it is winter. The same human instinct makes us desire low shoes as the spring advances, white shoes as the summer approaches, and high shoes as the autumn cold threatens. It is the legitimate right of the shoe retailer to take advantage of this instinct. It is good business that he do it in a systematic way. This means co-operation among the retailers and a plan carefully studied in advance.

It is not possible or necessary to print all the opinions expressed and received during the last few weeks from our readers, but here are four typical letters. They indicate, first: that the idea is comparatively new to the average shoe retailer, and second: that it appeals to him strongly. We sincerely hope that in many localities, if not this fall, at least by next spring, plans will have been so laid that the Canadian retailer will be in a position to further systematize his business and more clearly define the seasons. It must not be overlooked that less overlapping of the seasons would mean that the retailer could also get along with a smaller stock for each season—this in itself effecting a considerable saving.

Why Not, Indeed?

Winnipeg, Man.

The Editor,
Footwear in Canada:

Yours received re special shoe days. I am certainly of the opinion that, if followed out systematically, there is no reason why the shoe retailers would not benefit and the buying public would also know and buy the shoes suitable for each season, which could be displayed with foliage or flowers suitable for each season or occasion. A shoe window requires considerable taste to make it attractive and draw the attention of the public. Why shouldn't we be able to

make the people stop and admire our special day show windows with good results?

Yours truly,
J. B. Kilgour,
The Regal Shoe Store.

Heartily Agree

The Editor, Welland, Ont.
Footwear in Canada:

We heartily agree with the suggestion that there should be a "high shoe" day and think that October 1st would be the best. Our experience is that there are few low shoes sold after September 1st, except at clearing sales; in other words, cut prices. By making the "high shoe" day October 1st the retailer has one month to clear out his odds and ends of low shoes and is well prepared for "high shoe" day October 1st.

Yours truly,
Reilly & Reilly.

Daily Papers Would Gladly Help

The Editor, Montreal, Que.
Footwear in Canada:

Replying to your favor of the 17th inst., in regard to your suggestion for a "high shoe" day for October 1st or 15th. In our opinion October 1st would be the more suitable day and we think it a capital idea, also

that the daily papers could help materially in making this a success provided they were properly approached and all united throughout the whole country on the one day.

Yours very truly,
Geo. G. Gales & Co.

A Capital Idea

The Editor, Brampton, Ont.
Footwear in Canada:

Referring to yours of September 16th, it would be a splendid idea as you say on a fixed date to discourage the further wear of low shoes—providing that date did not come before September 1st. The date could be fixed for the same time as millinery opening, which we find works in well for the first showing of high shoes. Millinery is the trump card to bring the ladies out, and while they are out it is up to the shoeman to have his high shoes on view. The same works well in the spring. Your idea of the "low shoe" day for May 1st is all right—the "white shoe" day, say, June 1st or 15th, would probably be a better date. But altogether, to have fixed dates for the different shoe days is, to our mind, a capital idea.

Yours very truly,
W. H. Bartlett & Sons.
Per W. J. B.

Knowing and Treating Cases of Flatfoot*

An outline of the symptoms by which a shoeman may recognize this disease and a few simple suggestions for its correction.

It is said of the hundreds of young men who present themselves annually for examination for appointment on municipal police forces, more men are rejected for flat feet than for any other physical defect. If this is true of young men in the prime of life, how much more true must it be that flat feet is a common ailment in this country among men and women generally, whose improper shoes, from a physical point of view, make them peculiarly subject to this condition of the feet.

The symptoms of flat foot are numerous. A feeling of weakness on the inside of the foot and at the ankle, a slight pain in the back of the leg, between the knee and the ankle or a severe pain at the knee or the hips is generally the first symptom. The feet seem to have lost their elasticity. The heels are sensitive and painful and the muscles stiff. The pain beginning in the feet frequently extends up the calf to the knee and sometimes even to the hips and the back.

Upon examination it will be found that the line of weight which should pass through the centre of the knee, the centre of the ankle and the second toe now passes from the centre of the knee to the inside of the foot. The foot is toeing out and the weight of the body falling upon the weak inner arch of the foot has broken it down.

Sometimes there is even a dropping of the flesh of the foot to the ground beside the broken-down arch on the inner side of the foot. The toes have been cramped and the great toe has completely lost its grasping power.

While walking or standing the foot should be held

in such a position with reference to the leg that the line of weight passes through the centre of the knee, the centre of the ankle joint and the second toe. This means that the feet should be held parallel to each other, and not with the toes turned out.

The out-toeing position is an indication of weakness or fatigue. For many years this out-toeing position was taught to children in school as the correct position, but modern scientific research has shown conclusively that this position is a dangerous one, since it tends to throw the weight of the body on the inner side of each foot, which is the weaker side.

This out-toeing position is almost certain to lead to the breaking down of the arch of the foot, a condition which is very common among persons who are obliged to stand many hours in the course of their daily work.

To correct flat foot or a tendency to flat foot a person should practice exercises which will overcome the out-toeing position and establish the in-toeing position.

Cross one leg in front of the other and with the feet parallel to each other and about three inches apart, divide the weight equally between the feet. Reverse the feet and repeat the exercise. This balancing exercise throws the weight of the body upon the outer side of each foot. As the outer side of the two feet adjoin each other while this exercise is being performed, it is particularly valuable in establishing the in-toeing position in the case of persons accustomed to the out-toeing position.

A second valuable balancing exercise which is use-

* By Dr. L. F. Fuld in *The Shoeman*.

ful in establishing the correct in-toeing position may be performed by standing on one foot in the correct position so that the weight of the body strikes the second toe and lifting the other leg and curling the foot of the elevated leg around the ankle of the standing leg.

A third valuable exercise for the correction of the out-toeing position is the club-foot walk, in which a person walks slowly with each foot toeing inward in an exaggerated manner. This is the most heroic exercise for this condition. It forces the weight upon the

outer side of the foot and relieves the weakened inner arch.

Each of these exercises may be performed upon arising in the morning in bare feet or in stocking feet, and they may be performed during the day whenever a moment presents itself for relaxation, provided that a person is wearing rational shoes properly constructed from a hygienic point of view.

To secure the best results each of these three exercises should be performed for a minute or two several times a day.

Fine Window Displays Bring Fine Business

Big Montreal firm appreciate the value of their windows and make them into valuable revenue producers—A handsome “fall opening” dress

Geo. G. Gales and Company, 481 St. Catherine Street West, and 293 St. Catherine Street East, Montreal, may fairly claim to have had, in the past, some of the finest window displays in the city. They are always artistic, and frequently novel. The accompanying cut illustrates the fall opening display at 481 St. Catherine Street West. The window on the right hand side shows a working model of a windmill, with a background of silver birch, trees, cut out in relief, and foliage in fall shades. The windmill in motion has proved a great attraction to pedestrians, and has of course drawn attention to the display of ladies' footwear. The other window has a background of cut-out trellis work representing a grape vine arbour, with large clusters of transparent grapes, and coloured lamps in the background. There are coloured bronze lamps on the side columns. The entire trim has a very pleasing effect and is far above the average display. At the east end branch there is also a fine window, in which yellow hollyhocks are used with good effect. The trims were designed and executed by Mr. Harry Groves.

Believes in “Novelty” Shoes Yet

One United States manufacturer expresses himself very strongly against the impression being forced upon retailers that “novelty” shoes are doomed and that henceforth the demand will be for “mourning” shoes. He blames a “certain few” unthinking manufacturers for having apparently conspired to kill the goose that laid the golden egg as he believes the time was opportune to “cash in” on the novelty shoe demand which they had created by the expenditure of thousands of dollars. He declares that the consumer has not revolted against the novelty shoe—and will not—she will continue to demand them—and that every retailer should discard the black shoe theory and place sufficient orders for novelty shoes to meet future demands.

Salesmanship is not a day's work or a job. It is a profession. A job or a day's work is one where you begin at a stated hour and quit at a stated hour. A profession means working in the day time and studying at night. If you want to sell shoes study up.



Fall opening display window of Geo. G. Gales & Co. at 481 St. Catherine Street, Montreal

Getting Along Without Special "Sales"?

Cause of Shelfwarmers is Generally Over-buying—Retailers Too Easily Influenced by the Many Varieties Shown—E. W. Burt Says 7 Lasts Enough

Are you getting along without "sales" yet? Readers of Footwear have been asked this question often before. Can you get rid of your stock from season to season without sacrificing your profits and, very often, much of your capital expenditure as well in clearance sales? If you can't, why can't you?

The big and primary reason for the "sale" is over-buying—perhaps not so much in quantity as in sizes, widths and styles. These are not properly chosen. Take the question of style, for example. Watch the men and women who pass your store. Note what a large percentage wear only standard shoes—or as near to them as they can buy. You will be forced to admit that a big portion, undoubtedly the majority, of street shoes are evidently purchased for some quality other than pure stylishness. The owner wanted either comfort or value—generally both—and in this respect is different in no wise from past generations. Shoe retailers as a class are, generally speaking, making an error in judgment in thinking that their customers are much keener after fancy footwear, ultra-narrow widths and so on, than they really are. Aside from the most centrally located stores where goods can be bought and retailed on the same basis as fresh laid eggs it is a mistake for the retailer to enter into competition for this class of trade.

Is it not true that your "sales" always consist of styles that you were doubtful about when you bought them? Perhaps an over-enthusiastic salesman assured you of their selling value—and you believed him against your better judgment. Perhaps you fancied the buying public, your customers, were going to lose their heads for the first time. You ought to know that only a very small percentage is influenced in this way. Perhaps you didn't take time to think about it at all. Too many retailers buy their shoe stock like the man on the "street" buys his mining stock. A glowing proposition is placed before him; the prices advance or threaten to; the salesman is enthusiastic and paints a glowing picture of the near future and—the mischief is done.

Mr. Burt's Views

No less an authority than E. W. Burt, of New England shoe fame, says he has eliminated "marked-down sales" altogether from his programme. At a recent convention, where this matter was being discussed, Mr. Burt briefly outlined his own experience as follows:

"I will discuss with you a matter of vital importance to every shoe retailer in order to be a success in the shoe business. At Hartford, Conn., convention I spoke on eleven reasons why shoe retailers fail, and I will discuss with you only one reason which, to my mind, is the most important, and which I have eliminated almost entirely from my own retail business, namely, "mark-down sales," which is caused directly by overbuying and the early buying. I wish to state that I have proven to my own satisfaction that 75 per cent. of the retail shoe business can be done on shoes not affected by mark-down sales, by buying more safe, sane and staple lines of shoes which can be bought at any time in the year when needed and always sold at

the full legitimate profit, with a turnover of 4 to 5 times yearly.

"I have standardized my own retail shoe stores and I believe that the future shoe business can be done on 7 lasts for seven types of feet, not including abnormal or deformed feet. Why do you overbuy? Because the manufacturer shows you hundreds of styles and lasts and patterns and tells you they will be sellers, or that "someone" else bought them. You place orders six months ahead of time on styles of shoes which pass away before you receive the shoes. I talked with the largest shoe retailer in St. Louis last week, who said he bought three lines of cloth-top button boots, sand, buff and gray. He did not sell one pair of the sand or buff, and only half of the gray, and the rest of the shoes he put in a sale at \$1 and \$1.50. If you bought a house for \$5,000 and in sixty days sold it for \$3,000, you would believe you had gone crazy, but that is what you are doing in the retail shoe business. Two of the largest shoe manufacturers in Lynn failed on account of the changing styles, and the "sample shoe stores" reap the benefit. The day your shoes arrive in the store, they become a loss. The banks take one third off the value because your merchandise depreciates more than that by your mark-down sale habit. Do business on principle, and when you know you are right, fight for it, and I promise you your business will be healthy and prosperous."

Buy Too Many Sizes and Widths

Another authority on this question is Mr. W. W. Wilson, Boston, Mass., who recently expressed himself as follows:

"I claim from experience and close observation of many different stocks in retail stores, and from interviewing retailers that our very worst enemy is wrong sizes and widths.

I mean that we buy too many small and large sizes, also too many narrow widths, altogether out of proportion to the demand, and on the other hand we are often short of the good selling sizes and widths that are safe and pretty sure to sell at a fair price, even when the shoe is discontinued and out of style.

"When I see a size sheet showing a preponderance of extreme sizes and widths it does seem as if there must be an unknown attraction that seriously affects the point of the pencil of the buyer and causes it to go to the very extreme while he is detailing the sizes that he feels he needs.

"We need more shoes bought right as to sizes, widths and amount. Reducing the price of discontinued lines of shoes does not change or improve the sizes, they still remain the same.

"I have in mind many discontinued lines of men's and women's shoes, consisting chiefly of these undesirable sizes mentioned, and a big loss on the invoice price has failed to move them with any speed; why, because they are the wrong sizes and will not fit the feet of those who would buy them.

"If these same shoes could be moved to the centre of the size sheet (good selling sizes) they would readily sell at considerable more money; in fact, they would have sold at the regular retail price when the line was

comparatively new, now they will hardly move at any price.

"I find that when we try to move these extreme size goods by reducing the price it draws a cheaper element to the store that generally wear the good selling sizes, and our extreme sizes still continue to reside on our shelves.

"In cases where we attract our regular customers or the better class of trade to the store it is difficult to sell this class, as they generally want the newer styles, and are not very much interested in the discontinued proposition.

"I also find that the man or woman who wears the small sizes or narrow widths are generally very fussy as to fit, appearance and all details it generally being very hard to suit them.

"I find that discontinued styles could be readily disposed of at a fair price if they were the more desirable sizes. I do not claim that there isn't a real demand for some of these extreme sizes, but I do claim that many shoe buyers over-stock on these.

"Extreme sizes should be purchased on only a few of the best selling lines and bought in keeping with the demand. We have not had the courage to lose sales on these extreme sizes, but we have on the other hand lost many sales on the good and safe selling sizes, while on our shelves there were plenty shoes in the style demanded, but they were the wrong sizes and widths.

"Each dealer should determine from his sales what are the best selling sizes and act accordingly. Buying the right styles is not the only thing, but what sizes and widths can I sell is a very important point that should be studied carefully and acted on wisely."

A Splendid, Practical Suggestion

1169 Dundas St., Toronto.

The Editor,
Footwear in Canada.

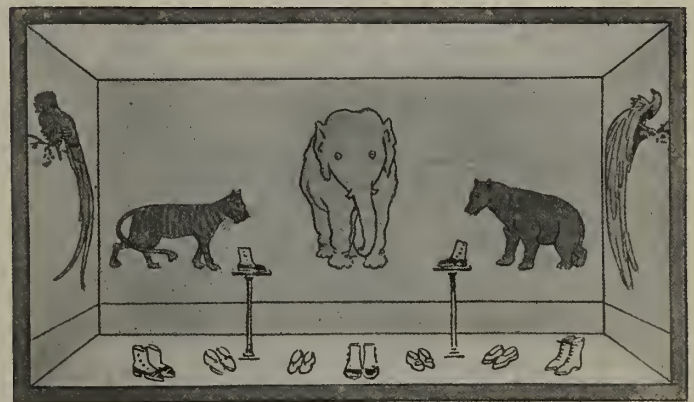
Quite a number of articles have appeared from time to time in various trade papers with respect to the futility of getting together a competency against old age by the shoe-repairing route. My own experience has taught me a way out of it—by advancing from shoe repairing to shoe retailing. The repairer makes an excellent retailer, through his expert, first-hand knowledge of all the foot troubles man (and woman) is heir to. Then retailing does not cause as much physical fatigue and the mental strain is no greater than in repairing. More money can be made in retailing, a man has more time to himself, and through constant contact with the public on a trading basis, his mind broadens, his intellect brightens, making him a much more useful citizen. If his capital is very small, I would suggest that he buy the sizes that his repair customers are wearing—he knows the sizes. He knows, for instance, that Mrs. Jones has two boys and three girls and the sizes they require are so and so; that Mrs. Smith has four boys and one girl. So on down the list of his repair customers. When he gets his new goods he should enclose a circular to that effect in each pair of boots or shoes sent out and advise his customers that through his expert knowledge of materials he will be able to give them the best obtainable for the money. Buy for cash, thereby saving all discounts. And adhere strictly to cash in selling. By the way, I am certain there is a great opportunity for up-to-date jobbers to get after this business.

If they would get an assortment out at a certain price—say one at \$100, consisting of children's, boys, and girls' boots; then other assortments from that price up, filling them in as needed, making it a cash proposition giving them at the same time some good sound business advice. I know quite a bit of mutual benefit would be derived therefrom.

Yours truly,
Wm. Baldwin.

Watch the Children's Trade

There seems to be a growing feeling among shoemen, especially in the larger centres, that the children's trade is worthy of more consideration than it has been getting. Some stores are making quite extensive preparations to receive and entertain the little ones. In a recent issue of the *Boot and Shoe Recorder*, for example, devoted largely to children's shoes, a "children's room" is shown in which the walls have been very elaborately decorated with animals of various kinds—not expensive, just "cut-outs" pasted



Suggestion for a "Kiddies" Window.

on; the chair arms and backs take the form of tigers, horses, leopards, etc., and a few playthings are scattered around. The window, of course, is in keeping, as shown in the accompanying illustration. It is easy to understand the "pulling" power of such a display on the young people, and don't forget that the little folks usually bring their parents. It is doubtful if any department of the shoe business pays better than the juvenile end of it, and it's laying the foundation for more and bigger business in the future.

New Store Equipment

One of our up-to-date shoe stores has just installed some very modern equipment consisting of sliding mirrors for showing customers the fit of a shoe. The mirrors are about two feet high and fastened at the top to a horizontal iron bar, the latter being secured to the shelving. When a salesman desires the use of a mirror he simply slides it along to the desired position and the customer does not have to leave his seat. It does not interfere with the lower shelves in the least and the space generally used for stationary mirrors can be utilized for additional shelves.

Instead of having merely a "shine" with a shave one barber shop undertakes to entirely re-sole and polish the customer's boots while he is in the chair.

Make Your Windows Work For You

As a means of effectively advertising his stock the footwear dealer's windows will yield him better value for his expenditure than any other form his advertising can take. Are you making the most of your windows? Good sized cards are very effective. Change them often; say your message in a few words; don't crowd your display. One card, bigger than the others, centrally placed, should state some fact of general, timely interest—this to halt the passerby—then, tell your story in a couple or so of smaller cards and in your stock display. The accompanying illustrations are only suggestions of thousands that will occur to the reader. Buy a few sheets of cardboard and try your hand.

Our foreparents suffered agonies from
toothache.

What the dentist has done for toothache, our properly designed shoes and our methods of careful fitting are doing for footache—Let us prove it.

Safety First!

You can't watch your corns and the street cars and automobiles all at the same time. Shoes that cause you pain are a menace to your personal safety. Try our "Safety First" shoes.

It isn't so much the price you pay for your shoes—it's the shoes you get for the price.

Even a centipede would enjoy life in our shoes—The more feet, the more comfort.

Stop! Look! Listen!

If it's style or comfort or a combination of both—we have it.

Shoes that cause pain prevent you from giving your whole attention to your work—our shoes are "efficiency" shoes.

The Russian Government has just placed an order for 3,000,000 pairs of long-legged boots—the biggest order ever handed out in the world's history.

Do you know that your shoes will
Last longer,
Look better,
Feel more comfortable,
If you slip a pair of trees into them every night?

Practical Hints for the Shoe Clerk

Why do you lose so many sales? Do you know your goods? Do you co-operate with the "boss"? Are you always on the lookout for "extras"?

By Mr. Wm. T. Bryans

There is probably no other retail business in which salesmanship is more needed or in which it can be made better use of than the shoe trade. Upon the ability of the sales force to convince customers and to clinch sales depends to a large extent the success of a business. In some lines of trade, a man who may not possess the qualities of a real salesman may worry along because a certain number of people come in who know exactly what they want and all he has to do is to hand out the articles asked for, but in the shoe business it is different. It requires more than a mere machine man to cash in to the full on all the opportunities to make sales that are presented to him.

How Many Customers Go Away without Buying?

Have you ever stopped to think of how many customers visit your store every week or month and go away without making a purchase? If the average clerk will give serious consideration to that thought it will be borne in upon him just how he is falling down in the matter of cashing in on his opportunities. The greater percentage of clerks will at once realize that they are not as efficient as they might be. It was that very thought that first stirred me to give more attention and thought to salesmanship. It took the loss of three sales in one afternoon to bring me to a realization that I was not as competent as I might be. I realized that the profit on those three sales if they had been made would have probably paid my salary for the day.

How Clerk Reduced Number of Lost Sales

I thought over the problem seriously that night with the result that I started in next day with a determination to try at least to make a better salesman of myself. In the first place I made up my mind that lack of effort would not be responsible for losing sales. Whenever I encountered a tough proposition I would take down every shoe that there was any possibility of proving satisfactory before I would give up. I think I did more taking down and putting up of cartons in the first two weeks than I ever did before in the same time. I knew, however, that a little salesmanship would be better than a great deal of work of this kind and so I gave a good deal of study to my own and other fellows' methods of making sales—particularly the other fellow. It was not long before the number of my lost sales were reduced materially.

Co-operating with the Boss

Other clerks who are losing sales every day will find it possible to materially reduce the number too by a little study of salesmanship. Watch your fellow clerks at work and also your employer. He is probably a good salesman or he wouldn't have the business he has. Just here I would like to give the policy followed by one clerk whenever he finds that he is not going to be able to make a sale. He excuses himself for a second and calls the proprietor. Right before the customers, he explains to the boss that he hasn't been able to supply the customer with just what he wants and asks the boss if he knows of anything along

the line desired that he thinks would suit. He then watches the boss in his attempt to close the sale and in that way secures some valuable tips on making sales. He states that the boss is frequently able to sell where he has failed, but that he does not think the less of him because he wasn't able to make the sale himself. In fact the proprietor appreciates the fact that the clerk is so interested in the business that he would rather admit his failure to make the sale than to lose it if there is any chance of it being put over.

Salesman Should Understand His Business

The shoe salesman should understand more about shoes and the shoe business than the average customer if he expects to succeed. He need not be an expert on the history and science of the several branches of the world's shoe industry but he should know a whole lot more about shoes than the average



One of the designs of the Brandon Shoe Co.—Brantford, Ont.

layman. If he doesn't, he has no business pretending to be a shoe salesman.

He should know shoes—a slight knowledge of how they are made and the materials used; the characteristics of the common lasts, and the adaptations to the several kinds of feet; he should know something of the common kinds of foot troubles, and the appliances and remedies for their cure, as well as something about the care of both shoes and the feet.

Know Your Goods

He should above all know the goods he is selling. Unless he does he is not going to be able to sell the greatest possible amount. The man who sells high-priced articles such as cash registers and other store appliances, realizes the big advantage of knowing his goods. Before he goes out to approach a prospective customer he thoroughly studies the article which he has to offer and gets all the talking points so arranged in his own mind that he can present them in a convincing manner.

The shoe clerk should always follow the same plan. He should make a study of the features of his chief styles of shoes, so as to be able to point them

out to customers in an intelligent and convincing manner. The public respect the clerk who understands his goods and who can answer enquiries.

Making of Extra Sales

The clerk should always be on the watch for opportunities to make extra sales. There are many such. The woman who comes in to buy a pair of shoes herself may be interested in shoes for some of her children. It does no harm at least to call her attention to some line that you think may interest her, and often sales are made in this way. Now when the cool weather and long evenings are with us, the suggestion of a pair of house slippers to people whom you are serving will result in many sales. In the same way, the suggestion of a pair of rubbers is sometimes all that is necessary to make a sale. Pointing out their advantage in protecting both shoes and health will induce many people to invest in them. There are a good many opportunities to make extra sales if the clerk will only watch for and make an effort to cash in on them.

How One Clerk Made an Extra Sale

An experience related to the writer recently illustrates how it is possible to make extra sales. A young man dropped into the store to get a pair of shoe laces and wished to put them in his boots there. The clerk assisted him to do this and in a way that pleased the young man very much. He had been accustomed to such service and courteousness only when making a big purchase. Probably the clerk had a special reason for putting him in this pleased mood for when he had finished he said, referring to the shoes the customer wore, "Do you find that a pretty good shoe?" They started to talk about shoes and the clerk took down and showed him a shoe that he thought was mighty good value for street wear. The customer became interested and asked some questions about it. "Try it on and see how comfortable it is," said the clerk. The customer tried it on and finally decided he liked the shoe so well that he bought a pair.

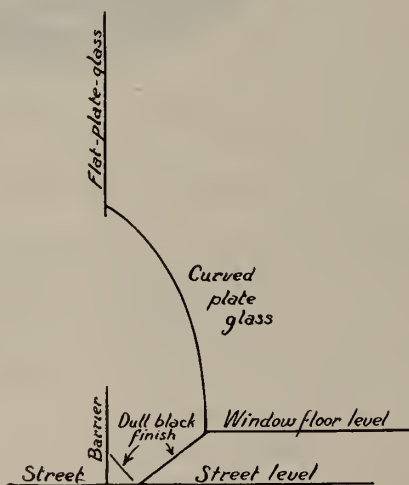
Which all goes to show what can sometimes be done by the clerk if he is aggressive and takes advantage of his opportunities.

What Do You Think of this New Window?

An attempt to get away from the "mirror" effect of the straight glass front. New design gives excellent results under favorable conditions

Successful window lighting, both during the day and at night, has always been a problem to the retail merchant. On very bright, sunny days, especially, the light striking the ordinary plate-glass window is reflected into the street, often making it almost impossible for the passer-by to distinguish objects on display. It is even a common sight to see people using show windows as mirrors. The ordinary canvas awning eliminated this objectionable feature to a certain

had sufficient faith in the idea to place a trial order and they are pleased with the results. The accompanying sketch is a cross section showing in a general way the construction of this window. There is no straight pane of glass directly in front of the eye. The curved glass extends from the floor of the window, from a point about 2½ feet behind the barrier at the sidewalk, to a point about 6 ft. 6 ins. directly above the barrier. The space above and behind the barrier is open so that one may lean over to look into the window. It will be seen that the light, instead of being reflected at the usual angle, which in the ordinary window throws the rays directly in the eyes of the on-looker, strikes the bent glass curve and is directed downward. The light rays being so deflected strike the black plate or board sloping from the window down to the barrier and are absorbed.



Plan of new window front.

extent, but not altogether, and various ideas have been put forth in the way of different window construction. About two years ago a New York firm designed and patented what is known as the "Shadow-box Show Window." An installation was made in one of the large department stores but owing no doubt to faulty installation or local conditions the idea never found favor and was generally pronounced a failure by display men.

Recently, however, a large store in Toronto, Ont.,

As a shoe display window this new front appears to have very great possibilities but as at present installed the idea seems to be open to criticism. For instance, in this drawing it will be noted that the barrier is considerably higher than the window floor and, if used for a shoe display, would be very difficult to see from the centre or outside of the sidewalk. Unless the barrier were lowered or the window floor raised displays would have to be made on stands. Then too, if the merchant wanted the same amount of floor space for display he would have to move his window back proportionately to the amount taken off in front. There seems plenty of opportunity for further development of some such idea as this. It might be that a special size window would be better for the particular article to be displayed, or perhaps a different curve could be utilized, but at all events it is evident that the present design can be improved.

A peculiar effect in connection with this window is that, standing on the opposite side of the street, the observer sees all objects passing the windows in an inverted, or upside down, position.

A New Hurlbut Folding Slipper

The cut herewith illustrates a new folding slipper now being manufactured for babies' wear by the Hurlbut Co., Limited, Preston, Ont. Parents who have experienced the comfort of a pair of these slippers on their own feet will not hesitate to extend the privilege to the youngest members of their family.



Folding slipper for babies' wear.

As a travelling companion, especially, these slippers have no equal, occupying scarcely more space than a pocket handkerchief and, on account of the always clean container, constituting no menace to the linen or other soilable articles the travelling kit may contain.

Making the Most of Special Events

In one of Montreal's suburbs a shoe retailer who recently acquired a store near a school just prior to the opening of the school, awoke to the possibilities of the children's business. Previously that store, although doing a satisfactory trade, had not catered to this particular branch. The new proprietor promptly put in a few good showcards inviting the attention of the parents to the stock, and he also made the necessary appropriate window display. The result was eminently satisfactory. Retailers who have a school children's business have opportunities which are not afforded to every man. If the goods are reliable, he is able to secure a fair amount of the parents' trade, not only in new shoes, but also in repairs. The opening of school therefore means to a live man a very desirable method of building up permanent business. But it is essential that retailers should have a fine stock of goods, attractive shoes which will also wear

well, as the average child is very hard on shoes, and while style is desirable, most parents look first of all for quality.

The Brandon Shoe Co. Limited, Brantford, Ont., report that their travellers are all in their respective territories and orders are coming in better than they expected. Their army order is now completed and they are ready to take care of immediate business.

The Ontario War Contract Syndicate for European army shoes are now negotiating with the Italian and Russian governments for orders for 1,000,000 pairs of shoes. Their representative has been in Europe for the past three months and is in close touch with army contracts.

In the preparation of advertising copy, every word and figure should mean something and have a part in the argument. The combination should be attractive, and the value of originality should not be lost sight of. Plain statements, straight from the shoulder, and with no semblance of exaggeration, will eventually win out.

On the Sunny Side

A catchy newspaper advertisement by Mr. Fred R. Foley, Bowmanville, Ont., is shown herewith. It is quite a little out of the ordinary and stronger in suggesting variety and good values than more detailed descriptions would be. "On the sunny side" is a happy phrase that will bring many a customer into your store anticipating a pleasant visit. And by the way, Mr. Foley is seeing only the sunny side of life himself these days as, we understand, he is being married early in October to Miss Sadie Caroline Foley of Port Huron. We sincerely hope life for Mr. and Mrs. Foley will always be "on the sunny side."

1915

FALL FAVORITES

Dame Fashion has put her stamp of approval on the shoe styles for fall. See them in our window. Step in and put on a pair.

A Shoe for every foot.
A price for every purse.





FRED. R. FOLEY,

Parlor Boot Shop.
On the Sunny Side.

Bowmanville Ontario

Scott, Chamberlain Co., Limited

In this issue of Footwear announcement is made of the purchase of the Cook-Fitzgerald, London, Ont., manufacturing business by interests closely allied with the Getty & Scott Company of Galt. The London business will be carried on in future under the name of the Scott, Chamberlain Company. Both members of this new firm are well known to the Canadian footwear trade and it is gratifying to note that, at a time like the present, two men, whose ability to forecast the future must command the highest respect, should feel justified in making a large expenditure of this sort in preparation for developments in their chosen line of business. Evidently the Scott Chamberlain Company have faith in the immediate future of Canada's business activities. A brief review of the history of the two chief members of the firm is of interest.

Mr. F. S. Scott, president of the new firm, is one of Canada's most ardent business men and politicians. He was elected, by acclamation, to the House of Commons during the last session and is one of the youngest members. He has been associated with Getty and Scott, Limited, since its organization and has been secretary-treasurer up to three years ago when Mr. E. J. Getty retired from the business and Mr. Scott became president. At this same date Mr. Chamberlain came in as secretary-treasurer, taking Mr. Getty's place. The business in the last three years under this management has increased over 80 per cent. and the Galt firm enjoy one of the best reputations on the continent for high grade misses' and children's footwear.

Mr. Wm. Chamberlain, secretary-treasurer, has been associated with the shoe business since he was

ing have brought inevitable success, which same principles will be carried into effect in the manufacture, in London, of the Astoria and Liberty brands of shoes for men.

Mr. Chamberlain is spending a great deal of his



Mr. Wm. Chamberlain.

time at the London factory, reorganizing and systematizing. Under his careful management the shoe trade may feel assured of an up-to-date range of men's footwear.



Mr. F. S. Scott, M.P.

fourteen years of age inheriting his ability for the footwear business from his father and grandfather, being of the third generation of the craft. He has been associated with the Getty Scott firm for 16 years and was the prime promoter of the word "Classic" when this was applied to the children's lines and some three years ago projected a line of women's welts, turns and McKays under the same name. Real merit backed up by the fundamental principles of shoemak-

Letters to the Editor

Broadview, Sask.

The Editor,
Footwear in Canada.

Re findings—I am an old country shoe dealer and have carried findings ever since I have been in business. Have always found it very profitable, easy to handle and if bought with discrimination there is no dead stock to be cleared later on at a loss. From my own experience I have noticed that customers have come in for some small article, examined shoes on display and seen something that just suited them in footwear.

Yours truly,
F. W. Elcombe.

Souris, Man.

The Editor,
Footwear in Canada.

Re findings as I find it—I would not think of handling a line of footwear without having, as some people call it, the "trimmings" to go with it. In fact I try to carry a full line at all times and find that in the year I am able to cut off a great deal of the overhead charges of my shoe department. In fact I push the findings as much as I do the shoes. Shoes must have the trimmings just the same as anything else—even to what we eat.

Yours truly,
D. Taylor.

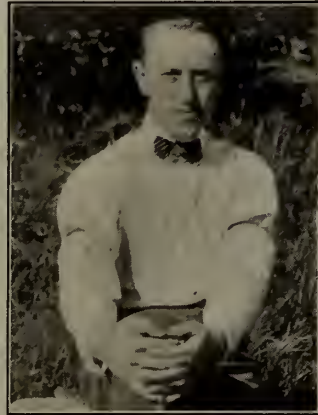
A prominent manufacturer attributes the revival of black in shoe styles to the war, which has caused the common wearing of black in Europe.

They are Having Good Success

The three happy faces shown below are a popular trio of travellers of the Geo. A. Slater, Limited, Montreal. Mr. S. A. Bell was born and brought up in the town of Trenton, Ont., where he learned to appreciate, to the fullest extent, the value of good footwear, when gathering sap from the maple grove at the back of his home. Arthur has become one of the



Mr. R. J. McAllister.



Mr. S. A. Bell.

most popular representatives in the west through his happy smile and his general good nature, and has won for himself, and for the firm he represents, many good friends. He served a considerable time in the retail trade in the city of Montreal, where he gained experience that has been invaluable to him in his dealings with the retailers.

R. J. McAllister is another Ontario boy, whose home is in Carleton Place. Mac is a pure Irish-Canadian, but, in spite of this, very successfully handled the Quebec territory for his company for some time. Later he took over the Western Ontario ground and



Mr. J. A. Portelance.

is, at the present time, actively furthering the interests of the makers of Invictus shoes in that fertile field.

J. A. Portelance, popularly called Jake, is a typical French gentleman, a friend to everybody and the enemy of nobody. His travelling activities have extended over a very large field, and his experience in

the shoe business has been gained partly in Canada and partly in the United States. Mr. Portelance served his apprenticeship in the shoe business, in the retail stores, but his natural selling ability and inclination carried him on to the road.

Kaufman Warehouse in Quebec

The Kaufman Rubber Co., Limited, of Berlin, Ont., have opened a warehouse at 615 St. Valier Street, Quebec. This has been made necessary by the ever-increasing demand for this firm's product in that city. Mr. A. J. Healey has been appointed manager of the new branch with Mr. J. S. Deary as assistant. Mr. Healey was born in Quebec thirty-nine years ago and his initial experience in the footwear business was gained with Jordan, Marsh & Co., Houghton Dutton & Co. and other firms in Boston. After spending some time on the road he returned to Montreal and entered the employ of the Merchants Rubber Co. When the



Mr. A. J. Healey.

Consolidated Rubber Co. was formed Mr. Healy joined the company as a salesman and in 1912 was made manager of their Quebec City branch. This position he held up to the present time. Mr. Healy is a member of the Quebec Board of Trade and is an ardent sportsman.

A Little Encouragement

A little encouragement now and then goes a long way towards increasing the efficiency of your clerks. For instance just in the matter of window dressing, there are certain times in the year when, naturally enough, the clerk's ambition seems to lag in this respect. Say to him "I see Jones has a pretty good window this week—let's see if we can't beat him out." Give him a couple of new suggestions and then when he does turn out a good display don't forget to praise him for it—point out the value of the window as an advertising medium—next time he will try even harder to turn out a better window. The most liberal compensation cannot take the place of a word of appreciation and encouragement given in the right spirit at the right time.

Gain Over Last Year

If one may judge by the spring orders sent in by travellers of Montreal and Maisonneuve shoe firms, there will be a very appreciable gain on last year's business. Retailers' stocks are low, and give ample margin for re-stocking. All evidence goes to show that there is solid ground for the optimism of manufacturers referred to in last month's Footwear. There is an increase in the trade of the high grade shoe manufacturers, as well as in that of makers of medium and cheap shoes; the tendency has been for the public to purchase lower priced goods, but it looks as if there is to be at least a partial return to the more expensive productions. The orders from the West are coming in very freely, and there are also better reports as to collections from those districts. Jobbers, however, are not placing orders freely, the travellers for these houses having been, in several instances, late in getting on to their ground. The immense demand for leather in the United States due to war orders, has again stiffened the leather market, and the prospects are that prices for most descriptions will still further advance. Shoe findings houses report a steady improvement in trade, and that there is a specially good demand for ornaments. Last makers also state that orders have been coming in at a satisfactory rate. Tenders are now in for an additional 100,000 pairs of shoes for the Canadian Army. The specifications are the same as for the last order: Prices for army shoes have been severely cut, owing to competition, and some firms have declined to manufacture on the basis which has ruled. Ames Holden McCready Limited are reported to be negotiating for a very large order for the Indian market.

Filling a Lot of Orders

The American Shoe Machinery & Tool Company, St. Louis, Mo., announce that they have recently installed the following machinery:

Finishing machines, various models—J. W. Morris, Sparta, Ill.; Johnson & Son, So. Omaha, Neb.; D. Mayersohn, Covington, Ky.; Michael Schiavoni, Chicago; Lloyd & Cochran, Monet, Mo.; A. D. Broadhurst, Eldorado, Ill.; B. Patella, Houston, Texas; J. Mendeloff, Milwaukee, Wis.; S. Delulio, Antioch, Cal.; Sam Brooks, Milwaukee, Wis.; L. O. Campbell, Georgetown, Ohio; J. Karp, Milwaukee, Wis.; A. Guten, Milwaukee, Wis.; Wm. Taylor Son & Co., Cleveland, Ohio; Louis Leicht, Delavan, Wis.; M. Cohen, Cleveland, Ohio; J. E. Sanderson, Bowling Green, Mo.; Geo. J. Vockler, Bellaire, Ohio; J. Shaiken, Milwaukee, Wis.; B. H. Yates, Oswego, Kansas; T. G. Miller, Harrison, Ark.

American skivers—A. D. Deitrich, Massena, Iowa; A. LaMontague, Amesbury, Mass.; D. C. Brodie, Van Buren, Ark.; C. B. Bozeman, Knoxville, Tenn.; J. F. Bryant, Howell, Ind.; John F. Iekel, Independence, Iowa; Gjerness & Berg, Eau Claire, Wis.; John Frasca, Boston, Mass.

The "Kafeteria" Shoe Store

A few months ago when the first "groceteria" made its appearance a boot and shoe dealer remarked, "Thank goodness that isn't applicable to our business." However, the "Kafeteria Shoe Store" has been originated and placed in operation in Pasadena, Cal. A large sign on the front of the store reads, "Wait on Yourself and Save." The interior of the store is divided into two sections—a small lobby at the front

which contains the cash desk, counter and so on. The inside section contains the counters on which the shoes are neatly placed, each pair being graded as to size, and price-marked. Time is no object—the purchaser may roam around as he pleases and try on every shoe in the place if he wishes. When he has made his selection a sign tells him that if he cares to wear the shoes out of the store he must take them off, pay for them at the desk and then put them on again in the lobby. There are no clerks in this store, the only employee within the counter section being the floorwalker, whose business it is to answer questions or assist the customers if requested.

Canadian Footwear Co., Officers

The Canadian Footwear Company, Limited, Montreal, have made a splendid start. The factory at Pointe-aux-Trembles is now in operation, and the orders already in hand will keep it busy for some time. Mr. L. E. Gauthier, of M. C. Galarneau & Co., leather merchants, and president of the Slater Shoe Co., has been elected president of the company, and intends to take an active share in the business. The following constitute the travelling staff: Messrs. E. G. McCollough, Maritime Provinces; B. R. Grosskurth, Western Ontario; James Grant, Eastern Ontario; L. P. Delongchamps, Eastern Townships; J. S. Langevin, Province of Quebec; Auguste Martineau, Montreal; Emile Larose will look after the jobbing. The factory end is under the direction of Mr. J. A. Royer, with Mr. J. P. Lachapelle, formerly of the Eagle Shoe Co., foreman of the stock department; Mr. W. Patenaud, lately with the Tetrault Shoe Manufacturing Co., foreman of the fitting room, and Mr. L. Labrecque, formerly of Dufresne & Locke, foreman of the cutting room.

Business Men Re-organize Battalion

Col. E. W. Wilson, O. C., has started to re-organize the old 86th Battalion at Three Rivers, P. Q., and it has now become an English speaking regiment. It is backed by many of the leading business men in the city, the commander being Lieut.-Col. C. R. Whitehead, R.O., president of the Wabasso Cotton Company, who has undertaken the detail work of re-organization. A start will be made with four companies, under the old eight company establishment, gradually working the battalion up to strength. Among the officers of No. 1 Company appears the name of Captain Jno. T. Tebbutt, president of the Tebbutt Shoe and Leather Company.

New Wholesale Business in Calgary

A wholesale boot and shoe business has been commenced in Calgary, Alta., by the McFarland Shoe Company. Mr. Delbert McFarland, who was previously associated with the A. McKillop Co. Ltd., Calgary, as vice-president, is managing-director of the new company. Formerly he was connected with the wholesale shoe trade in Winnipeg, having spent his life in the business. Mr. McFarland states that the company will handle the product of three of the leading Canadian factories, going to the trade direct with factory prices. Travellers will cover Alberta, British Columbia and Saskatchewan.

Do not forget that many a good sale has been made when the customer came in for one small item.

What is Advertising For?

Advertising has a double function: to benefit the advertiser and the people advertised to. If advertising does not benefit the people advertised to, it cannot benefit the advertiser. Advertising cannot benefit the people advertised to unless it is truthful and clean, and employed only to sell goods that are genuine and offered at fair prices. Advertising employed to sell goods that are not beneficial but offered at unfair prices or on inequitable conditions, is wrong in principle and will, in the long run, be unprofitable to the advertiser.

One of the most important points in connection with an advertisement is the right sort of typography. There is an irresistible attraction about a beautiful piece of printing, and there is something inherently repulsive about an inartistic page. It is said that the character of a town or city, and the degree of refinement attained by its people, can be pretty generally determined by signs used on its business houses.

A common mistake made in advertising is to follow some other fellow's lead—to do as others do. This may sometimes pay in a small way, but no great advertiser was ever a copyist. It is the original thing that captures the public eye, that makes the possible customer think of you when he wants something in your line.

Keep a scrap book of your own newspaper advertisements with marginal notes about the results—it pays.

Give time and thought to the preparation of your copy.

Delayed Orders for Shoes

A shoe manufacturer making an exceedingly strong line told the writer during the past week that he had not made his spring samples. Only a few years ago such spring samples were in the hands of his salesmen on the 15th of August. This year he plans to be ready October 15. The manufacturer said: "I have sent my salesmen out with one hundred ideas. They are travelling through the large centres and will return home. Then about the 15th of this month these ideas will be put into samples. But in the meantime my travelling men are sending in big business for immediate delivery."

This interview illustrates the great change in the shoe business this season, as compared with corresponding seasons in past years.—The Weekly Bulletin.

Shoe Samples

The Simplex Sample System, Inc., of Haverhill, Mass., have just worked out an idea that promises to be the means of saving thousands of dollars to shoe manufacturers, and incidentally, if generally adopted, will effectually do away with the so-called "sample shoe stores." Instead of it being necessary for the traveller to carry around made-up shoes he will have his samples mounted on cards—that is, the profile of the shoe will be mounted in the actual leather to be used in its manufacture and showing the stitching and all trimmings—in fact it will do all the sample shoe does at a fraction of the cost, both in manufacture and saving in baggage charges.

A shoe store's best reputation is that of having a willing and painstaking sales force.

Take Care of Your Shoes

A shoe store which recognizes among other things the value of good advertising has this to say in one of their ads regarding the care of shoes: "Many men fail to realize the importance of taking good care of their shoes. When you finish shaving do you carelessly sling your razor under the bed. No! Well a shoe is just as 'human' as a razor. It needs a little attention and a little nursing after being tramped on all day. Put trees in your shoes at night and you'll find that they will retain their shape much longer. And a good polish acts as a food for the leather, keeping it alive, soft, pliable and less apt to break."

Make friends of your customers, but give them good value just the same or you will lose their trade. Friendship and trade go together but good values help both.

It just as unreasonable for a footwear man to neglect to study footwear literature as for a medical student to refuse to study medicine.

A shoe store in a small town recently had a decidedly original sale. Every person who bought a pair of shoes was offered 50c. for the old pair. The old shoes thus secured were distributed to the poor.

The children's trade of to-day is the foundation of the adult shoe trade of the future. Therefore treat children properly. They do not forget a kindness quickly.

Do not antagonize your customers. If they have ideas which do not fully agree with your own, there is no reason why you should sputter over it. Maybe your own are wrong. Listen to your customer and never mind yourself.

Mr. S. Craig, Smiths Falls, formerly with the White Shoe Company, is covering a portion of Eastern Ontario for the J. A. Johnston Company, Brockville.

Reasons for Prosperity

Jim Griggins, the grocer, 's a seedy old jay; his whiskers are ragged, his hair all astray; his hands are begrimed when he weighs out your squash, his garments suggest that they're fit for the wash. And Griggins keeps saying, when people will list: "The country is going to blitzen, I wist; my trade's growing duller—I can't make it thrive—I haven't one patron where once I had five." But Grimkin, the grocer, just over the way, is selling his prunes and his young Hyson hay; he always seems busy, he takes in the scads, the rubles, the rhino, the dust of our dads. But Grimkin is always in natty array, his whiskers are combed in the cunningest way, his bald spot is washed till it mirrorlike gleams, his shirt has not butter or lard on its seams, his trousers are creased and don't bag at the knees, and shoes not spotted with Limburger cheese. And all through his store things are nifty and clean, from the codfish and soap to the shredded sardine. So people parade to his place by the score, while Griggins is grouching around in his store.—Walt Mason in Shoe Topics.

Information for the Young Salesman

A brief list of words and terms in almost everyday use that will assist the beginner to become more technical.

Arch—Applied to the bony framework of the foot, extending from the heel forward to the toes, which is sustained by the muscles and ligaments in the form of an irregular arch. There is a secondary transverse arch of the foot also at the ball, the bones being slightly arched crosswise. This part of the foot is subject to various ailments, due principally to relaxation of the muscles, ligaments and tendons, which permit the turning of the main arch inward, the "broken arch" or "flat foot," so-called, being more an eversion than anything else, although its action does flatten the foot. The term "arch" is applied also to the under portion of the shoe curving from the heel forward toward the ball, and to the corresponding portion of a last.

Backstay—A strip of leather covering and strengthening the back seam of a shoe; "California" or "accordion backstay," a term sometimes applied to piping, caught in the back seam of a shoe; "English backstay," or "jockey backstay," a broad backstay extending forward and meeting the quarter on each side.

Bal—(An abbreviation of the word "Balmoral," from the original English name of the shoe.) A front-laced shoe of medium height, as distinguished from shoes that are adjusted by buttons, buckles, etc., also as distinguished in pattern from the "Blucher," "Polish," Oxford, etc. The top is only ankle high, as in the ordinary winter laced shoe for men.

Beaded—Having edges of upper leather skived thin and folded in, instead of being left raw. Another meaning is, trimmed with beads, as the vamps of women's slippers.

Bellows Tongue—A broad, folding tongue, stitched at each side to the top of a Blucher shoe or boot, for the purpose of making it water-tight. Used in work shoes, also hunting boots, etc.

Belting—The best portion of a bark-tanned cowhide, used for the making of leather belts for machinery.

Blucher—A shoe or mid-leg boot, named for its inventor, General Blucher, of the Prussian Army of the time of the first Napoleon, who also invented a military boot to which his name is given. A distinguished feature of the Blucher is the extension forward of the quarters to the throat of the circular vamp, the quarter being loose at the inner edge, and made to lace across the tongue, which was originally a bellows tongue. Upon its adoption in the Prussian Army in form somewhat similar to the present hunting or sporting boot, it became very popular. The feature of the extended quarter was later adopted in shoes of ordinary height and with the ordinary type of tongue, as well as in Oxfords, and this form of cut is still much used in all classes of shoes, men's, women's and children's. It is a curious fact that all three of the great generals engaged at the battle of Waterloo invented a form of military footwear. The German contribution was the most important and useful.

Boardec—Finished with a lined surface faintly indented or stamped into the leather.

Box Calf—A proprietary name for calf leather finished with the grain side boarded or stamped with irregular, rectangularly crossed lines.

Boxing—A stiffening of leather or other material used in the toes of shoes, to preserve their shape. This is often made of canvas stiffened with glue or similar material, sometimes of thin metal, in cheap shoes.

Bronze Kid or Calfskin—Leather finished with a form of cochineal dye. This dye, made from the bodies of small insects, which stains cloth a vivid red, when applied to leather gives it a peculiar bronze-colored, metallic semi-iridescence. This method of finishing leather has long been known and the leather for many years has been used in women's fancy slippers, principally in kid, with an occasional period of favor as a material for street wear, such as that of a few years ago. The delicate character of the finish, and the tendency of the dye to rub off when wet, militated against its continued use for street wear.

Buck or Buckskin—Strictly speaking, tanned or tawed deerskin. The term is loosely used, and a great deal of so-called buckskin is suede-finished calfskin or side leather or suede kid. Buckskin is nearly always used white or in a light shade of champagne, but is used also in black. By recent common usage, the term "buck" has come to be fully understood to mean suede-finished cowhide.

Buckram—A stiff, strong canvas, stiffened with glue and used as a foundation for the tips of shoes or as a cemented backing for fabrics used in shoemaking, etc.

Buff—A split side leather, coarser than "glove grain," but otherwise similar, used for medium or cheap grades of shoes, principally men's.

Cack—An infants' smallest hard-soled shoe with no heel, sizes 1 to 5.

Calfskin—For trade convenience, skins of neat cattle of all kinds are classified as follows: Weighing up to 15 pounds, green, "calfskin;" 15 to 25 pounds, "kips;" all above 25 pounds, "hides." This is, of course, merely an arbitrary distinction for trade convenience, and the qualities of the extremes in each grade merge into those of the next grade. There is also a great deal of variation in the qualities of skins of the same weight, which is true of all kinds of skins, and is a fact which makes leather grading a difficult task, requiring long experience, and which also complicates the principal work of the shoe manufacturer. No two skins are precisely alike, and different parts of the same skin vary.

Chamois—The alum-tanned skin of a variety of deer. The leather is very pliable and may be washed. It is used more often for gloves than footwear, being very soft and pliable.

Circular Vamp—A vamp so cut as to join the quarter in a seam on each side of the shoe running down to the shank, instead of being continued straight back to the heel on one side as in a three-quarter vamp shoe, or on both sides as in a whole vamp shoe.

Composition—Leather ground up and mixed with paste or cement and flattened into sheets. This forms

a sort of imitation leather, which is used in certain parts of cheap shoes where wear is not excessive.

Cordovan—The adjective is derived from the name of the Spanish city, Cordova, which had an ancient repute for the making of fine leather, either from goatskin or horsehide, the Spaniards having been for some centuries the world's best tanners. In its present use, the term applies to shoe leather split from the "grain" or outer side of the best and strongest part of a horsehide.

Counter—A piece of stiffening material which passes around the heel of the shoe to support the outer leather and prevent the shoe from running over. The best counters are made of sole-leather, shaved thin at the edge and shaped by machinery.

Cut-off Vamp—A vamp which is cut off at the tip and stitched to the tip, instead of continuing forward under the tip and being lasted in with it. It is claimed by makers of medium and cheap grade shoes that this offers an economy in leather which does not detract from the general cost-balance of the cheap shoe.

Dongola—Heavy, plump goatskin, tanned with a combination of vegetable and mineral acids, and having a semi-bright finish. The terms "Dongola," "kid" and "Morocco" are sometimes loosely used interchangeably. The terms "Dongola" and "Morocco" are geographical and indicate the origin of the leathers thus named.

Enamel—Leather with a shiny finish on the grain side, as distinguished from "patent" leather, which is usually finished on the flesh side, or the surface of a split leather.

Fabrics—A general term designating woven or knit cloths of any kind, made from animal or vegetable fibres, such as wool, silk, flax, cotton, etc. Fabrics of various kinds have been used in shoes for many years.

Felt—A sheet made of fibres of wool, hair, fur, etc., matted together and rolled flat, usually with sizing to give it consistency. It differs from a fabric, inasmuch as the fibres are not spun into threads and then cross-woven, but are merely allowed to drift into a loose layer in a current of air, then flattened into a sheet under pressure.

Findings—A general term applied to articles which are incidental or accessory to the manufacture, the trimming or the care of shoes. The list includes practically everything in shoes except leather. As applied to the shoe store, it includes such articles as laces, polishes and dressings, shoe trees, foot powders, rubber heels, arch supports, heel plates, shoe horns, shoe brushes, insoles, fancy buckles and numerous other incidental articles.

Flange Heel—A heel made with a flare toward the "top lift," or bottom of the heel as the shoe stands when worn.

Flat Foot—A term applied to "broken arch."

Foxing—A piece of leather forming (or covering) the lower part of the quarter of a shoe. In earlier days when shoe patterns were very simple this term was loosely used as applying to the vamp also, and this use has not altogether disappeared. For example, "slipper foxed" (or "whole foxed") is a term applied to whole vamp shoes for women. "Three-quarter foxed," having a three-quarter vamp.

Full Vamp—A vamp that extends forward full size and is lasted under, instead of being cut off and sewed to the tip, on the under side.

Golosh—An English term meaning a rubber over-shoe.

Grain—The outer side of a hide or skin, as distinguished from the "flesh" side.

Gun Metal—A proprietary name for a fine grade, well finished calfskin leather with dull or semi-bright surface.

Heel Seat—The rounded top of the heel of a shoe, including the "rand."

Kangaroo—A fine, tough, close-fibered leather, made from imported kangaroo skins. Sometimes calfskin finished in imitation of genuine kangaroo.

Kid—Shoe leather made from the skins of mature goats. The skin of the young goat or "kid" is made into the thin, flexible leather used in the making of kid gloves, being too delicate for use in shoes. The goats from which come the supply of kid leather are either wild goats or allied species partially domesticated, and are found in the hill regions of India, the mountains of Europe, portions of South America, etc.

Kip—A bovine hide or skin, weighing from 15 to 25 pounds, or the leather made from such a skin.

Knurl—To decorate by use of a wheel or tool, as the edges of soles, etc.

Larrigan—A knee-high leg moccasin, or boot made with moccasin sole, sometimes having a wedge-heeled sole on the outside, and used by lumbermen in the snow of our northern forests where the name originated. The moccasin foot is the distinguishing feature.

Last—The wooden or metal form or mold over which a leather or rubber shoe is constructed and which gives the shoe its shape. Lasts are turned to very exact measurements and proportions by the use of machinery.

Leather Board—An imitation sole leather made from scraps of leather pasted and pressed together in sheets.

Lift—One of the separate pieces of sole leather used in making a heel. **Top-lift**—the last piece applied in making the shoe.

Louis Heel—The French heel, a covered wooden heel which pitches well forward under the boot with a gracefully curved outline; usually built with a leather top-lift.

Mat—Dull finished, with an unglazed surface.

McKay Sewed—A method of shoemaking named for the inventor. The upper is lasted over an inner-sole, the last is then removed, and the outsole is sewed on by a thread which goes straight through from the outside, catching the upper and innersole, with the seam showing on the inside. The outsole is usually channeled, as with a welt shoe, and pasted back over the seam. A sock lining is put in the shoe to cover the inside seam.

Neat Leather—A term applied to bark-tanned cow-hide oil-finished.

Nubuck—A proprietary name for a white or cream colored buck leather.

Oak Tanned—Tanned with oak bark, the most common of vegetable tannages. This kind of tannage requires much more time than the newer methods which use mineral astringents, but the leather produced is superior for most purposes.

Ooze Calf—A proprietary name given to velvet or suede-finished calfskin. As ordinarily used in the trade, the term "ooze" and "suede" have much the same meaning. Some processes produce a leather in which the grain is buffed off and the velvet finish put on the grain side. Suede strictly is a velvet or nap finish of the flesh side of the skin, the grain being left

on the other side and thereby adding to the strength of the leather.

Orthopedic—This term signifies "of correct foot form." It is used as a proprietary name for shoes which make a special point of conforming to the natural outlines of the foot.

Pack—A name given to a lumbermen's shoe, made moccasin fashion but with the upper extending to the ankle or above.

Patent leather—Leather finished with japan or varnish. Any firm, dry-tanned leather, can be used as the basis of this well-known finish, such as kid, calfskin, coltskin, side leather, etc. After tanning and drying the leather is shaved to uniform thickness, and successive coats of black varnish are applied to the flesh side, the first coats being dried and rubbed down so as to work the varnish thoroughly into the fibre of the leather and also furnish a smooth coating for the last application. The last coat is applied with a brush, and the leather is allowed to dry in direct sunlight.

Quarter—The back portion of the upper of a shoe, covering the heel and attached to the vamp. Quarters may be whole or pieced, may be finished with collar or cuff at top, and may have a foxing of the same or different leather. In a lace shoe, a lace stay is added for additional strength; in a button shoe the inner and outer quarters are cut differently to allow for the lap over of the button-fly, which usually attaches by a seam down the front, although the inner quarter is sometimes run clear over without a seam. "Quartered over," having the quarter stitched on outside of the vamp. This is seen in the so-called "gaiter boots" for women.

Rand—A piece of leather curved in the shape of a horseshoe and fitting around the top of the heel. The inner edges are shaved thin and this hollowing helps to form a rounded heel seat.

Recede—In the shoe trade this term applies to toes of shoes or lasts which are drawn down sharply towards the toe at the top, so that the top of the toe "recedes," and is comparatively narrow and pointed rather than blunt in outline.

Satin Calf—A grain-leather split, dressed with oil and smooth finished. It is made from the skin of a mature animal, not a calf.

Screw Fastened—Having the sole attached to the upper with screw nails, as in heavy work shoes.

Seal Grain—A split leather which has an artificial grain stamped upon it by passing it through steel rollers under pressure. The strict application of the term is to side leather made to imitate the natural grain of a tanned sealskin.

Shank—A strip of metal used to stiffen the sole of a shoe between the heel and the ball. The name also applies to that part of the sole of the shoe.

Side Leather—Cowhide, split to thickness adapting it for use for uppers of shoes or for other purposes. There is a great variety of finish possible, and considerable variety in quality. The usual method of finishing tanned cowhides includes cutting the hide in two down the back making two "sides" of it. The term "side leather" refers to the cowhides as split, and includes the leathers more specially referred to as the various kinds of "grains" and "splits." Among these varieties are so-called "satin calf," "seal grain," "box calf," "buff," "glove grain," etc.

Slip Sole or Slip Tap—A half sole running from toe to shank, between the regular outsole and the welt or insole. The term "slip sole" is applied also to a

thin insole, which is slipped into the shoe either to add warmth or to adjust it in fitting it to the customer's foot.

Snuff—To take a very thin shaving from the grain side of side leather.

Soapstone—A soft, chalky clay resembling talcum, used to dust inside shoes to facilitate trying on.

Spanish Heel—A covered wooden heel, shaped like the Cuban.

Spring Heel—A low heel consisting of a single layer of leather with the forward edge skived thin.

Suede—A method of finishing leather; or the leather itself. The word is French for "Swedish;" the velvet finish is supposed to have originated in Sweden, and it was applied originally to kid and not to calfskin. The process of making it involves buffing (which is a process of scouring or grinding) on an emery wheel the flesh side of the leather, so as to produce a sort of nap or velvety surface. Some makers of leather adopt a different process, buffing or scouring off the grain side of the leather to produce the nap.

Tap—A partial sole; a half sole. Sometimes applied to the lifts of a heel.

Throat—As applied to the vamp of a shoe, the central part of the opening, where the top joins it in front. The term is applied to the corresponding part of lasts.

Tree—A last-shaped block or filler, usually adjustable, and placed in shoes to preserve their shape. They have come into general use by wearers of shoes.

Turned Shoe—A women's shoe having the upper stitched directly to the sole wrong side out, the shoe being then "turned" right side out, the process giving it the name. This method is applied only to the making of light dress boots or slippers, with thin, flexible soles. The sole must necessarily be of good quality. In the making, the sole is fastened to the last and the upper is lasted over it, wrong side out, and stitched through, the threads catching in a channel or shoulder cut in the edge of the sole. The seam thus does not come through to the inner side of the shoe, where it would chafe the foot.

Upper—A term applied collectively to the upper parts of a shoe, including vamp, quarter, lace stay or button fly, top facing, back stay, collar, etc., as stitched together and assembled.

Vamp—The lower part of the upper of a shoe, which is stitched or otherwise attached to the sole. This is the most important part of the upper, as it takes the most wear. It is always cut from the strongest and clearest part of the skin. Vamps are cut in different patterns; the "whole" vamp is one that extends clear to the heel on both sides without a seam. The "three-quarter" vamp is pieced on the inner side of the shoe at the shank. The "circular" vamp is one which sweeps around the ball of the foot, extending only to the shank on either side. "Cut-off" vamp, one that extends forward only to the tip, to which it is stitched instead of being continued under the tip to the toe and lashed under, as in the "full" vamp.

Gypsy vamp—One having a seam down the front from the throat to the toe, referred to as a Gypsy seam.

Velours—A French word meaning velvet. It is used as a proprietary name for a soft finished calfskin, chrome tanned.

Vesting—A fine silk-figured cloth, originally intended, as indicated by the name, for the making of fancy vests. When used for the making of shoes it

Cuts for Retailers

Any of the cuts shown on this page
may be secured from "Footwear
in Canada," 347 Adelaide
Street West, Toronto.



FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

Messrs. A. R. Trudeau and John Dunbar of the travelling staff of Corbeil, Limited, Montreal, are in the West with samples. Mr. Trudeau is carrying a full line of welts and Mr. Dunbar of McKays.

Mr. John Smithers, of 4213 St. Catherine Street West, Westmount, has been awarded the contract for the supply of boots for the police and fire departments of the City of Westmount.

Mr. A. L. Johnson, general sales manager of Ames Holden McCready Limited, Montreal, has been elected a member of the Montreal Board of Trade.

For the second year in succession, the baseball team of the United Shoe Machinery Company of Canada have won the championship of the Maisonneuve Manufacturers' League. Other firms connected with the shoe trade in the league are



Murray-Made Shoe for men.

the James Muir Company and the Kingsbury Footwear Company, the latter being a strong contender for the honours both years, and this season the Kingsbury club only lost the championship by one run in a tie game. A large number of the members of the United Shoe Machinery Company's athletic association have joined the overseas forces.

G. C. Locke, who recently opened the Cut Rate Shoe Store, 226 Eighth Avenue, Calgary, has purchased the stock of the Family Shoe Store, 223a Eighth Avenue and will run this store in connection with his other store.

The exhibit of the John Palmer Company, Limited, manufacturers of the Moosehead Brand moccasins and shoe packs, at the Fredericton Exhibition, attracted considerable attention. A feature of the display was a moosehead with an antler spread of sixty-two inches—one of the finest ever taken.

A. Knechtel and Company have sold out their store at 26 Downie Street, Stratford, to Shore & Paff. The latter firm have a well established boot and shoe business at 47 Downie Street and the two stores will be carried on in co-operation, the new location being in charge of Mr. Shore,

Mr. Paff remaining at the old number. Mr. Knechtel will concentrate his energies on the store at 97 Ontario Street, where he will remodel the premises and conduct a high-class, strictly cash business.

Mr. Arthur Buerger, Canadian manager of the New Castle Leather Company, Montreal, has been on a business visit to the New York office and the factory at Wilmington, Del.

Captain L. C. Lockett, of the Lockett Shoe Store, Kingston, will accompany the 80th battalion to the front. Captain Lockett is one of Kingston's best known and most respected citizens.

The latest issue of the "Miner Monitor," published by the Miner Rubber Company, Limited, is devoted to sporting and outing shoes. The illustrations of the various shoes are reproduced in the colours in which they are made, while an appropriate front cover is in three colour work. At the foot of each page are coloured sketches representative of several departments of sports and outdoor recreations, such as canoeing, lawn tennis, yachting, baseball, bowls, and lacrosse.

Mr. R. Boulton, Saskatoon, Sask., has sold the machinery of the Subway Repair shop to Mr. Johnson.

Alf. Winn of Toronto is now with the Eagle Shoe Co. covering Toronto and Eastern Ontario. Fred Hull of Toronto is covering Western Ontario for the same firm.

J. MacDonald has accepted a position with Ames-Holden-McCready, Limited, Montreal.

Chas. Drolet has left G. A. Slater, Limited, Montreal.

The assets of the Cimon Shoe Manufacturing Co., St. Jerome, Que., were sold by auction on September 14th. The factory and other real estate was purchased by the town of St. Jerome for \$3,500. The machinery, supplies, leather stock, etc., went for 23c. on the dollar.

Mr. J. A. Cyr has accepted a position with the Rena Footwear Co., Montreal. Mr. Cyr was formerly with the O. B. Shoe Co., Drummondville.

J. B. Lachapelle has been appointed foreman of the stock room in the factory of the Canadian Footwear Co., Point-aux-Trembles. Mr. Lachapelle was formerly with Ames-Holden-McCready, Limited, and later with the Eagle Shoe Co.

An advance of 25 to 30 per cent. is reported in rifle and mohair laces. The cause is attributed to shortage of dyes and material due to the war.

The Leather Manufacturers' Safety Association has been formed "to promote and carry on the work of prevention of accidents in the industries comprised within the insurance group, under the Workmen's Compensation Act, including the manufacture of leather goods and like industries, and generally to represent employers and employees engaged in such industries in connection with the administration of the said Workmen's Compensation Act." This is a corporation without share capital. The provisional directors are: Alexander Brandon, Brantford; A. R. Kaufman, Berlin; C. S. Eddis, E. A. King, J. A. Walker and F. L. Langmuir, Toronto.

W. Stanley Larke, who has been with H. & C. Blachford, Ltd., 286 Yonge Street, Toronto, for the past five years,

has joined "A" Company, 83rd Battalion, C.E.F. and is preparing to leave for the front. The employees of the firm presented Private Larke with a handsome pipe and his employers gave him a gold wrist watch, suitably engraved.

A. R. Trudeau, Montreal, has joined the selling staff of the American-British-Canadian Distributors, Toronto, and will cover the Western provinces. This firm will be represented in Toronto by Murray Peirrette and in Montreal, Quebec, Ottawa and the larger cities of Ontario by H. A. Beatty. Frank W. Slater of Montreal is looking after a portion of Ontario and the Maritime Provinces will be handled by the Thompson Shoe Company, Montreal.

Frank E. Rousseau, formerly with the Relindo Shoe Co., Toronto, is covering northern Ontario for Gourlay & Fogelberg, Ltd.

Bert Simpson, formerly with the Winnipeg Shoe Co., has taken a position with the Hudson's Bay Co.

The Canadian Columbia Counter Company, a branch of the Columbia Counter Company, of Boston, intend to locate in Montreal, where they have secured premises for the manufacture of leather and fibre counters. Mr. Charles D. Malaguti, of the U. S. company, was recently in Montreal, and made the necessary arrangements. Mr. G. J. Trudeau is the Canadian manager.

Mr. Alex. Getty of the Galt Shoe Company, who was married recently, was presented with a handsome carving set by his fellow-workmen.

Dan McTavish, a well known shoe man in Toronto, Winnipeg and other large cities, has joined the 36th Field Regiment, Toronto.

J. S. King, Toronto, representing the Ontario Shoe Manufacturers' Association, is now in Paris where he expects to receive some good orders for army shoes.

Robin Freres are making an addition to their last factory on Carrier St., Montreal. They expect to increase their production of lasts and fillers to eight or nine hundred pairs a day.

W. B. Patenaude has accepted a position with the Canadian Footwear Co., Point Aux-Trembles, as foreman of the fitting room. Mr. Patenaude was formerly with the Tetrault Shoe Mfg. Co.

Harry Schwartz, 304 Huron Street, Toronto, has been arrested on a charge of fraud at the instance of Osler Wade, assignee, who recently took over the assets of the business in which Schwartz was interested.

Geo. W. Cowan, shoe retailer, Chatham, announces that he has taken over the agency for Regal shoes. Mr. Cowan is at present making a fine display of this line.

The F & B Shoe Manufacturing Co., Maisonneuve, Que., have installed several new machines.

D. Fitzgerald, 25 Doek Street, St. John, N. B., has sold his shoe repairing business to C. J. Moore.

Fire recently did considerable damage to the retail shoe store of Romeo Comeau, Main Street, Moneton, N. B.

The Syndicate du Nord, boot and shoe dealers, have registered in Quebec, with headquarters in Montreal.

McCall's shoe store, 462 Yonge St., Toronto, suffered loss by fire a short time ago to the extent of several thousand dollars.

The Merit Shoe Company, St. Catherine Street West, Montreal, have just completed extensive alterations to the interior of the store. A new front has been put in.

Mr. H. D. McKellar, of the Osear Rumpel Felt Company, Berlin, Ont., has been on a business visit to Montreal and Quebec.

The "Edwin Clapp" shoe was awarded the Gold Medal of Honor at the Panama-Pacific Exposition, San Francisco,

which was the highest possible distinction for men's fine shoes exclusively.

The Society Shoe Co. are opening a store in the new Curry Block, Winnipeg.

The Nu-Way Shoe Repair Co. have opened up in Winnipeg.

S. Stewart, 299 Wallace Avenue, Toronto, has sold out his shoe business.

C. F. Irwin, of Harley Henry, Limited, has gone back to his former position as manager of the shoe department of F. R. MacMillan, Ltd., Saskatoon.

The Famous Shoe Repair Shop have closed their Saskatoon branch at 133 Second Avenue north and the plant has been moved to Winnipeg.

W. J. Mitchell, London, Ont., has joined Ames-Holden-McCready, Limited, and will cover the ground from Hamilton to London.

R. M. Dahl, Wolseley, Sask., has secured the agency for Regal shoes.

Arthur Dash, shoe dealer, Sedgewick, Alta., has sold out.

Harold Bonnick and Frank Faulkner, of Ames-Holden-McCready, Limited, have enlisted for overseas service. Be-



Brandon Footwear—Where quality counts.

fore leaving for Niagara Camp they were each presented with a box of cigars, tin of tobacco, pipe and cigarettes by the employees of the Toronto Branch.

Jos. Scully, formerly with the Canadian Consolidated Rubber Co., at Saskatoon, has joined the wholesale shoe branch of Harley Henry, Limited.

H. Charlebois, shoe dealer, Hull, Que., suffered loss to the extent of about \$2,000 recently.

The Kilgour, Rimer Co. have been appointed agents for the Tally-Ho Shoe from Port Arthur to the Coast. The territory will be covered by Mr. Patterson.

R. L. Savage, representing the James Muir Co., Montreal, and Clark Bros. Ltd., St. Stephen, N. B., in Ontario, has moved his residence from Montreal to 36 St. Andrew's Gardens, North Toronto.

Tremblay & Gosselin, boots and shoes, Quebec, have registered.

Mr. F. W. Eleombe has taken over the boot and shoe business recently carried on by G. Aplin, Broadview, Sask.

John L. Holts has been appointed superintendent of the Cobourg Felt Co. Ltd., Cobourg, Ont.

Large orders from the British Government for hip rubber boots have been received by a number of Canadian rubber companies. The boots are specially constructed, hav-

ing a combination rubber strap over the instep and around the heel and another just above the calf of the leg, while there is the usual strap at the top to attach to the belt of the soldier. The Kaufman Rubber Co. of Berlin, Ont., received an order for 10,000 pairs, representing some \$40,000.

The J. Leckie Co., shoe manufacturers, Vancouver, B. C., have received a large order from the Government.

John G. Simpson, lately with Mutrie & Son, shoe dealers, Victoria, B. C., has joined the 48th Battalion overseas company.

J. H. Wood has opened a new shoe store at 215 Roncesvalles Avenue, Toronto. Mr. Wood previously had a store at 528 Queen St. West.

Waterbury & Rising, Limited, announce that a special feature of their new spring samples will be the introduction of "Winnie Walker"—"the greatest ladies' shoe on earth."

Geo. A. Slater, Limited, Maisonneuve, are showing a much larger line of Invictus shoes for the coming spring. This applies particularly to women's goods, where a considerable departure has been made in styles. Hitherto this

company have been somewhat conservative in their productions, but this season the travellers are showing goods in striking combinations of materials and colors, which add largely to the range of samples. The shoes are exceptionally well made, and are also very attractive in appearance. The men's lines have been enlarged, and include some very snappy styles.

The Montreal Leather Goods Company has been incorporated with capital of \$50,000 and head office at Montreal.

A shoe store has been opened in Walkerville, Ont., by Charles Petteplace.

Messrs. A. Bluteau and M. Rankin have joined the travelling staff of the Kingsbury Footwear Company, Maisonneuve, and are covering the province of Quebec.

The United Shoe Machinery Company of Canada are supplying additional lasting machines to Gagnon and Lachapelle, Montreal, and are also putting in several machines for women's McKay goods for the Eagle Shoe Company, Montreal.

It is stated that the Alberta Shoe Manufacturing Company, Redcliffe, Alberta, is being wound up.

General Store News Throughout Canada

Where the Shoe Manufacturer May Find a Customer

Quebec

The general store of William Oliver, Cowansville, was recently burnt out.

Guimond & Carignan, Ltd., have obtained a charter to carry on a general store business in Beauharnois.

G. T. Mitchell's general store at North Wakefield, was damaged by fire recently but the loss is reported fully covered by insurance.

The general store of J. E. Coulombe, St. Angele de Lavale, was destroyed by fire recently.

Ontario

C. W. Reynolds, general storekeeper, London, has sold out to J. D. Reynolds.

W. B. Holland, general storekeeper, Rebecca, has sold out.

J. A. Lapointe, general storekeeper, Fournier has closed his Hull branch.

N. C. Diffin has purchased the general store of Arnold Bros., Ridgeway.

Young & Brown have purchased the general store of Richard T. Hardison, Ridgeway.

Manitoba

The general store of John I. Bargaen, Plum Coulee, has been succeeded by Rosner & Brownstone.

Saskatchewan

The Lockwood Trading Co. have purchased the general store of Solomon Goldin, Lockwood.

The general store of Birstein Hechter & Co., Cupar, has been succeeded by Birstein & Son.

G. R. Bogan, general storekeeper, Fort Qu-Appelle, is reported to be selling out.

B. Caplan has purchased the general store of W. J. Larson, Weldon.

The general store of C. O. Moen, Darmody, has been succeeded by Dillon Bros.

The stock of the general store of the estate of Hirsch and Zlobinsky, Estevan, was sold to I. Goody & F. Adilman.

New Brunswick

T. P. Hetherington has purchased the general store of George M. Thorne, Cody's.

Obituary

John Mountstephen, who conducted a general store at Kakabeka Falls, Ont., died recently.

Mrs. Mary Damer's death occurred a short time ago in Toronto. Mrs. Damer was the widow of John Damer of the former firm of Damer, King & Brown, shoe manufacturers, Toronto. She is survived by three sons, John, Wm. G. and Warnett, all of whom are in the shoe business.

Antoine Gagnon, Winchester, Ont., retail shoe merchant, is dead.

J. Smith, who conducted a general store at Lake Megantic, Que., is dead.

BOOKS FOR SALE

Special Prices

ONE HUNDRED EASY WINDOW TRIMS: All about making the store windows more profitable. 212 pages, illustrated. Price 50 cents.

STORE MANAGEMENT—COMPLETE, by Frank Farrington. 252 pages, illustrated. Price 50 cents.

RETAIL ADVERTISING—COMPLETE, by Frank Farrington. 266 pages. Price 50 cents.

Williams Substantial Shoes



Stock a shoe which
grows in popularity.

Ensure bigger and
better business for

Spring 1916

Williams Solid Leather Shoes

Write for partic-
ulars to:—

Williams
Shoe Limited
Brampton, Ont.



See The Union Stamp Man!

The Union Stamp salesman is selling you shoes that are profit makers, plus!

Well made shoes, the product of steady, busy factories, unaffected by labor disputes, strikes or lockouts.

The Union Stamp is necessary for the shoe of the Union man. Our national advertising has established a constant demand for Union Stamp shoes.

The cost is no more to handle these shoes and they meet the demand of all your customers.

The salesman is now on the road with Union Stamp shoes. And for more complete information, we can send you a list of all manufacturers of Union Stamp shoes

Put the Union Stamp Shoe on your shelves for 1916 and SEE THE UNION STAMP SHOE SALESMAN!



Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor
 246 Summer St. Boston, Massachusetts

JOHN F. TOBIN General President
 CHARLES L. BAINE . . . General Secretary-Treasurer



Champion Shoe Repair Machinery

Simplicity of construction—Ease of operating—Working efficiency and high speed have made Champion Machinery—"Best by every Test."

Champion Standard Straight Needle and Awl Stitcher, expressly prepared for the Repair Shop.

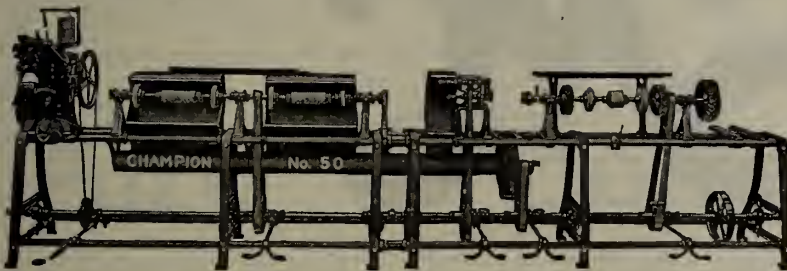
Champion Ideal Curved Needle and Awl Shoe Stitcher, especially designed for new custom work and for repairing.



Standard Shoe Stitcher



Ideal Curved Needle and Awl Stitcher

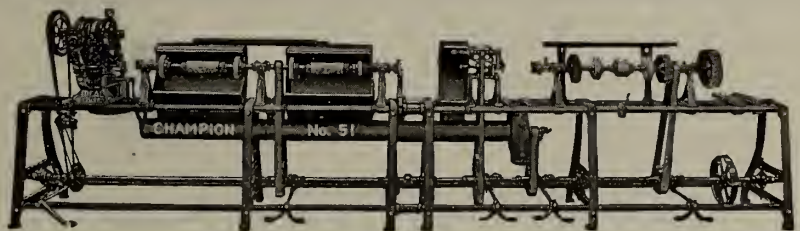


Champion Repair Outfit equipped with Standard Stitcher

Champion Shoe Repair Outfits Constructed on solid lines. Over twenty models to select from.

Stitcher can be set on either end of Finisher frame as may be desired.

Champion Combination Harness and Shoe Stitcher. Especially adapted for Harness Stitching and Shoe half soling.



Champion Repair Outfit equipped with Ideal Stitcher

Champion Clincher Fastener Machine, Champion Power Loose Nailers.—Indispensable and Profitable machines.

Champion machines are not royalty machines. They are sold outright for cash or time payments.

Write us for new Catalog prices and terms.

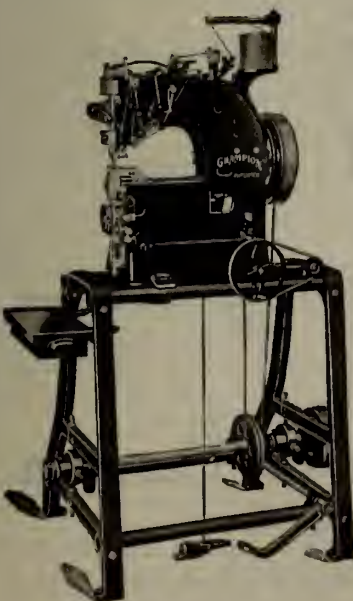
Champion Shoe Machinery Company

3723 to 3741 Forest Park Blvd.
St. Louis, Missouri, U.S.A.

CUT THIS OUT

Champion Shoe Machinery Co., St. Louis, Mo.

Give particulars on
Name
Address



Combination Harness and Shoe Stitcher



Clincher Fastener

YOUR



USMC



**GUARANTEE
FOR QUALITY**

United Shoe Machinery Company of Canada

Toronto

Montreal, Que.

Quebec

1916 Spring Footwear FOR JOBBERS

From an up-to-date Factory

Aird working conditions—a splendidly equipped factory with every facility for expert workmen—mean that Aird shoes are the highest grade in McKays and Turns. Aird expert designers have turned out the latest styles in new heels and lasts.

Two Reasons Why Aird Shoes Sell

From High Grade Materials

We select Aird material carefully and only the choicest leathers are used. You can rely on Aird Shoes to sell at a good profit because the values are right. See our line of Men's, Boys', Youths' and Women's McKays and Turns.

Aird & Son, Montreal

BOSTON OFFICE
134 Summer Street

NEW YORK OFFICE
Woolworth Building
Broadway at Barclay

SAN FRANCISCO OFFICE
29 Kearny Street



EUROPEAN OFFICE
Coventry House, South Place
Finsbury, E. C., London, Eng.

SOUTH AMERICAN OFFICE
Buenos Aires, Argentine
Lima 486

AUSTRALIAN OFFICE
401 Post Office Place West
Melbourne

**Awarded the Gold Medal of Honor at the World's Fair San Francisco
Highest possible award for men's shoes exclusively.**



"The Broadwalk"

Edwin Clapp
& Son Inc.
ESTABLISHED 1853

Factory and Home Office
East Weymouth, Mass., U. S. A.



"The Prince"

Our models are distinctive and embody comfort and elegance of the highest order—the result of fifty years' experience in the drafting and making of a superior quality of men's boots and shoes for all occasions.

Three New *First-Aid* Specialties

Heel Cushion

Our new "First-Aid" Heel Cushion is 100% better than our old style cushion, which was till now the best seller on the Canadian market.

Place your order with our salesman or send it in by mail.

Wholesale **\$2.25** per doz.
Retail **25c.** per pair.

Curo-Foot-Balm

For tender, aching, burning, perspiring feet a cooling medicated soothing greaseless ointment. A sure trade winner.

Wholesale **\$2.00** per doz.
Retail **25c.** per jar.

Give this a trial. You will repeat your order.

Cal-Corn-O

Removes callouses.
Removes corns.
A sure cure.

Wholesale **\$2.00** per doz.
Retail **25c.** per jar.

It will pay every shoeman to get in on these new specialties at once. These goods are made in CANADA.

Canadian Arrowsmith Mfg. Co., Niagara Falls, Ontario

J. A. & M. Cote McKays—Non-Squeak, Neat, Durable and Stylish



J. A. & M. Cote McKays measure up in selling value and substantial quality to the high standard set by Yamaska solid leather footwear. They are equal in appearance and durability to welts. You will also be pleased with their stylish, snappy appearance and the special non-squeak selling point.

Write us for prices.

**6 Up-to-date Lasts—
Men's, Youths', Boys', Little Gent's**

La Compagnie

J. A. & M. Cote,

St. Hyacinthe,
Quebec

Montreal sample rooms,
502 St. Catharine St. East,
Mr. Henri Martineau, Representative

Landis Curved Needle and Awl Shoe Soling Machines



PRICE AND TERMS
LANDIS NO. 12 STITCHER

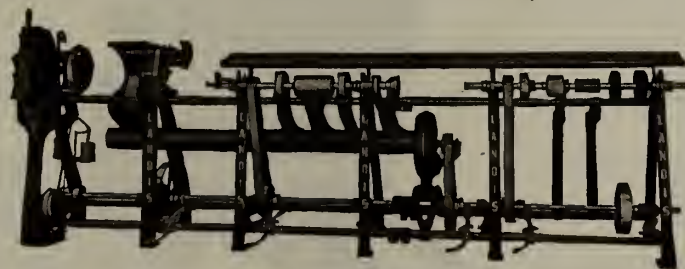
Weight, crated—About 750 lbs.
Head only, crated—About 500 lbs.
Price—Complete with Stand, power only, \$500.00, F. O. B. St. Louis.
Head only, \$475.00, F. O. B. St. Louis.
Terms—15% discount for cash.
Time Payments—\$50.00 cash and \$15.00 per month.
Deferred payments to be closed by notes without interest.

Sold Outright—No Royalty



PRICE AND TERMS
LANDIS NO. 10 STITCHER

Weight, crated—About 700 lbs.
Head only, crated—About 300 lbs.
Price—Complete, with Stand, foot-power or power, \$400.00, F. O. B. St. Louis.
Complete, with Stand, combination foot-power and power, \$410.00, F. O. B. St. Louis.
Head only—\$375.00, F. O. B. St. Louis.
Terms—15% discount for cash.
Time Payments—\$25.00 cash and \$10.00 per month.
Deferred Payments to be closed by notes without interest.



Model 22 Landis Shoe Repair Outfit, Left Hand
Manufactured by LANDIS MACHINE CO., St. Louis, Mo.

Landis Machine Company

St. Louis, Missouri, U. S. A.

WE ALSO MAKE THE LANDIS HARNESS MACHINES. ASK YOUR HARNESS MAKER ABOUT US.



For all
kinds of
shoes, you
can't beat
"NUGGET"
It keeps the
leather soft.

"NUGGET" is
waterproof and
will not rub off.
It shows you a
good margin of
profit. Your cus-
tomers like it
too. They won't
take substitutes.



THE "NUGGET" POLISH CO., LTD., TORONTO, ONT.

LION HEEL PLATES



One Pair Sells Another
REPAIR SHOPS, ATTENTION

Lion Heel Plates appeal to both men and women because they look neat, wear well and have no metallic sound. Every satisfied customer is a salesman for Lion Heel Plates.

They are quickly inserted and pay a profit equal to that which you make if you rebuild the heel the second time, while they give you the reputation of doing neat, durable work.

Get our prices and sample plates.

Lion Heel Plate Co., Ithaca, N.Y.

Brodie's Patent Flour Paste is Tenacious

Brodie's Patent Flour Paste is noted for its great adhesive power. It eliminates all danger of "pulling away".

Brodie's Patent Flour Paste spreads easily and covers well, keeps much longer than any other paste and is perfumed.

Let us quote you prices on this reliable economical paste. Brodie's Patent Flour Paste is put up in kegs, half barrels and barrels.

Brodie & Harvie, Limited
14 Bleury St. Montreal

We want to BUY for CASH all the PIECED HEEL STOCK you make

**BROCKTON HEEL
COMPANY**
BROCKTON, MASS.



Have you seen the "Life-Buoy"

Range of

Outing Shoe

Samples?

Do not place before you see them.



Special features that have not been shown before by anyone.

Added selections in
Lasts and Styles.

*A "Life-Buoy" Salesman will
call on you in ample time—
Wait for him.*



**“I believe in rubber soles for
Canadian Shoe Manufacturers”**

Shoe manufacturers in the United States have had wonderful success with rubber soled footwear, and we may profit by their example.

I have looked over a number of lines and I find

BARCO RUBBER AND FIBRE SOLES

the best adapted for Canadian use. They are very light weight (will float on water) and will not crack or split when properly attached.

Prices are reasonable

Ask for samples

G. J. Trudeau - Montreal

Canadian representative The B & R Rubber Co., N. Brookfield, Mass., U.S.A.



G. J. TRUDEAU
365 Ontario St. E., MONTREAL
Representing The B & R Rubber Co. in Canada



**Footwear
Warehouse**

**5 Floors To Let
Adelaide St. West
Toronto**

This warehouse building is the most attractive in the city.
It is well situated for footwear or finding stock.
Centrally situated.
Light on four sides.

Passenger and freight elevator.
Vaults.
One block from four car lines.
Floor area 6,300 sq. feet, each floor.

For further particulars ask

Hugh C. MacLean, Limited, 347 Adelaide St. W., Toronto
Phone Adelaide 2700

American Shoe Machinery

Guaranteed to be the **BEST** and **Cheapest** at the Price
NO MATTER WHAT THE PRICE

American's Latest Stitcher Success

**"A Wonderful Machine
at a Wonderful Price."**

Makes a perfect lock-stitch, and is the **ONLY ONE-CAM** electric or foot power Stitcher in the world. Needs only one cam because it contains very few parts, thus rendering machine

**Most Simple
Most Durable
Most Economical**

Nothing to break—nothing to get out of order. A substantially built machine at the nominal price of about \$150.00.

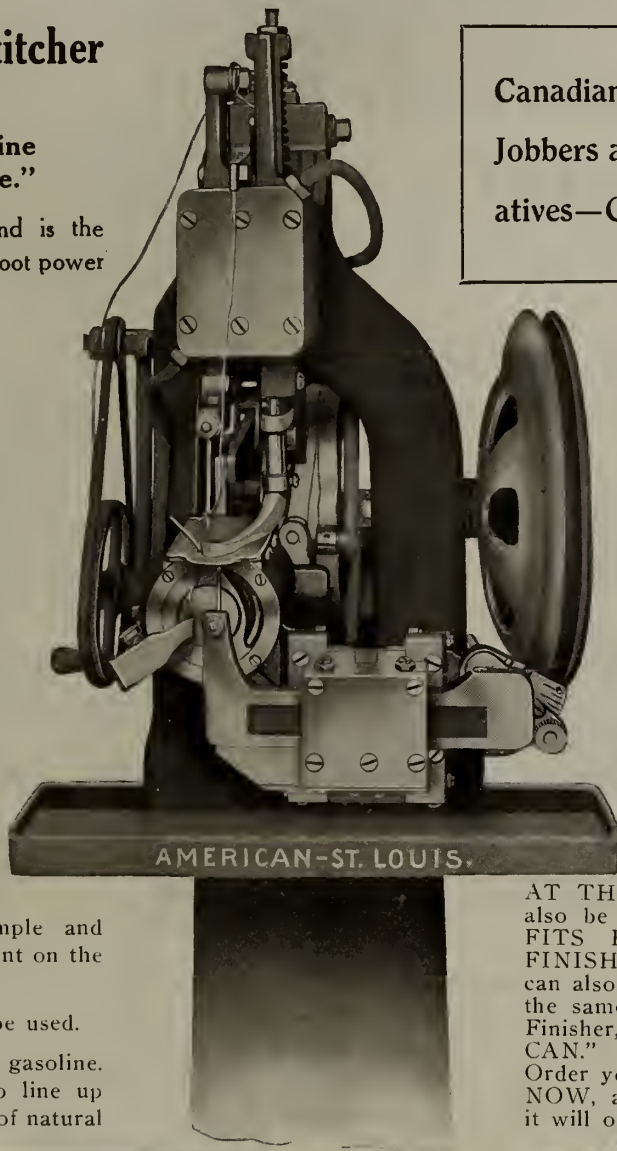
Makes a perfect lock-stitch. Sews from 3 to 14 stitches to the inch.

Equipped with positive lock and thread-measuring device.

Has most positive, most simple and quickest **AWL FEED** adjustment on the market.

Eye needle of three sizes can be used.

Heated by steam—with gas or gasoline. Awl can easily be adjusted to line up with needle at all times in case of natural wear.



Canadian Leather and Findings
Jobbers are our Sales Representatives—Give them your orders.

Sews narrowest welt, most difficult box toe, and in shank all the way to heel.

It sews welt side up, so you can see what you're doing at all times.

**Ready for Delivery
About Jan., 1916**

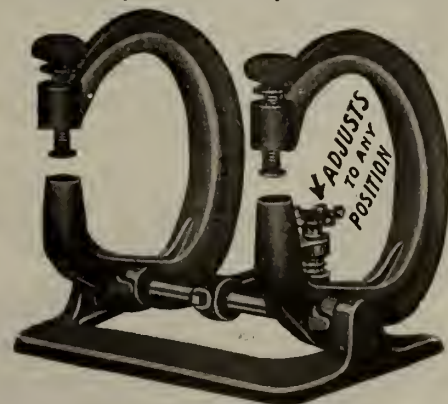
Important Notice!

Price of Stitcher
about \$150.00.

**SOLD OUTRIGHT
NO ROYALTY**

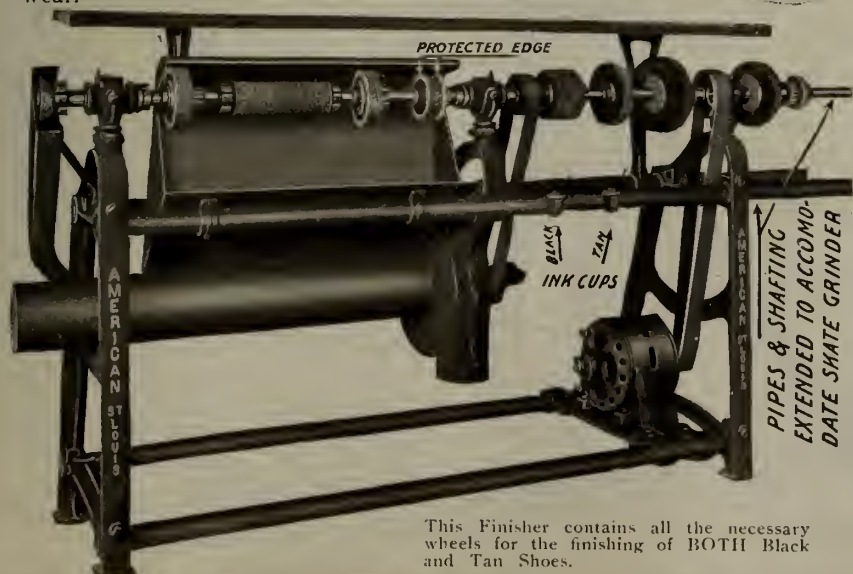
This Stitcher will be furnished **FIRST** to those having or who will purchase **"AMERICAN" FINISHERS—THE QUALITY KIND AT THE RIGHT PRICE.** It should also be remembered that this Stitcher **FITS BEST** on an **"AMERICAN" FINISHING MACHINE FRAME**, and can also be attached to countershaft; at the same time will fit any other make Finisher, but **BEST** with an **"AMERICAN."**

Order your **"AMERICAN" FINISHER NOW**, and when Stitcher comes later, it will only be necessary to attach.



The **"AMERICAN" Skate Grinder** will fit on frame of any **AMERICAN** Finishing Machine. The price is low. Ask your Jobber.

**American Shoe Machinery
Company
ST. LOUIS, Mo., U.S.A.**



This Finisher contains all the necessary wheels for the finishing of **BOTH Black and Tan Shoes.**

Sales that satisfy

A Satisfied Customer is a repeater

Repeating may not be good in politics —but it's mighty good in business.

Satisfaction begets Confidence, and Confidence is what brings the customer back to you.

Selling More Lace Shoes

means more than simply making sales; it means securing your customers' confidence because of the satisfaction received in the permanent fit which is always assured.

No alterations are necessary to make lace shoes adjustable.

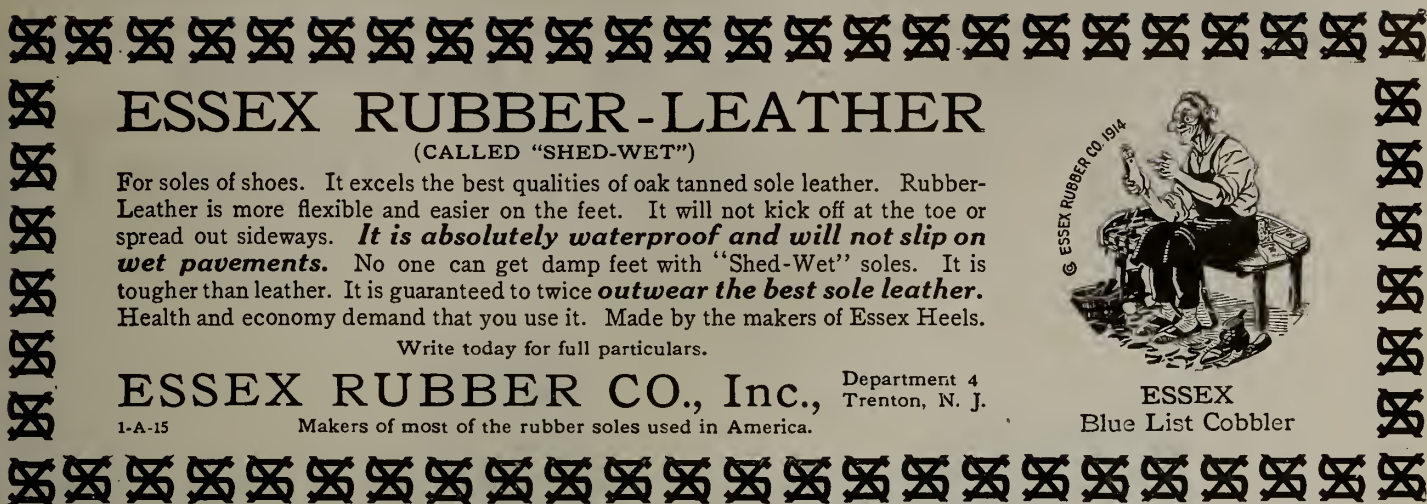
Alterations that oftentimes have to be repeated—which mar the otherwise attractive shoes—cause annoyance and create dissatisfaction of which you never learn, because, unfortunately, next time the customer trades elsewhere.

Increase your sales of lace shoes. 'Twill add to the permanency of your customers and your profits.

There is indeed a wealth of distinctive styles in Lace Shoes—styles for your every need.

United Shoe Machinery
Co. of Canada
Toronto, Montreal
Quebec





ESSEX RUBBER-LEATHER

(CALLED "SHED-WET")

For soles of shoes. It excels the best qualities of oak tanned sole leather. Rubber-Leather is more flexible and easier on the feet. It will not kick off at the toe or spread out sideways. *It is absolutely waterproof and will not slip on wet pavements.* No one can get damp feet with "Shed-Wet" soles. It is tougher than leather. It is guaranteed to twice *outwear the best sole leather.* Health and economy demand that you use it. Made by the makers of Essex Heels.

Write today for full particulars.

ESSEX RUBBER CO., Inc., Department 4
Trenton, N. J.

1-A-15

Makers of most of the rubber soles used in America.



ESSEX
Blue List Cobbler

KID

Glazed and Mat

Our Montreal stock of glazed and mat kid is comprised of a large and complete assortment in black and colors. Canadian shoe manufacturers can be promptly supplied. See us when in Montreal.

Write or wire for samples.

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

W.D. ARMSTRONG

ENGRAVER OF FINE STEEL STAMPS & DIES

230 CRAIG ST. WES. 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

BOX-TOES THAT COME ALIKE

Made in leather, split, combination leather, canvas and felt.

HEELS that will not check all grades denominations and heights—a full line.

INDEPENDENT BOX TOE CO., 102 Christophe Colomb, MONTREAL

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Drummond Shoe Company 9	Murray Shoe Company 11	Williams Shoe Company 43

The Latest In Lasts and Saving You 15%

We can show you a real saving.

Our lasts comprise a complete selection of the most popular shapes.

A special feature of our lasts is the new hinge device with interlocking wood lips, which makes them the simplest, strongest and most up-to-date lasts on the market.

Our new plant is now fully equipped. We can supply your wants on quick notice and at a saving to you of 15% if you are not already our customer.

We will be pleased to furnish quotations and samples.



Robin Bros.

131-143 Carriere St.
Corner of Gilford

Montreal

Tel. St. Louis 1609

Tennis Shoes for 1916



“Royal” and “Bull Dog”

For next season's tennis season, which promises to be brisk, we are showing an attractive and varied line of samples.

The excellent fitting and wearing qualities of “Royal” and “Bull Dog” sporting shoes make them a profitable line to handle. The process by which these shoes are made gives them a decided advantage over other brands.

Our representatives named below will show you samples.

The Independent Rubber Co.

Limited

Merritton, Ontario

The Amherst Boot & Shoe Co., Limited,
Amherst, N. S.
The Amherst Central Shoe Co., Regina, Sask.
The A. W. Ault Co., Limited Ottawa, Ont.
White Shoe Co. - - Toronto, Ont.

Kilgour, Rimer Co., Ltd., Winnipeg, Man.
The J. Leckie Co., Limited, Vancouver, B. C.
The London Shoe Co., - London, Ont.
McLaren & Dallas, - - Toronto, Ont.
James Robinson, - - Montreal, Que.

CAT'S PAW

CUSHION
RUBBER HEELS



Cat's Paw Rubber Heels are known everywhere for their excellent wearing qualities. Our patent canvas friction plug positively prevents slipping without affecting the buoyancy of the rubber.

For sale by all leading jobbers throughout Canada



Walpole Rubber Co., Limited
8 McGill College Avenue, MONTREAL

Montreal Box Toes

have substance

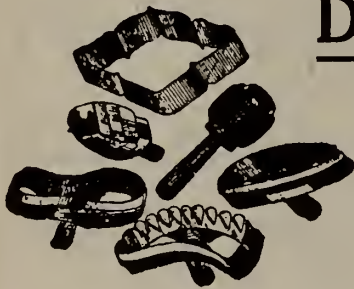
They outlast
the shoe



Few box toes will outlast the shoes that stand the hardest wear, yet Montreal Box Toes do it. When you want toes that wear write us. We make them for Goodyear and combination work. Also Men's, Boys' and Women's heels in all grades.

The Montreal Box Toe Co.
321 Aird Ave., Montreal

Dominion Dies



**Stand
Hard
Service**

"Dominion" Dies have both essential qualities that cutting rooms desire. They are the best quality steel and they are exact in pattern.

Dominion Dies cut leather, rubber, paper and cloth and they do it right. Let us figure on your requirements.

Dominion Die Co.
321 Aird Avenue
MONTREAL

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 29 years in its field

"CANADA'S GREATEST TRADE PAPER."

Issued every Saturday Morning 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.



**We Can
Supply Anything
From a Tack
To a Full Factory
Equipment**

If there is anything
you want, write us

United Shoe Machinery Company of Canada

MONTREAL, QUE.

Toronto

Quebec



Bienvenue



Mr. L. E. Gauthier,
President.



J. E. Charbonneau,
Vice-President.



Adolphe Lecours,
Sec-Treas.

We welcome the men who have already seen our samples and placed their orders with us.

We certainly are off to a good start. Our line is taking better than we dared to hope. Think of getting women's, misses' and children's McKays made on the newest American lasts, made in Canada, equal to or better than any imported. Don't take our word for it. See our samples and learn our prices.

When can a salesman see you?



Emile Larose,
Director.

Canadian Footwear Company

Limited

Sales Office:
44 St. Antoine St.
MONTREAL

Factory:
Pointe-aux-Trembles



John Royer,
Superintendent.

Features: Children's Trade and Christmas Suggestions

Footwear

In Canada

Always Ready!

Your sorting orders shipped with not a moment's delay.
Try Miner Quick Service.



Dependable



*Correct
Lasts*



The
Miner Rubber Co., Limited
Montreal

Granby Quebec

Ottawa Toronto





“PANTHER”

FIBRE

SOLES and HEELS

Give Satisfaction

Quality Goods at Reasonable Prices

**LIGHTEST, STRONGEST
and MOST DURABLE
SOLE MADE**

*Stitches, Trims and Finishes
Like Leather*

These Strong Claims Backed By

OUR GUARANTEE

We will Refund the Cost Price of Shoes to which “PANTHER FIBRE GUARANTEED SOLES” are properly attached, provided such Soles Crack, Break, or Tear, Through Any Manufacturing Imperfections.

Samples and Prices upon request.

**PANTHER RUBBER
MFG. CO.**

Sherbrooke, Que

**Made
in
Canada**



28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, Que.



LET "SERVICE" BE YOUR "BUY" WORD

When Purchasing Rubber Footwear or Tennis Shoes

You cannot "serve" your customers well unless you, in turn, are given real "SERVICE" by the manufacturer from whom you buy.

Real "SERVICE" not only means prompt deliveries and courteous treatment; it also includes saleable and stylish goods of high quality and excellent workmanship.

We Provide Real "Service"

Our line-up is complete, our quality is unexcelled, and our prices are right. Let us show you what we can do.

It is our desire to serve you.



Canadian Consolidated
Rubber Co., Limited
Montreal, Que.

28 "Service" Branches Throughout Canada





“Life-Buoy”

SUPERIOR QUALITY

Rubber Footwear

IF your Sorting stocks of Rubbers are not complete, send us your order to-day and be prepared for the first demand on change of weather.

Address order to Branch warehouse nearest you.

The Kaufman Rubber Co., Limited

Head Office and Factory

Berlin,

Ontario

Vancouver, Edmonton, Saskatoon, Winnipeg, London, Toronto, Ottawa, Montreal,
Quebec, St. John, Truro, Charlottetown

If your order for your 1916 Spring TENNIS requirements has not yet been placed, do not fail to see a “Life-Buoy” man and get the benefit of present prices. : : : : :

Three Select Suggestions

Particularly suitable for your Holiday Trade



Made in Mat and
Glazed Glove Kid
\$3.50

Bronze, Midnight
Blue, Oyster Grey
\$4.00

FOUR WEEKS
DELIVERY



*Orders for Christmas trade must be received
immediately.*

Blachford Shoe Mfg. Company, Ltd.
TORONTO



“A Straight Tip”

The shoe for spring selling is the Bostonian

You can safely stake your success next season on this line. I staked my whole business success on the Bostonian. I came out on top—the popular taste *would* have “Bostonian”.

Why?—Simply because of no shoe can it be said more truly than of the Bostonian—“They look well, fit well, wear well”.

James Robinson

MONTREAL



“An Easy Mind is Worth a Crown”

“What shall I order? Where shall I place it? Will they ship exactly what I ask? Will the goods turn out as represented?”—So runs the uneasy mind of the shoe retailer. Anxiety destroys geniality; want of geniality drives away customers. What is he to do?

Robinson Service can supply—efficiently, expeditiously and exactly—just what you desire to stock.

Why not let Robinson Service set your mind at ease?

James Robinson

MONTREAL



Stock Sensible
Substantial
Shoes

Secure Spring
Season
Sellers

Williams Solid Leather Shoes

Satisfy those tastes which are not hypnotised by every passing fancy and vagary of fickle fashion. They have a permanent appeal, a definite style and a good look that make them certain sellers. Their value at once strikes the eye in virtue of their substantial appearance. To the jobber and retailer they give a handsome margin of profit.

Shoes with a
Growing
Popularity

WILLIAMS
Shoe Limited

A Line that
Leaves
Large Profits

Brampton, Ont.

Classic Shoes for Women

The popular and progressive shoes for women

One of the big sellers

Women's fine Vici Bronze Kid Gypsy Button. Well trimmed, made on a modern last, perfect fitting, all widths, oak box toe and counter, A. P. H. oak outsole, Louis cuban heel, McKay sewn.

Price 2.50 to retail at 4.00, 4.50 or 5.00.



\$2.50

We stand behind every pair to give satisfaction at any of these prices. We bought this bronze kid 3 months ago before the craze for bronze developed and with our large capacity we are enabled to give the dealers a money maker while this material lasts.

Deliveries made from 10 to 20 days.

Getty-Scott, Limited

Galt - Ontario



Women's Patent 3 Bar Pump—Dull Calf Quarter—Ornaments, Half Louis Heel.



Men's Velour Calf Blucher, Slip Sole, Balkan last.



Women's Patent Colt Tongue Pump, Leather Louis Heel, Dull Calf Back, Ornament.



Men's Gun Metal Calf Bal, Outside Facing—Ritz last

McCready Shoes

For Style And Quality

The wise people in Canada who are specifying "McCready" shoes are a rapidly growing multitude.

A most extensive advertising campaign is now being waged telling the people of Canada what excellent value they may obtain in "McCready". "Cash in" on the big demand for "McCready" footwear by stocking this well known brand.

Wait for the "McCready" man.

McCready Shoes

Quality First, Last And Always



You Men Behind Store Fronts---Think of This

Your Store Fronts—your show windows—have always been your biggest assets—they have always been a necessity to the success of every retail institution but it has been during the past ten years that they have really come into their own—that you could count on their help with certainty.

For more than eight years we have endeavored to show retailers why KAWNEER construction fills their requirements and today our standing in this field is shown by fully 40,000 actual, real, money-making Store Fronts. There are more KAWNEER FRONTS installed than any other type of this kind.

WHY?

Because KAWNEER construction is permanent, requires no upkeep expense, (doesn't have to be painted), provides for show window ventilation and drainage, allows the greatest glass expanse, affords protection to the expensive plates of glass, dust-proof in summer (has a device which enables you to open and close the ventholes) and because it enables you to carry out modern designs and styles of Fronts particularly adapted to your own business.

Can you conceive of a more sturdy and permanent Store Front than a KAWNEER made of solid, heavy gauged copper or brass? And, too, if you prefer, we can build yours of aluminum or bronze and the great variety of finishes allows you to carry out almost any color scheme.

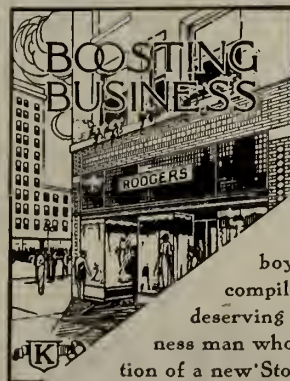
A PERFECTED CONSTRUCTION

Our scientific and common-sense experiments have developed KAWNEER to what we be-

lieve to be the absolute limit in modern Store Front construction. We have worked with such a vast number of real, keen Merchants and builders in the construction of modern Fronts that we believe their experience (ours, too) has guided us in the sensible way. You do not hear of a new KAWNEER principle with the entrance of each new year—oh, no! The KAWNEER principle of today is exactly the same as it was back in 1906. Just a simple-practical, horse-sense idea—properly applied.

BOOK ON STORE FRONTS

Surely our experience and the experience of retailers who have put in 40,000 new KAWNEER STORE FRONTS is



worth one minute of your time and a stamp. Just drop a card or a note for "Boosting Business No.25," it will not obligate you one bit and will give you some good Store Front ideas. This is not a window trimming book nor a picture book for the errand boy, but a serious, boiled-down compilation of Store Front Ideas, deserving consideration of every business man who at all considers the installation of a new Store Front.

All we want from you is your request for "Boosting Business No. 25" and the book will go to you by the next mail.

Kawneer
Manufacturing Company
 Limited
Francis J. Plym, President

Dept. R, GUELPH, ONTARIO



You Can't Beat Tetrault

First always in Delivery
First always in Styles
First always in Quality

Order any line you like. Tetrault will execute your order within three weeks.

Order from staple stock and Tetrault will deliver immediately.

Doesn't this facility mean a good deal to you?

And remember it's **all** quality and it's **all** style from Tetrault's

To remind you

The Tetrault new "Vulcanite" Sole for Spring Oxfords or High Cuts has set the pace for the new Spring fashions, and for these obvious reasons:—

1. They are light and smart-looking.
2. They are flexible, waterproof and even in quality.
3. They are the outcome of good shoe-making from dependable materials and show profit to you.

Tetrault Shoe Mfg. Co.

Largest Men's Goodyear Welt Manufacturers in Canada—Bar None

331 Demontigny St. E.

MONTREAL

Serviceable Shoes



The Daisy Shoe

Our Daisy Shoe is a Goodyear Welt made to retail from \$4.00 to \$6.00. This is a neat and stylish shoe for men and enjoys a large sale among the well dressed men of Canada. It is the kind of shoe to suit the particular man.



"Calf's Head" brand waterproof workman's shoe—Dufresne & Galipeau

The Calf's Head brand is a heavy work shoe of unusual merit. It is pegged construction and made for men and boys. All the leather used in this brand is specially tanned by us, and is made *waterproof*.



We also manufacture a full line of standard screw pegged and McKays.

Dufresne & Galipeau

Limited

MONTREAL

Peace at Last!

—in the “Doctors Last” anyway



For years there has been war in the shoe world.

Some said style was all the public wanted. Others declared that hygienic comfort was desired—

And style ruled, though many revolted—

The struggle is now ended. The issue has been compromised by the “Doctors Antiseptic Shoe.”

Here you have a genuine leather shoe, possessing the desired ‘non-perspiro’ qualities, yet not lacking the virtue of **style**.

You can share the success of those who sell it.



—For sale by all Jobbers—

Tebbutt Shoe & Leather

Company, Limited

Three Rivers, Que.



McLaren & Dallas

Wholesale Distributors of
Boots, Shoes, Rubbers and Felt Footwear

Fall and Winter

The problem of where to place your sorting orders will be readily and satisfactorily solved if you at once get in touch with us. We have a large stock "On Call" and can rush deliveries to fulfil your requirements to a nicety. The standard leather footwear is always "right here." Besides this you can always find in our stock Elmira Felts, Moose Moccasins, "Independent" Brands Rubbers and Overshoes and every side line for the shoe retailer's Winter trade.

The Imperial Shoe

Men's and Women's Goodyear Welts and McKay sewn. A high quality select shoe for your better class trade.

"Varsity" Brand

For men and boys. An everyday, regular seller. A medium grade light shoe, McKay sewn and standard screw.

Beaver Brand

An extra fine line of Men's Goodyear Welts.

"Witch Elk"

We are Canadian Agents for this famous line of Hunting and Sporting Boots.

Spring

Absolutely you can't do better either in variety of styles, quality, price, etc., or efficiency in delivery than to place your Spring orders with us. Up-to-the-minute styles and top-notch quality is our first consideration, combined with prompt service.

"Maple Leaf" Brand

Men's, Boys', Women's and Misses' solid leather strong working shoes for hard wear. Every pair guaranteed.

Little Canadian Shoe

An extra fine line of Misses' and Children's Shoes.

"Sportsman Boot"

In Chocolate, Pearl and Black Calf and Smoked Elk, in 10, 12 and 15 inch leg. The perfect Boot for Hunters and Prospectors.

RUBBERS

Kant-Krack
Dainty Mode

Royal
Bull Dog

McLaren & Dallas

30 Front Street West

- -

Toronto



Is Your Money Tied Up In Stock?

You try to avoid lines which do not move quickly; because, if compelled to keep a big stock on hand you have but a small turnover. Do you always succeed in avoiding "shelf-occupiers"? If not, we recommend you to handle these three Murray lines this Spring.

For Men

There are no better selling shoes than the—

"Murray-Made" and **"Derby"**

These welted shoes retail at \$3.50 to \$6.00. We offer 125 lines including several lasts which are brand new and remarkable for their style.

For Women

Our Women's McKay department is now in perfect shape. We particularly remind you of—

"London Lady"

We are more proud of this shoe than of any which has been sent out from our establishment.

The quality and values ensure the line of a marked popularity.

The Murray Shoe Company, Limited

London - Ontario

Montreal Branch:

Read Bldg., St. Alexander and Jurors Streets



*“The Shoe of
Refinement”*



Lieutenant Last, One of the Four
New Lasts for Spring 1916

The HARTT Shoe

It makes an irresistible appeal to all men of refined tastes who esteem footwear which is distinguished by a quiet dignity and high quality.

It is a shoe which will give “tone” to your whole display.

Apart from winning you customers it also wins you handsome profits. It “looks” its worth.

Our Spring Range will prove to you that the best grade shoe obtainable is the Hartt—which is made in Canada.

**The
HARTT BOOT & SHOE
Company - - Limited
FREDERICTON, NEW BRUNSWICK**

*“Canada’s Best
Shoemakers”*

Consumer Satisfaction Is Retailer Profit

And that is what you retailers are after. The Educator comfort and the Educator quality have produced consumer satisfaction. Consumer Satisfaction makes "repeaters." "Repeaters" make the profit.

But more than consumer satisfaction, Educators, through the Rice & Hutchins distributing system, have created strong retailer satisfaction. By means of a small investment and weekly sizing orders, this high-grade line is made the largest profit-yielding unit in the store. If others find that profitable, why can't you? Get the new trade by shoeing the whole family with Educator shoes.

Canadian Distributors

The Rice & Hutchins Chicago Co.

231 West Munroe Street

Chicago, Ill.

Rice & Hutchins, Inc.

Twenty-Four High St., Boston

Tally-ho

Corset Arch-Support

The Outstanding feature in the New

Tally-ho Shoes

ALL Tally-Ho Shoes are built with this health protecting feature incorporated as a part of the shoe.



MODERN conditions—hard pavings—tiled floors, etc., together with our strenuous modes of living are especially hard on the feet. Statistics show that there is a great increase in foot troubles—with fallen arches largely in the majority.

Every recruiting office in the country has a long record of rejections on account of "flat feet."

"Safety first" for your clients and for yourself means selling shoes that will prevent or aid this prevalent foot trouble.

will be an awakening to the necessity for men.

MANY MEN REJECTED.

Considerable complaint is being made by officers of some battalions that the Medical Examining Board is extremely strict with recruits, especially that a number of men are rejected for flatfoot, which seems to be especially frequent among the French Canadian recruits. Yesterday morning a batch of twelve volunteers were sent forward from the 69th, and every man of them was turned down, a large percentage being rejected on account of flatfoot.

It was stated at the offices of the 69th in the Shaughnessy Building that since the battalion had been organized over three thousand had volunteered, and of these only a trifle over 800 had been finally passed for service.

FILES MUST BE ENFORCED

Remember—"an ounce of prevention is worth a pound of cure"—and this is an adage your customers will appreciate if you call it to their attention and have that "ounce of prevention" in the way of the Tally-Ho Corset Arch Support Shoe ready to sell them.

The Tally-Ho Shoe is a shoe of features. Some of them are The Corset Arch Support—San-i-tex ventilated lining--Double cushion sole--American styles made to American standards in Canada—British thoroughness and Advertised one-price.

The Kilgour-Rimer Company, Winnipeg, Western Distributors.

J. H. Larochelle & Fils, Quebec City, Distributors for Eastern Quebec.

If you want more information or want the agency for your town write them at once.

from Montreal Gazette Sept 25 1915

Tally-ho Shoe Co.

132 Lincoln Street
BOSTON

Registered

491 St. Valier Street
QUEBEC

Ask us for selling plans, etc.





28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.



This Winter
Whenever the Weather Makes
Your Stock of Rubber Footwear
Look Like This



5	5½		6½	7			8½	9	9½		10½		11½	12
1		2	2½		3½	4			5½	6	6½			8

Remember that our
"28 Service Branches Throughout Canada"
are on the qui vive to promptly fill your
sorting orders.

We Provide "Real" Service



Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.

28 "Service" Branches Throughout Canada



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 - Tel. Main 2299 - Room 119, Board of Trade
WINNIPEG - Telephone Garry 856 - 302 Travellers' Bldg.
VANCOUVER - Tel. Seymour 2013 - Hutchison Block
NEW YORK - Tel. 3108 Beekman - 1226 Tribune Building
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent St. 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. 5 November, 1915 No. 11

Use Fresh Bait

Many shoe retailers spend large sums of money each year on newspaper advertising — we think rightly so, if it is rightly spent. Too much of it, however, is like the fisherman who doesn't think it worth while going to the little additional trouble of putting on a live worm. No self-respecting fish will nibble a dead bait, and neither will newspaper readers take notice of an advertisement which is written in the same old humdrum way from one year's end to the other, and illustrated with the same old cuts our fathers used. Many newspaper advertisements seem to be written on the supposition that they won't be read anyway.

Now, the matter of cuts is a tremendously important item in an advertisement, and the cuts used should be as accurate reproductions as possible of what you are advertising. Almost every individual has his own ideas of what constitutes a correct shoe, and so when he turns to your advertisement he is not looking for just shoes—he is looking to see if you have his shoe. The only way he can know is by your illustrations. To get the best results then, it follows that you must

have cuts to illustrate your stock in correct detail, and you must have a considerable number, so as to cover the field of a wide variety of taste and individualities.

The difficulty and high cost of obtaining good cuts in the past has undoubtedly been largely responsible for the too limited use of proper illustrations. With this in mind the publishers of Footwear in Canada have established a Cut Department, where Canadian retailers may make their choice from an almost unlimited number of designs.

This new department is designed solely with a view to assisting the retailers all over the Dominion to make their advertising more attractive, more effective and more productive of "profits." This department is now at your service. If our assistance enables you to put more "punch" into your advertisements we shall count ourselves well repaid.

* * *

Watch Your Appearance

The salesman who neglects his own personal appearance works under a big handicap. This is as important in the retail shoe store as elsewhere. Proprietors of shoe stores doubtless notice the care with which the representatives of manufacturing and jobbing houses almost invariably attire themselves. They will likely also admit that it counts for a good deal sometimes. And yet shoe dealers themselves are not, as a class, nearly as "pernickety" about these things as are retail customers. This shows how important such matters as neatness, cleanliness and good "address" are. The shoe dealer may argue that the retail salesman has not nearly so much at stake in trying to make a sale as the manufacturer's salesman, but don't overlook the fact that the total of your retail sales must equal the total of your purchases. Many a shoe salesman cannot afford to spend as much money on his dress as he would like to, but he can, at small cost, keep his clothes clean and freshly pressed, his person free from objectionable odors, his teeth well brushed, his shoes polished, his hair trimmed, his collar clean and his face shaved. Many customers don't like the smell of tobacco or spirits—it pays you to respect their views—and gum-chewing, though possibly good for the digestion, will turn many good customers away. Remember, it doesn't matter at all what you think of these things. If you are going to meet the competition of Jones, Smith and Brown you must consider, first and last, the wishes of your customer.

* * *

Records Help in Buying

One of the most forceful arguments in favor of the shoe retailer keeping close records of his business from month to month and year to year is that he is thereby enabled to make his future purchases with better discrimination. Good buying is as important as good salesmanship. Too many retailers

carry a far heavier stock than is wise or necessary—partly through habit, partly from fear of losing an occasional sale, but chiefly because their past records do not show them what lines are the most profitable and what lines are rarely asked for. The average dealer would be safe in taking a chance on cutting down the number of both styles and widths he carries. Some of the most successful shoemen carry only from 35 to 50 per cent. as much stock as a few years ago. Of course, they lose an occasional sale, but that kind of a sale means little or no profit anyway—often a big loss, as, for example, where very narrow widths are overstocked and carried from year to year. In saying this we realize that the increasing number of jobbing houses and manufacturers' in-stock departments have made the reductions more easily possible, especially at points well supplied with transportation facilities, but there is abundant and increasing evidence from the smaller centres that almost the same satisfaction can be given with half as much variety in stock. It follows, naturally, that the capital expenditure required to carry on the business is less and the dividends bigger. Much better err, especially in these times, on the side of under than over-stocking—and stock chiefly in staple styles and standard sizes and widths.

A Hard Day's Work

We are just in receipt of another interesting letter from Mr. G. C. Patterson, who is at present "somewhere" in England undergoing vigorous training. The strenuous nature of the life can be understood from the following paragraph in Mr. Patterson's letter: "It is a very small portion of the twenty-four hours that we have to ourselves. After a day's hard work (reveille sounds at 5.30 a.m.) we frequently have long route marches at night, from ten to twenty miles, with our entire equipment." Mr. Patterson speaks of the realization one gets of actual warfare from returned and invalided soldiers, but remarks that it only creates a greater determination on the part of those in training to strain every sinew to the utmost to put an end to the war as speedily as possible.

Mr. Patterson includes the following interesting paragraph regarding the footwear now being dispensed:

"We are now receiving a third issue of boots, about which I am not yet in a position to speak very positively, as we are just getting them now. It is the general opinion in Canada that tan boots are worn exclusively, at the front. This is a great mistake. In the vast majority of cases the British issue are black, and, indeed, we are at once known to the boys here as new arrivals when they see tan boots on us, because the boys who have been here any length of time and those who have returned from the front all wear black boots. These are of a much harder, firmer leather and stronger construction than those we re-

ceived in Canada. Moreover, on the forepart of the sole are very large hobnails, in clusters of three. In addition, the heel is strongly reinforced by a very thick rim of steel, so that there is quite a considerable amount of steel to wear away before the leather is reached. The hobnails, of course, are of great assistance in climbing steep hills and slopes of hard wet clay, when ordinary boots would be unserviceable. These boots, on account of their hardness, are quite a change for us and rather difficult to get used to. I heard one of our fellows observe this evening (there was a route march this afternoon with full kits) that his feet felt as though he had had no socks on at all, so hard were the boots. We all have received a tin of dubbin. This we apply with a cloth, rubbing it in well and then remove the surplus from portions of the boot where it has been applied too thickly, as it gathers dust and dirt if it is on too thick. It is a great protection against wet and doesn't look bad on black, though it darkens tan boots to a dirty brown."

Productiveness and Wages

What kind of a man is it who is repeatedly heard to say, "Oh, I guess I'm doing about as much work as I'm getting paid for, so why should I do any more?" Is it the successful man, the man at the top of the heap, who draws down the big money and gives out the big orders? Not so. It's the little fellow who has worked himself into a smothering rut through his own lack of ambition, his unwillingness to do more than the amount of work that exactly corresponds with the modest little sum he finds tucked away in his pay envelope every Saturday afternoon. It is his own fault that he is not the big fellow on the top of the heap. He fails to realize that that big fellow was once a little fellow, the same as he. But how did he become a big fellow? By doing exactly as much work as he was paid to do or—by doing more than his wages demanded? And would he ever have become the big man if he had stayed close to his salary limit and regulated the amount of work he put out by that limit? None of us may ever hope to be paid every cent that we are worth—not if we have the slightest amount of ambition in our makeup. But what we can do to better ourselves is to do constantly more and more than we are paid for and then to drag our salary up to a pitch nearer the level of the amount of our production. There is nothing of the old help-your-fellowman stuff in this preachment; it's simply a case of selfishness, this desire to boost ourselves up the ladder of life. But it's a selfishness that is pardonable and laudable—for it helps us, it helps those who are dependent upon us, and, last of all, it helps the firm for which we work.

Some men climb up in the world and a lot more remain at the bottom because the elevator is out of order.

The Value of a Children's Trade

In Reaching for the Children's Trade You Are Indirectly Working for the Adult Trade—Many Retailers Favor a Special Department—Experiences and Suggestions That May Be Found of Value

"To be or not to be"—Though Shakespeare does not say so, we have no reason to believe that Hamlet did not have this question of a children's department in mind when he delivered himself of this famous quotation. At any rate, if he had, he would doubtless have started off in just the same indefinite, undecided way. Judging by the expressed opinions of a host of shoe retailers on the question he would anyway. During the past month we have gathered views and experiences from all over the Dominion, and from a decidedly antagonistic attitude towards children's footwear, in any form whatever, to an enthusiastic support of the idea of an expensively equipped children's department, we have met all the gradations.

However, when one considers the variety of conditions under which the retail shoe business is carried on there is not so much perhaps, after all, to be wondered at. In the larger centres the retail shoe business is becoming more and more specialized. Certain stores carry men's shoes only, certain others men's and women's. In these stores the opinion is freely expressed that it does not pay to carry children's shoes—the profit per pair being very small and the attendant troubles and worries quite out of proportion. Among the class of trade that frequents this type of store the children, it is claimed, have very little to say regarding where they will buy their footwear or what kind of shoe they will wear.

This indifference to the trade of the little folks generally seems to disappear, however, as the outskirts of the big cities and the small cities and towns are consulted—not always, however, as one of the letters below will indicate. Especially where the trade is of a "family" nature, the children's business is appreciated. "In reaching for the children's trade you are, indirectly, working for the adult trade," is the generally expressed view. Among those who favor featuring this department, too, there is a very evidently growing sentiment towards fitting it up properly and going after the "little" trade in earnest.

Perhaps the opinions can best be summed up something like this: If you are not favorably situated to make the children's trade a prominent feature of your business, don't touch it at all. If you are favorably situated, go to it with might and main. In other words—do it thoroughly or let it alone.

It is not argued by anyone that the children's trade is a big paying proposition by itself. It is a form of advertising, and it pays in the sense that all live advertising pays. It is looked on by some retailers rather in the nature of a part of the "findings" department—something to bring people into the store without increasing to any great extent the "overhead" charges. In the purchase of boots and shoes most children are accompanied by their parents, up to well past public school age. In a section where the family type of trade exists the pleasing of one member may mean a whole family's trade. Playmates and schoolmates also exert a considerable influence on one another. Helen tells her mother she wants a pair of shoes like Ruth and Helen's mother naturally asks

Ruth's mother about it—where she got them and how she likes them. Also, you establish the habit of the child to come to your store as an adult. This latter argument may not be worth a great deal, however, so much do we move about in the world.

There is always a big percentage of the people of any city or town that may be described as "floating population," in that they flit around from store to store looking for something in style, or quality, or service that they have not yet found. It should be the business of the wideawake retailer to "anchor" as much of this trade as possible. The most effective "line" for the shoe man is often through a children's trade.

How They Do It

Comparatively few retailers have a separate children's department. In a majority of cases the layout of the store is not suitable or the space is too cramped. In a very large number of cases, however, we have met the remark "Yes, I thoroughly believe in featuring children's shoes and am planning to give over a definite part of the store to it." Several retailers, however, already have special rooms, though so far as we can learn, no Canadian dealer has gone so far as to carry out any elaborate scheme of decorations for their youthful customers. The first and easiest step towards accommodating the little ones is by having small chairs for them, and these, we find, are comparatively common. One arrangement which is claimed to work out very satisfactorily consists of a raised platform, some thirty inches high, with a protective railing at the back and sides, and large enough to accommodate two or three small chairs. This prevents children from roaming around the store and also makes it easier for the salesman. Other retailers use benches. Whether chairs or benches is probably determined largely by the grown-up's furniture used elsewhere. Special wall decorations, with animal papers, and so on, sounds all right, but are generally not feasible, as few shoe stores have any wall space to decorate. The border above the picture rail and the window curtains, if any, may, however, be so chosen as to give pleasure to the little ones. Toys, too, are questionable, as there are many parents who will not allow their children to play with the toys of other children for fear of contracting disease. Pure candy, cookies, favors or little inexpensive toys, or dolls to play with (and carry away) are open to few objections and very often effective in pleasing both child and parent. Cheap, impure candy is worse than nothing, and brands your shoes as "cheap" with the better class of trade. A real live kitten or a little house dog if kept clean and tidy is often more effective than anything else in winning over a troublesome child.

Above all it is necessary that someone be placed in charge of this department who understands children and who appreciates every parent's point of view regarding his or her own child. It does not follow that a woman is more effective than a man, though in general girls will be found more willing to undertake this department. To be a success one must be

fond of the little ones, must be sympathetic and possessed of infinite patience.

It is only reasonable that a fair percentage of your advertising be given over to children's lines. This is true at all times, but more especially in connection with such events as the opening of school in the autumn, sandals for the holidays, and so on. In connection with these events it has often proven valuable to give away seasonable tokens, such as scribblers, baseballs, bats, etc., with each purchase. This brings the friends and playmates in. Use the covers of the scribblers as advertising space. Give the school children blotters with your name on and some catchy picture or rhyme, and so on.

It is well also to feature juvenile footwear occasionally in your newspaper announcements. We reproduce herewith a good seasonable advertisement of the Lockett Shoe Store, Kingston. Possibly it



We have made a particular study of buying the Right Shoes for Children.

We do not sell poor fitting shoes and we do not sell poor wearing ones.

We are now showing New Fall Shoes, and if you need Children's Boots, see our stock.

We have a dandy Button Boot for small boys. Sizes, 5 to 7½ and 8 to 10½.

The Lockett Shoe Store

Attractive and Seasonable Announcement.

might have been improved if the background of the reading matter or of the whole advertisement had represented a slate, or if the children had been shown with books or school bags. Of course, the advertiser generally has to improvise ways and means, working under great handicaps, and this advertisement undoubtedly told its story to the mothers, fathers, and children, who read that particular paper.

The keynote of all such advertising should be that you can reach the average parent through his child more readily than any other way. Appeal to his pride in seeing his children as well dressed as others. Point out the value of proper fitting that the child's growing foot may be moulded into its strongest and most graceful form. Appeal to the parents through their own foot troubles, that they may guard their children

against such. Dwell, in season, on the ills that often follow damp and cold feet. Make your ads answer the questions that are rising in every parent's mind—how to increase his child's comfort, happiness and usefulness. There is no more fruitful field for the display of "human" interest.

Typical Layout

As already noted, many retailers find it difficult to establish a children's department for lack of space. One of the most satisfactory layouts that has come to our attention is shown in the accompanying sketch. This shape of store is typical of probably ninety-five per cent. of the shoe stores of the country and the arrangement is, therefore, applicable to a very large number. Many stores have an office at the back, where this children's department is, and many more have just debris and chaos that could be readily cleaned out. This plan is modelled, though not drawn to scale, on the newly refitted store of Mr. A. Chisholm, Dundas Street, Toronto. In this store the various departments are separated by a skilful arrangement of furniture, and the showcases are well displayed. The passage way down the centre of the store leading to the children's department fills the double purpose of a direct route to that department without passing in front of adult customers, and of separating the men's and women's sections. With this arrangement, as Mr. Chisholm puts it, "men may smoke and women gossip and everybody is happy."

Two showcases serve to define the boundary of the children's department, one side of which is for girls and the other for boys, corresponding to the main store. An open arch at the ceiling helps to further identify this space as a separate room. Facing the aisle or passage between the chairs of men's and women's departments is a large showcase under a balcony. This with the two wall cases on the sides, well lighted, makes the back of the store very inviting, and when mother comes with her kiddies they get what they want without disturbing Mr. Grump who is getting a pair of shoes in the men's department, or Mrs. Particular in the ladies' department. The entrance, both inside and out, is large, so that baby carriages can be brought inside without being in the way of view of show windows or cases.

A large number of letters have been received on the question and we publish a few as typical of the whole. Our subject has awakened a great deal of interest and we can foresee, in the near future, a much better organized effort on the part of the more progressive retailers to gather in this class of trade. We trust some of the suggestions contained in this article may prove useful.

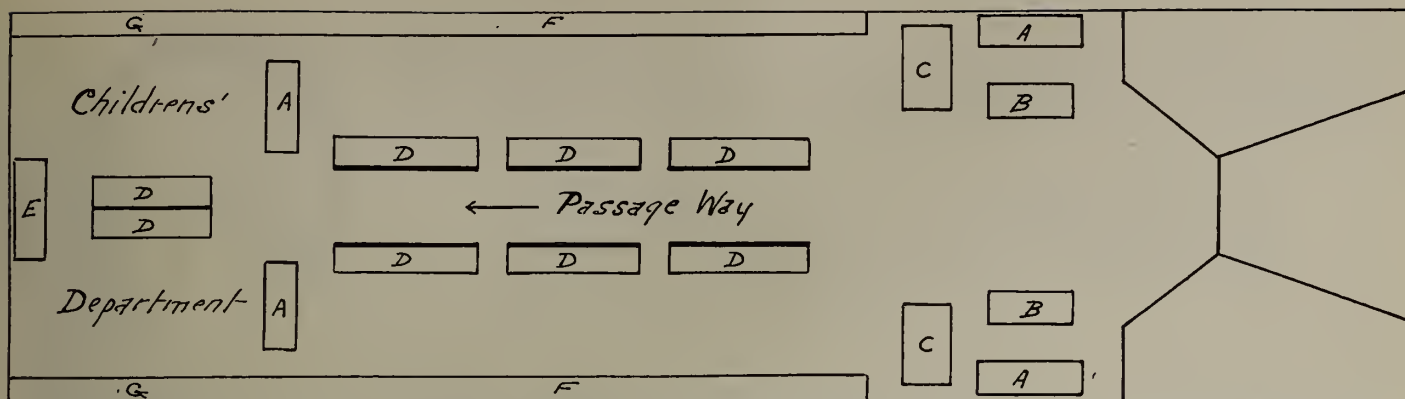
Pays, and Pays Well

The Editor,
Footwear in Canada:

Berlin, Ont.

Many merchants seem to think that it does not pay them to stock children's shoes because it takes as much time to sell a pair of kiddie's shoes at one dollar as it does to sell a pair of men's at six, and the profit is considerably smaller. But we find that it pays us, and pays us well, to look after the little ones.

We have found it best to place our children's department in charge of a young lady with a natural liking for children, a pleasant disposition and lots of patience, as a woman can display a greater interest in children than a man can. A mother likes nothing better than to have someone make a pleasant remark



Good arrangement of store with separate Children's Department. A, show cases. B, findings. C, wrapping tables. D, Seats. E, Children's show case. F, Men's and Women's stock. G, Children's stock.

about her child. They seem to remember these things, and as the mother generally is the buyer for the family these little things count.

To get to our children's department the customer has to pass through the ladies' or men's departments as the children's shoes are at the rear of the store. Thus the mother has to pass a display of ladies' shoes and slippers and this often results in a sale to both mother and child.

About once a month we devote one of our windows to the children's shoes and to this, results can be traced. At the beginning of the school term we make a special effort and put in a window that reminds the mother of the coming school days, and we present the children with some useful article, such as blotters, rulers, scribblers, etc.

So far as our children's shoe trade is concerned, we are going to go after it harder than ever this coming season as we can see a profit in every pair we sell.

Yours truly,
A. Sippel & Son.

Will Work in the Whole Family

The Editor, Montreal, Que.
Footwear in Canada:

Regarding the children's trade, we may say we have at times worked it very strongly and have had as good success as would be expected. In fact it was for a time our strong feature. We are studying just now a new idea to work it up again. We have given premiums, made contests, advertised certain children's day sales—had special Buster Brown ads, illustrations of different funny things to interest them, had some special cut prices in their lines, at Christmas times had Santa Claus distributing presents to children buyers, etc., etc.

Get the child into your store and interested, and he will work in the whole family's trade for you.

Yours truly,
F. X. LaSalle & Fils, Limitee,
Per C. R. LaSalle.

Doesn't Care About It

The Editor, Levis, Que.
Footwear in Canada:

I must tell you that I don't care greatly about handling children's footwear (1) because it takes more time often than to sell to men or women; (2) because after having spent too much time in making sales it is often necessary to spend more changing them, and (3) one must mark one's children's shoes at an advance of at least 50 to 75 per cent. to pay for the time

the salesman is obliged to spend making the sale, and by marking the prices of these shoes up so much one's reputation for selling at a reasonable profit is adversely affected. So I watch my stock carefully and handle as far as possible only the lines that pay the best. Chiefly I stock misses' and youths', who come into my store either alone or with their mothers. For children who are attending school I have blotters which give them some pleasure and cost me very little. I believe this blotter idea is a good one for school children and I have stocked a quantity just to attract this trade.

Yours truly,
F. Lefebvre.

All Kinds of Amusements

The Editor, Galt, Ont.
Footwear in Canada:

I think it is safe to say that the average retailer does not pay enough attention to the children's trade. We have given scribblers to the children in all the schools here. We also bought a few pairs of doll's shoes, intending to advertize that we would give away on a certain day a pair of doll's shoes to every little girl that would bring her doll to the store, until the supply ran out. We wrote away to get more, and were unable to procure them. If we could spare the space in our store we would have a department with all kinds of amusements for the kiddies. The children's trade of to-day will be your "grown-up" customers of to-morrow.

We wish you every success in your endeavor to stimulate more interest in the children's trade, for it is in need of something to help it along.

Yours truly,
Mark Mundy.

A Splendid Idea

"A separate children's department is a splendid idea," said Mr. A. Chisholm, 1687 Dundas Street, Toronto, to a representative of Footwear in Canada, "but there are certain points which must be borne in mind in the matter of equipment. For instance, in the matter of small size chairs and general fittings, children rarely come alone to buy their shoes—the parents are almost invariably with them, and, of course, the mother always wants to sit beside her child while it is being fitted. Obviously, then, the situation would be awkward with the juvenile furniture. The average child is not accustomed to sitting on these small chairs—at home they use the same chairs as the grown-ups, and, consequently, would feel more comfortable on them in a store."

Regarding having a few toys around for the "kid-

dies" to amuse themselves while others were being fitted, Mr. Chisholm pointed out that there were a certain class of parents who did not favor their children playing with strangers or strange toys, as would necessarily be the case when two or three customers were in at the same time. Therefore, this idea would appeal to only a small percentage.

Mr. Chisholm thinks a great deal of business is lost through unsympathetic salesmen—often the retailers themselves; they have no natural liking for children and, of course, cannot gain the confidence of the children sufficiently to make them want to come again. The children's trade demanded a salesman who understood children. A woman in charge of that department would be a good idea but a man would almost be necessary to take care of the stock. Then, in the event of a sudden rush in any other department, a woman could not handle it as well as a man. Mr. Chisholm has a salesman specially interested in the children's department. This is located at the rear of the store and plainly marked "Children's Department." Owing to unusual depth, this store is particularly suited to this purpose. Mr. Chisholm has, at various times, given scribblers, rulers, etc., with each purchase and has found it a good plan.

Difficult to Handle

"While there is much to be said for occasional window displays featuring children's footwear," remarked a Montreal shoe retailer doing a family trade in one of Montreal's suburban districts, "our experience is that it is a rather difficult trade to handle. As we are in the neighborhood of a school, we find the better plan is to devote a moderate amount of window space to children's shoes practically all the year round, making special displays just prior to the dates when school re-opens. One of the drawbacks is the question of price—parents do not care to pay a fair price for children's boots; if you ask anything over \$2.15 they think the goods are dear; and if you sell a cheaper quality than this there is pretty sure to be dissatisfaction. Children are very hard on shoes, and customers, without regard to the price they pay, are apt to expect too much wear from this class of goods. They will sometimes bring back the shoes and complain that they have not given the satisfaction expected—and no wonder, for it is impossible to sell a good article at the price they are willing to pay. On the other hand, catering to children's trade often means you secure that of the parents."

More Important Than Any Other Branch

One of the most progressive and up-to-date shoe dealers in Toronto just outside the busiest section, who caters to the family trade, considers the Children's Department more important than any other branch of his business. It is possibly true, he says, that on some lines of children's footwear there is not proportionately as much profit as on the adult class of trade, but in pleasing the children you were pleasing their parents and insuring the future patronage of the children when they grew older. Children like a little "taffy"—they like to be lifted up onto the chair—like to be patted on the back and made to feel that they were about the most important consideration in the store just at the moment. He would be sorry to know that any clerk neglected to give the little ones his utmost attention, especially in the case of children coming in alone to be fitted. The parents,

when accompanying the children, usually are able to exercise a certain amount of judgment as to the style, fit, and so on, but when they come alone it is up to the salesman, and in this store no child is allowed to leave with a pair of shoes that are not suitable in every respect. If they do not have the right size or style, it is better to lose the sale than have dissatisfaction afterwards.

The Children's Department in this store is located at the rear and the store is laid out so as to make it look like an entirely separate section. Low benches are used for fitting. This dealer considers the matter of juvenile furniture, decorations, and so on, a splendid idea. Just now he is gathering ideas and contemplates, in the spring, working out the scheme more fully. He has no special salesman for the department, but keeps an efficient all-round staff, any one of whom he considers capable of handling this department satisfactorily at any time. In fact he often says: "Boys, who would like to have the children's department to-night?" Whoever takes the department stays right with it. It is a mistake, this dealer believes, for a salesman to try and serve adults and children at the same time. His parting injunction was, "Get after the children's trade, above all other things."

Increased Use of Rubber

On account of the continual advance in the price of leather, the shoe manufacturing trade is interested in any substitute. Rubber manufacturers claim that thus far the rubber sole has proven to be the most efficient for bottoming shoes, though they object to speaking of the rubber sole merely as a substitute for leather because it possesses all the qualities of leather plus several distinct advantages which leather does not have.

During the last few years great improvements have been made in the rubber sole. At first, the rubber sole was heavy, a great many cracked across the ball, and they were liable to pull out at the stitches. To-day, the rubber sole is so light that it can be floated on water, it is guaranteed not to crack across the ball or pull out at the stitches. Although it is cheaper than leather, it will wear longer and has the important advantage of being waterproof.

Until recently the rubber sole was used almost exclusively for summer footwear, but now there is a continually increasing demand for this type of shoe for fall and winter wear. It is logical that this should be the case, as it protects the feet from dampness in wet weather. Judging from the yearly increase in the number of rubber soles used, it is safe to say that the rubber sole has come to stay, and that it really can now be considered as a staple article.

In France the old boots and shoes are collected, and every part is used over again. The work is mostly done by convicts in prisons. They take the boots and shoes to pieces and soak them, then the uppers are cut over into children's shoes; or, if they are too far gone for that, a peculiar kind of pressed leather is made by some chemical action. The nails are saved and sold, and the scraps go to the farmers to fertilize the soil.

A shoe retailer and findings dealer, desiring to boost his shoe polish sales, advertised a free shine to every purchaser of his shoe polish. A small window sign featured the offer and it is reported to have worked well.



“Push” the Christmas Trade

It is high time the shoe dealer realized that he has not been getting his fair share of Christmas gift trade. Must do more attractive advertising. Begin to lay your plans now. A few suggestions that may help the dealer to crystallize his ideas.

The giving of gifts at Christmas is a time-honored custom representing an exchange of good wishes between friends. Formerly of a sentimental nature only, the custom has grown to such proportions that it has become an important part of our commercial life, and retailers in general now look forward to the Christmas season as a source of greatly extended trading. Naturally the nature of the gifts has determined the class of retailer who has reaped the biggest profits. Through many generations the custom was largely confined to tokens of remembrance, generally valueless in themselves. But a marked change in the nature of the gifts is noticeable in recent years as the world has grown more materialistic and practical. Gift giving is no less popular than formerly but it has taken an entirely different form. The donor formerly asked himself “What can I give that will keep me in my friend’s thoughts?” He now adds “and help to make the burden of his life a little easier to bear.”

In other words, nowadays the most prominent thought in the mind of the average man or woman buying a Christmas gift is—something suitable, practical and useful for every day in the year. This widens the scope of the Christmas retail business to include many lines of trade that formerly were little more than onlookers. Among others it has brought the shoe retailer into prominence. No class of retail store carries goods of more practical a nature, more universally used or more suitably priced for the Christ-

mas gift trade. If the shoeman fails to profit by this gradual change in custom the fault is largely his own—traceable generally to the fact that he lacks confidence in the suitability of his own goods for Christmas gift purposes, and so, hesitates to advertise and push them. How long is the shoe retailer going to be content to “sit back” and watch his competitors, in other lines, skimming off the cream? Why not get into the game? If the shoe retailer lacks confidence in the suitability of his stock, first let him take a good comprehensive view of the situation to satisfy himself that a fair share of the Christmas business belongs to him, and then go after it. Business conditions this coming Christmas will favor the aggressive retailer because (1) gift giving will be more practical than ever, and (2) the public will require a little more “encouragement” to buy and will naturally go to the store that puts forth the greatest effort to attract their attention. Make your plans early. Start jogging your customers’ memories not later than December 1. Use newspaper advertisements, dodgers, blotters, letters, advance Christmas cards (depending on local conditions) and above all—use your windows.

On this and other pages of our present issue we are offering the Canadian shoe retailer a number of suggestions that we hope he will be able to apply with profit either as they stand or with modifications to suit local trade conditions. For example, Figs. 1 and 2 are suggestions for window backgrounds or may be



Fig. 1.—Window background suggestion—Red berries, Santa Claus and windows; also black of lettering.



Fig. 2.—Window background suggestion—Red M and C, berries and candle.

utilized in newspaper or folder advertising—preferably in two colors. These drawings are comparatively simple and not beyond the skill of the average local artist or the purse of the average retailer. Reproduced on cardboard or, if this is not available in large enough size, on canvas mounted on a rough frame, they would form very attracting and suggestive settings for a display of Christmas footwear. It would be a good idea to tag the boots displayed with neatly printed cards—For Father, For Mother, For “Her,” and so on.

Fig. 3 is a suggestion that could be carried out in actual figures, the tree and Santa Claus figure being probably the most effective form of Christmas decoration, though it requires a little more ingenuity on the part of the window dresser and, of course, takes up more space—often a factor that has to be considered. This suggestion is a comparatively easy one to re-



Fig. 3.—An effective window figure not difficult to reproduce.

produce and not beyond the skill of anyone who will exercise the necessary patience.

Fig. 4 is reproduced as a suggestion for a newspaper or folder advertisement or as a background, as in Figs. 1 and 2. Here again the individual taste must be exercised, but the local artist can utilize the idea in some way. This would make an attractive illustration for a Christmas card, using a little color for the berries and cap and possibly also for the wording “Merry Christmas,” or perhaps only for the initial letters M. and C. In printed matter of whatever kind, however, the enlivening effect of color cannot be over-



Fig. 4.—Suggestion for cards, letterheads or newspaper advertisements.

looked. It suggests comfort—warmth. A shoe store above all others should make use of these two suggestions.

As an alternative, any of these illustrations could be utilized on good sized window cards, say 2 ft. by 3 ft. or smaller, giving information as suggested in our previous issues, as for example, calling attention to the utility of the things the shoe store sells, the suitability of shoes as presents, the convenient range of prices to suit every pocket, and so on. Window cards are very effective at all times and can be made especially so at Christmas time. Only, **keep changing** them. Generally speaking the best results will be obtained by having one larger card, prominently placed, and containing some general information that might attract anyone whether interested in footwear at the moment or not. Then tell your messages about your stock in well written, well placed cards distributed throughout the window space. These may be considerably smaller, both as to dimensions and lettering.

One of the most effective forms of advertising is by means of blotters. This is particularly true at the Christmas season. The vast majority of people write a great many Christmas letters which often are got in readiness for mailing several days before they have to be sent and very often before the actual buying of presents for local distribution begins. This is, then, a splendid opportunity for the shoeman to bring his wares and his name prominently and persistently before the buyer of presents. Fig. 5 suggests a form the blotter might take. A number of these judiciously distributed about the first week in December among the homes and offices of your actual and prospective customers can scarcely fail to be productive of good financial results.

Referring again to your newspaper advertising, which practically every retailer uses at Christmas, if at no other time of the year—make it tell your readers what they want to know. Everyone is asking "What can I give to this or that friend?" Fill your advertisement brim full of suggestions—sensible and rea-

people who are always on the look-out for the widely advertised bargains in the departmental stores, do not, in the long run, obtain the value they imagine. It may be that occasionally a man or woman will come across a bargain, but as a rule, bargain goods are not of a very substantial character. Departmental stores do not give the personal service which is essential to the business of the ordinary retailer. It is this that counts in a family trade especially, when, often, the advice of the proprietor is sought by customers. The retailer's success is, as a rule, dependent upon the satisfaction of the customer, and he has every incentive to recommend shoes which he knows will give good service. Some customers who have been occasionally attracted by the sensational advertisements of the departmental stores have invariably admitted that they have not received value for their money. One customer I know who had been accustomed to purchase a well-known branded line was induced to buy an attractive looking shoe at about \$2 under the price he ordinarily paid; he thought he had a bargain, but the



Give Something Useful—

should be the motto in every Canadian home this Christmas-tide.

Do you know that a larger number of thoughtful people each year are buying their Christmas presents in shoe stores?

Here are Three of the Reasons:

1. Prices to meet everybody's pocket.
2. Presents suitable for everybody.
3. Something everybody uses and needs.

Give something useful. We guarantee you value for your money and appreciation for your gift. Come in and see.



John Woodhouse Shoe Store

Fig. 5.—Suggested form an attractive Christmas blotter may take.

sonable ones that will appeal to the sensible, reasonable buyer. We offer a suggestion on page 39. A little color used in the Santa Claus figures with perhaps a red border as well and maybe also red headings in the advertisement would prove most attractive and without doubt helpful to the many readers who are racking their brains to think of "something to give."

Then as to wrapping. It doesn't cost much,—and is very much appreciated,—to wrap your Christmas goods in special Christmas boxes or paper; or tie them up with Christmas ribbons. This gives them the appearance of real Christmas presents. Much of the useless stuff that finds its way into our homes at this season under the disguised name of "presents" owes its purchase to attractive outward appearances. Let the shoeman bear this in mind. Make your boxes look as much like the real Santa Claus thing as possible.

"Bargains" Do Not Generally Satisfy

"My long experience as a retailer of shoes," said a manager of a Montreal store, "has convinced me that

result proved that his so-called bargain was the reverse, for the shoes were unsatisfactory in every way, and he declared that he would never again be tempted by supposed lowness of price. Another customer who bought a pair of shoes at one of the bargain stores found to his disgust that the goods wore out in about five weeks; he will not, he says, again depart from the brand which for years has proved to be one of merit. It pays to stick to a good line, and it pays to deal with a retailer who knows his business and who is ready to give real service to his customers."

Readers are invited to make use of our information department, which is at your service free of any charge whatever. Is there anything in your business that you want more information about? Reply will be made in the ordinary way through our columns, or if personal answer is required simply enclose stamp.

Advertising that is Really "Different"

You must "stop" a man before you can tell him your message—Is your window or your adv. the kind that catches the eye—Don't be afraid to use your individuality.

It is invariably the "out of the ordinary" that attracts our attention. With the mere casual observer this is particularly true. It is easily understood, then, that with a very large percentage of newspaper subscribers, who look over their paper in the most cursory way, an advertisement must have something catchy and attractive about it or it will fail to get the attention of a sufficient number to make your expenditure a paying proposition.

Therefore, there should be something about an advertisement that will "halt" the reader. If you meet a friend on the street and have something of importance to say to him you "stop" him, don't you? Then he is ready to listen to your story. It's the same with your publicity work, whether in window, newspaper or elsewhere. Your publicity scheme must be so de-

store where he believes he will meet modern conditions—both in the stock carried and in the selling methods. Put some individuality into your advertising—it pays.

A Boston Store's Attractive Adv.



AN EXHIBITION OF FASHIONABLE FOOTWEAR

DURING THIS WEEK WE ARE SHOWING IN OUR WINDOWS AND OUR NEW SHOW CASES ALL THE LATEST AND SMARTEST EFFECTS IN HIGH GRADE SHOE MAKING THE STYLES ARE UNUSUALLY ATTRACTIVE AND EXCLUSIVE
YOUR INSPECTION IS EARNESTLY SOLICITED

THAYER Mc NEIL COMPANY



47 TEMPLE PLACE 15 WEST STREET

A Classy Adv. Type that Attracts the Eye.

signed as to fulfill the double functions of (1) attracting, and (2) imparting information.

It follows that the most useful advertisement is the one that catches the eye—that means something a little out of the ordinary.

Two newspaper advertisements that are "different" are reproduced herewith. Aren't they more likely to fix the reader's attention than that old halftone you have been using for ever so long? They kind of give the reader the impression, too, of "up-to-dateness." The average man or woman would rather deal at a



In purchasing fall shoes get the greatest amount of value for your money.

We are the largest retailers of men's footwear in the U. S.—selling the finest shoes made at \$3.00 to \$10.00. Of special interest is our line of smart shoes in all leathers at

\$3, \$4 and \$5

THE HUB
Henry C. Lytton & Sons

N. E. Corner State and Jackson

An Ad That Conveys the Idea of Style and Quality at a Popular Price.

Aluminum sole shoes were first patented in 1908. At first they were generally looked upon as impracticable and unprofitable and very little was heard about them for several years. The producers were not idle, however, and various improvements were added, and patents taken out, until now the manufacturers claim that many thousand pairs are being-used by farmers and workers in barns, stables, creameries, washing sheds, factories, mines, foundries; by prospectors, cruisers and others to whom durability, dry feet and comfort are essential features in their footwear. Aluminum sole shoes are stated to be waterproof, rust-proof and as warm and comfortable as any "comfort" shoe ever made. The uppers are of chrome waterproof leather and there is a soft, thick cushion insole and reinforced arch. The heel is of rubber and a rubber rocker bar, perhaps an inch and a half in width, on the sole gives a natural spring in walking.

Do we sufficiently realize the meaning of those two words "persistence" and "insistence?" Remember there's a difference. You may "persist" in such a way as to win over your customer, but you may "insist" to the extent that you will antagonize and turn him against you.

How to Prevent Stock Accumulation

In very many cases investment is out of all proportion to the amount of business done—Stock not turned often enough—Greatest weakness is buying too many styles—"Travelling Salesman" discusses it in the Shoe Retailer

It is stated on good authority that more failures can be attributed to poorly managed shoe stocks than to any other source, having reference particularly to merchants in small towns who handle shoes in connection with other lines of merchandise, although many failures are by no means confined to this class. A good many exclusive shoe stores in cities have failed for the same reason.

An analysis of the average failure discloses the fact that the shoe stock has grown until the investment is out of all proportion to the volume of business done. The capital thus finally consumed leaves the merchant without funds to meet his obligations and he is forced into bankruptcy.

The process which leads to this end is the adding of new stock each season in excess of the amount justified by the volume of sales and allowing the left-over stock and odds and ends to accumulate and age until they are so completely out-of-date and depreciated in value that as an asset they are practically worthless.

Many merchants start in business by buying and keeping track of their stock with extreme caution, being compelled to do so by limited capital, but seem to abandon this idea after their business is well established; some even grow careless and reckless in this regard. These elements are so vital to business success that one cannot hope to get on prosperously unless they adopt and maintain extreme caution as a fixed principle.

It is absolutely necessary to confine the investment to a limited amount. This must be determined by the volume of business done and can be increased as business grows.

Turn Stock Three Times at Least

The capital should be turned at least three times a year to make the investment pay—hence a \$5,000 capital should be sufficient to do an annual business of \$15,000.

Keeping the stock within the required limit seems to be an almost impossible task for many merchants, yet by some very easily accomplished. In this connection, the moss-covered adage, "An ounce of prevention is worth a pound of cure," can be appropriately applied. It is unquestionably easier to prevent an accumulation of old stock than to dispose of it, and the best preventative is judicious buying.

The most prevalent weakness among shoe buyers in general is the tendency to buy too many styles and not enough sizes, and it is carried to extremes by merchants in small towns, who above all others should avoid such a policy.

It is not unusual for merchants to buy, season after season, twenty or thirty dozen shoes of a certain kind, confining themselves to twelve pairs of a kind. Indeed, they buy all their shoes in this manner. The habit of buying twelve pair lots is a common and serious mistake, particularly when buying staples. A respectable run of sizes cannot be secured in such a small number unless the range is very limited, and

when a few pairs are sold the sizes are broken and what remains are practically odds and ends.

This type of merchant usually buys from memory. That is, he places his order without taking into consideration styles and sizes in stock, except as he carries them in his mind. When the salesman comes along the dealer will select a number of styles and buy one dozen in size range of 2½ to 6, one dozen 3 to 7, and so on, until he runs his order up to his usual season's purchase. No attempt is made to duplicate or size up on the good selling numbers, not even specifying sizes.

A merchant cannot hope to keep his stock down when buying in this manner and it is impossible for him to prevent old stock accumulating.

Don't Buy by Guess

A good buyer will size up his stock. Numbers that have proven good sellers, if staple styles, will be recorded, only such sizes being bought as the stock on hand requires. Each department of the stock should be gone over separately and carefully and as many styles as possible sized up, only enough new styles being added to tone up the line and keep up-to-date.

The number of styles carried should be confined to as few as the volume of business will permit, and the amount of goods the business requires can be secured by buying more of each.

There are two especially important advantages in this: First, reducing the possibility of odds and ends, and, second, providing a means of turning the capital oftener. The former advantage is too obvious to require further comment; the latter may not be so apparent.

Every merchant knows that the money he makes out of his investment depends not so much on the percentage of profit of each sale, as on the number of times he can turn his capital. Hence, if he buys a sufficient number of one style, he can divide them into two or more shipments, say, for instance, one lot to come September 1, another September 15 or October 1, dividing shipments and dates as his judgment dictates. By this method it can be seen that the cash realized on the sale of the first shipments can be used to pay for those coming later.

As a general rule it would be better policy to buy 36 pairs of a kind and divide them into two or even three delivery dates, than to buy 12 pairs each of three distinct styles.

When the stock is so managed that the least possible number of odds and ends will be left on hand at the end of the season, an important step has been taken in eliminating the difficulty. There will be plenty at best, but it is absolutely essential to prevent this accumulation from season to season.

It is an excellent idea to keep odds and ends in a section by themselves. If this is done the stock is not so apt to be overlooked. Employees should be impressed with the necessity of selling them. It is quite

natural for salespeople to sell fresh stock first as it is less trouble. Employers themselves fall into the same habit. This is, indeed, foolish and must be avoided.

During the selling season is the best time to work off old stock, and not when most people are through buying. Many merchants, who are successful in keeping their stock clean, have adopted such a plan. When customers come in who want cheap shoes they are fitted, when possible, in odd pairs of better quality than they expected to purchase, and the price made to suit their pocketbooks. There is really no better plan than this imaginable for the merchant in a small town.

A very common piece of bad business is allowing shoes to become shopworn and the cartons to become faded and dirty. Shoes should be handled carefully and made to retain their newness. A button shoe should never be put back into the box without hooking enough buttons to hold the top in shape. Each pair should be packed with tissue paper. Customers

very naturally think they are being shown old stock if shoes are taken from faded cartons, or appear shopworn from careless handling.

When cartons become discolored they should be replaced by new ones, or fresh labels pasted on. Manufacturers will furnish extra labels at small cost and it is well worth the trouble and expense it entails.

It is surprising that more merchants do not adopt the "P. M." system. It is much wiser to give a salesman 10, 15 or 25 cents for selling a pair of shoes at the regular price than to not sell them at all; or to be forced to dispose of them at a greatly reduced price after they have depreciated in value. A clerk will not forget to show goods the sale of which will earn him extra money, and if some merchants who never think of reducing the price of shoes until they are four or five years old, would loosen up and give the "P. M." system a trial, they would no doubt have much less moss-covered stock and be better off financially.

Seasonable Window Decorations

You can interest everybody in a "Season" display—Two excellent examples illustrated
—Attractive rebus cards that make the passerby stop and then talk about you

"Did you notice John Smith's window this morning? Well, it's worth going out of your way to see."

How much is that remark worth to John Smith do you think? Quite a good deal, you'll admit. It's all the difference between reaching the public and not reaching them.

Now, there's something unaccountable about the human mind in that it's always looking forward to something new. The anticipation of each approaching season gives us distinct pleasure. We approach it with the hope that it will have more in store for us than the past season. This is one reason why "season" advertising as practised by many retailers is so

effective—it touches a responsive chord in practically every man, woman and child.

Two interesting illustrations are produced herewith of seasonable window displays that served their purpose with excellent results. Fig. 1 shows a handsome spring display of Mr. Mark Mundy, Galt, Ont. It is attractive in its simplicity and delightfully suggestive of happy June days (and necessary June footwear) with its background of early blossoms. The passerby will stop and look at such a window, and will tell his friends about it, and his family after he gets into his slippers at night.

Fig. 2 is a clever "harvest" window just recently



A window that reminds you that summer is here and with it the need for summer footwear.



An attractive "harvest" window—Inspires confidence and promotes the feeling that we can well afford to buy.

shown by Mr. Warren T. Fegan at the "Big 88," Queen Street, Toronto. The border and background is an effective reminder that Canada, the country with "more grain to export than any other country in the world," is a good place to live in, and that, surrounded by such conditions, prosperity cannot long hide her face from us. This suggestion of "abundance" is also well supported in the liberal display of "good" looking footwear. Altogether the combined ideas of quality and quantity are wonderfully well co-related—a relation that will not fail to impress the passerby.

A particularly striking feature of this window is the use of some eight or ten very cleverly designed window cards, which also further carry out the "abundant harvest" idea. Each of these cards makes use of some item of garden stuff so that the sentence on the card is a sort of simple rebus. For example: "It would be hard to (beet) this shoe at \$3.00." Special credit is due Mr. F. C. Henry, a member of Mr. Fegan's staff, for this clever display.

Fig. 3 is a photograph of these cards. They undoubtedly repaid any trouble Mr. Fegan and his staff were put to in their preparation and maintenance, for this window was the centre of attraction for interested onlookers throughout the whole period of the display. Many a retailer could make use of this card idea, to his own profit, using the cards in a less prodigal way—say one at a time each for one week.

The next seasonable advertising will be at Christmas. It is not too early to begin your preparations in your spare moments now. Our ideas generally develop gradually and often the final window display is entirely different from our original conception. These changes and improvements take time, so it is well to be forehanded.



Clever show cards that drew big crowds.

Toy Novelties for the Christmas Trade

Do not give perishable presents—Let them as far as possible be useful and lasting, like the goods you expect them to sell for you—A large list available at small cost

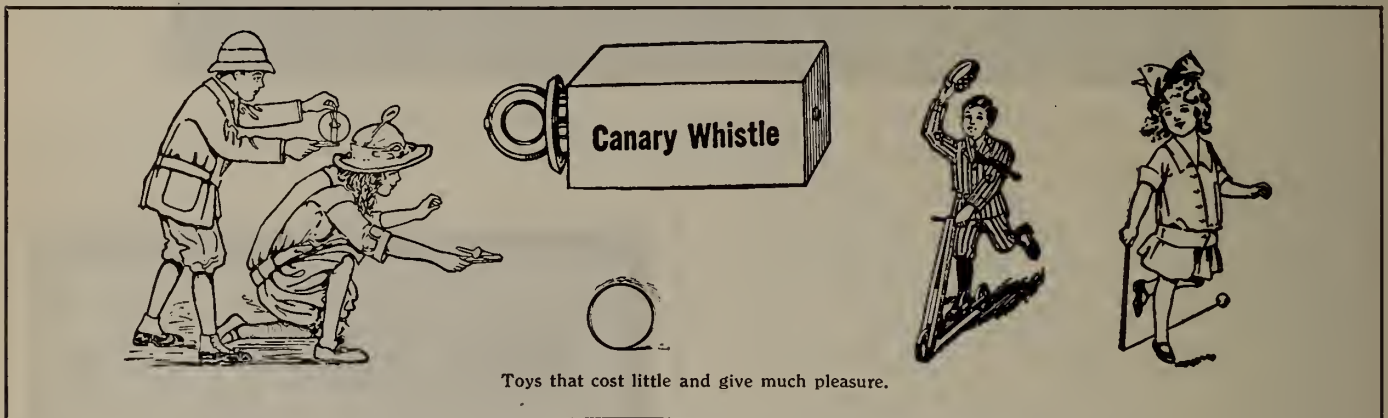
In connection with the children's trade, discussed in some detail elsewhere in this issue, a few suggestions to the retailer who has not yet given the matter much thought, on the range of suitable "reminders," may be in order. Scribblers probably stand in first place, both because so large a percentage of the children's trade attends school and because they lend themselves admirably for advertising purposes; they are also very inexpensive. Ink blotters, rulers, pencil cases, jack-knives, etc., also fall under the same useful heading and may be easily utilized for keeping the dealer's name prominently before the child's (and parents') notice. Who of us does not remember his joy in possessing a pocket knife and the name inscribed on the handle clings in our memory to this day. Then, in the way of toys and amusements, there is almost an endless variety—tops, dolls, mouth-organs, whistles, marbles, skipping ropes, balls, bats, cheap kaleidoscopes, hoops, and so on, indefinitely. Keep away from the useless and perishable articles as much as possible—they cease to work for you as soon as they

of the canary's chirp is produced, affording never ending fun for boys and girls.

"The joy-skip jumping rope profits the premium giving shoeman and delights his juvenile patrons. It is made of a hardwood handle, varnished and finished in natural color, to which is attached a colored braided jumping cord held taut by a hardwood ball at the end. A swivel joint connecting the cord and the ball permits the free revolving action of the cord. Altogether it is one of the niftiest little advertising specialty and trade-inducements at a small price on the market. The dealer's name may be imprinted on the handle of each joy-skip.

"The hoop-revolver shoots the hoop forward a distance of 20 to 30 feet and returns it to the starting point. It sells at three and a half cents a piece and carries the advertiser's name on its base.

"The gocycle is one of the most popular play vehicles on the market. There is just enough skill required in propelling it to make it fascinating for boys and girls of any age (wears out the shoes, too). More



Toys that cost little and give much pleasure.

cease to be used. The idea of the gift is not so much to please the child momentarily as to keep you in mind through the future weeks and months.

A recent issue of the Shoe Retailer contains an interesting article on this subject from which the following remarks, as well as the illustration, are taken. Our readers will find them of interest.

"In their publicity and salesbuilding campaigns shoe retailers find the presentation of toys to children "accompanied by a parent," a most productive form of advertising investment. Get the children interested in your store and you will have a splendid advertising asset in every family containing a child. Shoe retailers are profitably giving away increasingly large quantities of novelties with each succeeding year. Such novelties needs must be inexpensive, have an absorbing interest for the youngster, and elicit no objection from the parents.

"The canary whistle admits of distribution in large quantities at a trifling cost. One shoe manufacturer recently purchased a round hundred thousand of them. By placing the metal tip between the forefinger and thumb of the left hand and the diagonal edges of the wooden piece between the forefinger and thumb of the right hand, holding the metal part stationary while twisting the wooden part, a striking imitation

than 200,000 have been used to stimulate sales. They afford one of the best substitutes in the world for cut-price sales and other demoralizing drains on profits necessary to meet keen competition. They help the neighborhood dealer (who is wise enough to use them first) in holding his trade against the lure of the downtown stores."

Montreal and Maisonneuve shoe manufacturers state that the outlook is decidedly good. Most firms report that business is increasing, that there is a prospect of further large spring orders, and that there is every evidence of the factories being well employed for some time to come. The machinery, supply and allied firms state that they are doing a satisfactory turnover, and that the returns are above those of last year. There is still hesitancy on the part of the jobbers to place orders, which makes matters rather difficult for those manufacturers who cater for the jobbers. The Government have given out orders for the 100,000 pairs of army boots referred to in our last issue, and have asked for tenders for an additional 150,000 pairs, the bids to be in by November 10. The United Shoe Machinery Company of Canada report that the repairing section of the trade is doing very well.

Is Now Manager for his Old Firm

Mr. Charles B. Stanford, for a number of years with the Edward Stark Shoe Co., Ltd., Vancouver, and recently with the Turrell Shoe Company, of Seattle, is again identified with the trade in Vancouver—this time as manager for his old firm. Mr. Stanford's career as a footwear salesman has been marked by an insistent desire to master all details of the business, and this feeling it was that prompted him three years ago to sever his connection with the Stark Co. and enter the employ of the leading footwear firm in the Puget Sound city, where he acquired invaluable ex-



Mr. C. B. Stanford

perience in merchandising, purchasing and display of stock.

Mr. Stanford is a Toronto old boy, and gained his first insight into the intricacies of his chosen profession in the employ of the Slater Shoe Company of that city. In 1900 he went to Vancouver to enter the shoe department of the Hudson Bay Company, where he spent three years. Early in 1904 he joined the staff of the Edward Stark Shoe Company in Winnipeg, returning to the Coast with that firm when they opened up in Vancouver in 1905 and remaining with them until his departure for Seattle in 1912.

Mr. Stanford expresses himself as pleased to be under the Old Flag once again and to renew the many friendships formerly enjoyed with the people of Vancouver and environs.

Mr. Rannard in Chicago

Mr. C. F. Rannard, the well-known Winnipeg shoe retailer, while in Chicago a short time ago, was questioned by the Boot & Shoe Recorder as to conditions in his city. "Shoe conditions in my home town are very similar to those in Chicago," he said. "In women's shoes the Gypsy boot is witnessing a heavy run and is practically the only novelty in favor. Sales of colored cloth uppers fell off in May and are now things of the past. Black cloth uppers, however, are going very strong in both button and lace on patent and dull medium length vamps with a plain toe. In men's footwear, staple shoes are the rule. In the cheaper grades, a medium high shoe is the favorite.

In the better grades of custom last, low heel and recede toe is about the only type saleable. A few cloth uppers are being called for in both button and lace. These appear in blacks and grays and are being called for probably because of the greater warmth which they afford the ankle."

Continuing, Mr. Rannard expressed himself very strenuously against the changes in styles, characterizing them as absolutely unnecessary, and blaming the manufacturers for compelling the retailer to handle them. Mr. Rannard believes in advertising and finds an appropriation of 1 per cent. of his gross the most economical and effective. He also realizes the value and necessity of attractive window trims, and his store windows have a reputation in this respect. But of greater importance than advertising or effective windows, he regards business reputation. "Business is getting down to a solid foundation," he said, "and reputation is of growing importance as a factor in influencing and holding trade."

A. R. Kaufman, manager of the Kaufman Rubber Company, Limited, Berlin, Ont., has just returned from Winnipeg and other western points and reports a very heavy crop and financial conditions considerably easier. He states that he finds conditions very much better than they were some months ago. While in the west Mr. Kaufman opened branches under the company name at Edmonton, Saskatoon and Winnipeg. Mr. Geo. Stockand, of Edmonton, and Mr. Harley Henry, Saskatoon, who have sold this company's rubbers for many years, will have charge at those points. The Winnipeg branch will be in charge of Mr. L. Godbolt, who is well known throughout the west, having been selling leather shoes in the four western provinces for over twenty-five years. Mr. Kaufman states that an ideal location in the wholesale boot and shoe district has been secured in Winnipeg. The three new branches have been supplied with a brand new stock and this company is now in a better position than ever to cater to the needs of their customers during the sorting seasons. The western representatives of the Kaufman Rubber Company handle leather goods and other lines, as well as the rubbers, so that they are fully in touch with the shoe trade.



The latest "popular" street shoe.

Canada to the Fore

If we overlook the fact that the Shoe Trades Journal is badly in need of brushing up its geography and history the following item from its pages is of considerable interest:—

"The Dominion of Canada, having come to our aid so splendidly in the matter of supplying troops for the present war, as she did during the Boer War, is now anxious to supply us with shoes, having learned that we wanted them for the men who were or were not fighting, and for the womenkind left at home. We have seen this week a splendid collection of shoes made in Canada that will fit the requirements of the British people until that people can save itself. They are sound, solid goods—not, perhaps, quite the style we



Carried "In stock" by E. T. Wright Co.

want, but this is a detail. We can easily blend our wants with our ideals by subordinating the latter. Years ago America sold us shoes. Some time after we sold shoes to America. But Canada made but few shoes in relationship to her population—she bought them from America. She learned the lesson as we did, and to-day Canada is putting upon the market a shoe for British consumption which is the nearest substitute we have ever seen. Our only wish is that she should specialize in leather as well, because, when this war is over there is a scope for the English-speaking race and for France and for Russia."

Canadian Rubber Co. Presents Field Kitchen

The Canadian Rubber Company, head office, Montreal branch and factory, presented to the 69th French-Canadian Regiment, on October 9th, a field kitchen, one of the finest that could be bought. The presentation took place in the yard of the factory and, with the regiment standing at "Attention," the kitchen was turned over to them by Mr. A. D. Thornton, who said, in part:

"The employees of the Canadian Rubber Company are indeed proud and honored by your presence here to-day, and in presenting to you this field kitchen for use on the battlefield, we accompany the gift with our heart-felt good wishes for your safe return. Wherever

you go, whatever actions you take part in, our hearts and our keenest interest will follow you. We have subscribed thousands to the Patriotic Fund, men have gone from us to fight this great fight for liberty, but we all know that we have much to do yet. More men, more money, more gifts must come from us, and believe us, sirs, they will come, for we are determined to do our little bit. For the present, we wish you Godspeed, a clear eye and a strong arm, so that victory



Mr. Frank W. Slater, Canadian Representative "World Over" Shoe Distributors. Formerly with Eagle Shoe Co.

may perch on your banners and liberty be gained for the world."

Major Bissonette responded and was followed by Lieut. Beique, then, after three cheers and a tiger, the regiment started off with the kitchen and paraded it through the main streets of Montreal. While at the factory, every man attached to the regiment received a Canadian Rubber tobacco pouch, well filled with the fragrant weed.

The Walpole Rubber Co. of Canada are placing on the market a new variety of Cat's Paw heel, designed to fit Kidney, Louis, Cuban and French heels. This is the first time that any Canadian manufacturer of rubber heels has offered a line of this kind, and it is felt that they will be welcomed by the trade, who have heretofore had to use imported heels. Samples and prices can be obtained from jobbers, or from the Walpole Rubber Co. of Canada, Limited, 4 Papineau Square, Montreal, P. Q.



One of Hartt in-stock samples.—The Hartt Shoe Co. have had many repeat orders from the trenches, including a very popular officers' boot of winter calf, in tan, 16" leg.

Vancouver Takes to the Idea

Vancouver, B. C.

The Editor,
Footwear in Canada:

Replying to yours of October 5th will say I think your idea of Shoe Days is a good one. It is a proposition, however, that would have to be entered into by all the leading merchants of each city in conjunction with the leading newspapers, and make this one day stand out to the public as the one paramount day for the opening of (we will say in the spring) Low Shoe Day.

Would suggest a little earlier date—say April 15th, for Low Shoe Day; September 15th for High Shoe Day, and June 15th for White Shoe Day. This, I think, would induce the public to buy each season earlier, and would also give the merchants a longer season.

In time the women especially would look forward to opening shoe seasons, the same as Easter in the quest for a new hat. Will say again, your idea is novel and good. We would be only too glad to cooperate with other shoe men in our city to make such days a possibility.

Yours truly,

Baxter & Baxter.
Per T. A. Baxter.

Clothes Make the Man—Look Better

Vancouver, B. C.

The Editor,
Footwear in Canada:

Your idea is a good one—that is, to have certain days in the year for each seasonable style shoe and

about Oct. 15 there should be a special display of all the new style high shoes.

In Seattle the week of Oct. 11-16 is to be known as Men's Dress Up Week. All the salesmen in the different stores are to be attired in the latest and best styles, and the men in general are asked to dress up in their best that week.

In shoes, if each store were to put forth the newest high shoes in the particular lines they carried and take a couple of days each season to have an "opening," as they call it in the millinery line, it would go a long way to help advertise the different stores and keep the customers posted on new styles in footwear.

Yours truly,

Edward Stark Shoe Co., Ltd.
Per Chas. B. Stanford, Manager.

When a fellow has only half knowledge of a subject he often finds it is the other half which would really come in handy.

Blue velvet boots are now on the market and it is hinted that green boots are not among the impossibilities for spring. Blue kid has also made its appearance.

It is now possible for every shoe retailer to have, at least, a skeleton foot in his closet. For the more comprehensive study of footology there has been invented a rubber skeleton foot. Hitherto it has been necessary to use real skeletons, but of course, they were scarce and liable to breakage. This new invention is an exact reproduction of the twenty-six bones in the foot and are capable of manipulation, exactly the same as the human skeleton.

Which Are You ?

I'M a footwear salesman. From my job I get the bread and butter for my family and for myself, but still I'm discontented. I dislike my work and think of it as offering no chance of promotion in the future. I'm not satisfied with my lot, although the boss for whom I work is always pointing out to me big men in the field, men who are really amounting to something, who have started just as low down the ladder as I am now. But that's all talk—there's nothing to it. Maybe they did start low down the ladder, but they didn't work themselves up—they were yanked up by "pull" from above. There is no chance for a shoe salesman to amount to anything in this world, for the odds are too great against him. He's in a rut and there's none that will help him get out or care whether he gets out at all. And so, I feel that there is no reason why I should work any harder on my job than I absolutely have to. It wouldn't do me a bit of good. In other words, I'm disgusted with my lot—I'm a quitter.

I'M a footwear salesman. I get my bread and butter from being a footwear salesman and instead of being discontented and unhappy over my lot I am proud that I am able to take home every week a pay envelope large enough to pay those bread and butter bills. I'm not without push but neither am I a discontent, always figuring that someone is being shoved or pulled up the ladder of life ahead of me, taking the promotions I should have. I reason that promotions will come to me when I have earned them; power will be mine when I have learned how to use it the right way. There is lots of chance for the future in this job of mine and I intend to work toward that future hard and in earnest. The world is full of discontents and unhappy beings without push, but none of them are the men I want to copy after—the big men of the footwear field. I do every day, every week, every month of the year more work than I am paid to do, realizing that some day I will get my reward—I'm a hustler, a worker.

A Problem in Overhead Expense

The cost of a pair of shoes is \$3.50.

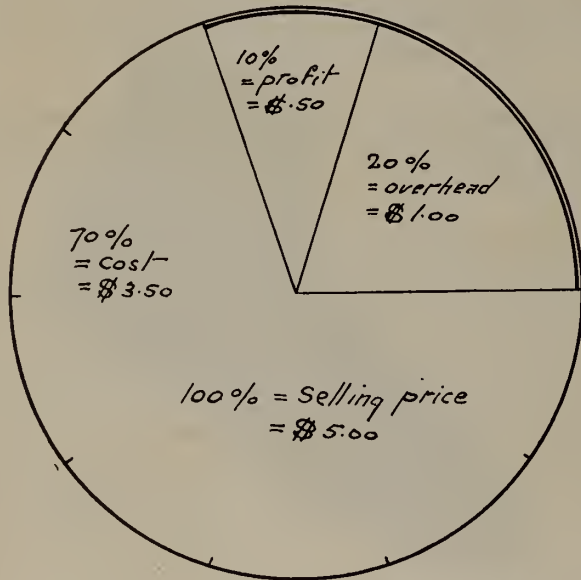
The overhead expense is 20 per cent. and 10 per cent. profit is desired.

What should the selling price be?

The circle represents 100 per cent. and the selling price. The double section of the circle represents 30 per cent. (profit 10 per cent., overhead expense 20 per cent.); the balance of the circle, 70 per cent., equals the cost, \$3.50.

We must first find the selling price before we can figure the profit and overhead expense.

If 70 per cent. (section of circle divided into 70 parts) equals \$3.50, 1 per cent. (1 part) will equal \$3.50 divided by 70, which is 5 cents. And if 1 per cent. (1 part) equals 5 cents, 100 per cent. (100 parts)



the whole circle, will equal 100 times 5 cents, which is \$5.00, the selling price.

We can now find the amount of profit and overhead expense.

Profit	10 per cent. of \$5.00 = \$.50
Overhead	20 per cent. of \$5.00 = 1.00
Cost	70 per cent. of \$5.00 = 3.50
	100 per cent. \$5.00

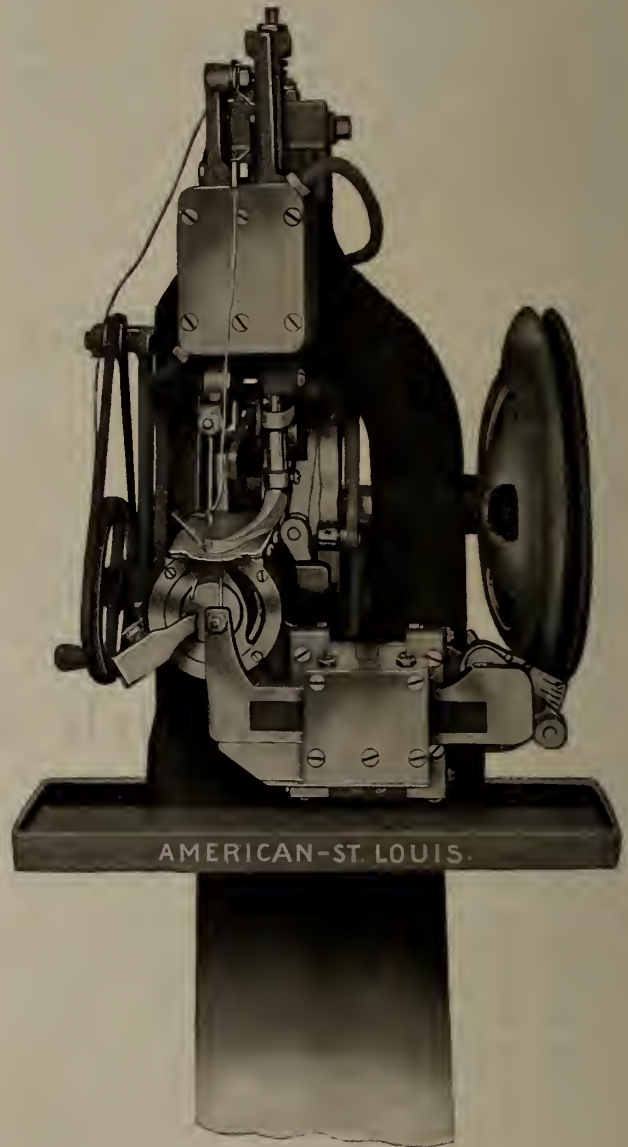
It was therefore necessary to add nearly 43 per cent. to the cost, \$3.50, to make this selling price \$5.00.

You will see from the above that if your overhead expenses are figured on the percentage of your gross business that it will not do to add this percentage to your cost, as it is always a larger percentage on cost. Take a pencil and paper and figure this out for yourself and you will be surprised, if you have not already discovered this, to find what a difference there is and how you have been fooling yourself by adding a percentage to your cost in order to cover your overhead expense and profit.

A New Stitcher

The American Shoe Machinery & Tool Company, of St. Louis, Mo., report an excellent business in Canada this year. Among the recent sales made by William Watson, their sales agent at London, Ont., were the following:—A No. 3 Space Saver Finishing Machine, and a patented Skiver to Wm. C. Wright, In-

gersoll; a patented Skiver and a Repair Jack to H. Groom, Ingersoll; also patented Skivers to J. Russo, Glencoe, and J. M. Burke, Chatham. The Dominion Leather & Shoe Findings Company of Montreal also sold outfits of "American" machines to H. Goldstein, 63 Fort Street, Montreal, and J. Geffman, 1742 St. Urbain Street, Montreal, while the Great West Saddlery Company, of Calgary, Alta., sold an outfit to L. Gigliotti, of Fernie, B.C. The illustration shows a new stitcher which will shortly be placed on the market by the American Shoe Machinery & Tool Company. It will be ready about the first of the year and will be sold outright. This stitcher will be furnished first



to those having or who will purchase "American" finishers. It should also be remembered that this stitcher fits best on an "American" finishing machine frame, and can also be attached to countershaft. At the same time it will fit any other make of finisher. The machine makes a perfect lock-stitch, and is said to be the only one-cam electric or foot power stitcher in the world. Needs only one cam because it contains very few parts, thus rendering it simple, durable and economical. It sews from 3 to 14 stitches to the inch, is equipped with positive lock and thread-measuring device and quick awl feed adjustment. Eye needle of three sizes can be used.

The Welcome Gift is the Useful Gift



For Mother



Mother likes a comfortable walking shoe, house shoe or bedroom slipper. We have a varied stock.

For Father



husband, brother or son—there's nothing more appreciated than a pair of "good" up-to-date shoes or a pair of pumps.

For Grandmother



The older we get the more "comfort" means to us. Make the "old folks" happy by adding to their comfort. "Comfy" shoes means our's.

For the Little Feet



Girls and boys wear out an awful lot of shoes. Ten to one they need new ones right now—Our's wear longest.

For Sister



wife or mother, our stock is complete—street boots, house boots, shoes, slippers, pumps, spats and overshoes.

The Welcome Gift is the Useful Gift

The Welcome Gift is the Useful Gift



Shop Early

Shop Early

THE SATISFACTION SHOE STORE

How to Conduct a Shoe Repair Shop

By Henry Ettelbrick*

If this writing will be of any assistance to any of my brother shoe repairers I am sure I gladly give it. My topic is to be "How to Conduct a Shoe Repair Shop, and Make Something More than a Scant Living." To show that I am the one able to do the subject justice, I am willing to do just like I do in my shop: let my patrons be the judges.

I am not saying that I am a successful repairer, but I do say that had I used the same business methods the first day I went into business that I am using today, I surely would be better off financially.

My weakness was undercharging for my work, and I am not going to charge that up to the only too true fact, that I paid too much attention to what other shops did. Not that I have cast them aside now, and don't want anything to do with them; I am willing to give them any help I can, because there are times when I get friendly turns from them; but at the same time I am sorry to admit that there is too wide a gap between us.

It is organization that we need and that very badly. I have said my weakness was undercharging, and I meant it, for when I think of the time and money I have missed because of my low prices, I surely feel like kicking myself, as the old saying goes.

All of us at some time or other have read of some brainy man that sits in his 2 x 4 office and directs a great establishment because he is smart enough to do some extra and correct thinking. I can see the philosophy of it, because had I done the same thing five years ago that I am doing now in the way of prices, I surely would not have had to watch and crowd and pinch myself as I did.

Has Several Prices

This is my system now, and I think it is great, because I know that it is letting me begin to "see land."

The price of men's half soles and heels in Springfield has been one dollar, but I am getting away from it with the people who are willing to pay for something better. Instead of having just one price I have several. I am going to give them, and again I want to say it's a great idea.

First—We have the dollar price for men's half soles and heels.

Second—We have a \$1.25 price for men's half soles and heels, and we put better material into this than in the dollar job.

Third—We have the \$1.50 price for men's full soles and heels.

Fourth—\$1.75 for the same job only we use the same material as in the \$1.25 half soles and heels.

Fifth comes the men's hand-sewed work. The aforementioned prices are all for machine work.

We get \$1.25 for men's half soles, hand sewed; \$2.00 for men's full soles, hand sewed, and \$2.25 for men's full soles and heels when we hand sew the soles.

Another nice job we are doing, is putting on new welts and full soles and heels at \$2.25. Of course the shoe must be worth such a job, but we land them right along.

Now for the ladies' prices. We have the 50 cent

soles, but to that we have added the 60 cent soles, and they are going like hot cakes. You might ask how can that be? I will tell you. Don't ever think the public is ignorant. If you do, you will be fooling yourself. The public knows full well that shoe repair material has been raising in price, just as they know that Wilson is keeping us out of war, and they should realize that the shoe repairers have stood by them heroically.

Prices Too Low

As to the raise in prices. They also know that we ought to be making our second raise now, instead of our first, and believe me, when we tell them we can give them better material for a little more, they know that is as fundamental a truth as any merchant has ever pulled off, and, here is where I feel like doing the kicking mentioned in another part of this letter. I am sore because I did not realize the very first day I went into the business, that it was essential to have different prices for different grades of work.

To-day when a man comes and brings us a pair of half sole and heels, we ask him, "Do you want \$1 or \$1.25 job?" Nine times out of ten he asks, "What's the difference?" and we answer, "The \$1.25 is better material." They generally say, "Give me the best." And it's just the same with ladies' shoes. Just try it, boys, do it now. The time is right, and believe me, you will think more of the business.

And to help me put this on I must thank my men. They helped a great deal, but I paid them for it. When I was ready to install the better goods at better prices, I called them together and offered to pay them five cents for every job at advanced price they took in, and they went after it "hot cake" fashion. Why, even my delivery boy has made \$1.35 extra besides his regular pay.

The third week of this new program I've had 60 pair of men's and 29 pair of ladies' soles at advanced prices. Don't fail to try it out, boys. If you don't you will fail in business.

Here is a funny condition existing in our business, and it surely shows the need of organization.

We don't hesitate to give shoe stores 15 per cent. discount on their work. We call for and deliver it. We do some little rips, etc., free, and then censure the Jew shop (commonly called) for putting on 50 cent soles, and that is the only thing they do cheaper, because aside from the soles they often get better prices than we.

Profit in Big Volume

Another important thing, and the most important in any business, is a big volume of business. I have always contended that there is "money in rags, if you can get the rags." There is money in shoe repairing, but only when you can work up a big volume of business.

We call for and deliver to all parts of Springfield. I think it pays. I feel that I get many a job of shoe repairing that would otherwise be lost, if we did not call for it.

We have a little system in our shop for telling which work has to be delivered and which does not. We have a factory shoe rack that we reserve for deliveries only. Two top shelves for our shop deliver-

*In Shoe Repair Shop.

ies, two bottom shelves for our store work, and on our own deliveries, when a customer asks to have his shoes delivered, we paste a little red sticker or seal on the repair tag. But when this batch of stickers is used up, I am going to use just a common stencil and red ink pad. When a pair of shoes has to be delivered by that method every one in the shop can tell at a glance that it is a delivery and it saves confusion.

Now as to keeping our work assorted so as to get it out on time, we have the following system: We have four shelves. The bottom one for store work, the next one higher for work that is ordered for noon of the present day, the next one higher for evening work, and the top one for to-morrow's work, so you see our work is always sorted, which saves time, and of course everybody knows that time is the most valuable thing we have to-day, and unless every minute of the working time is utilized by the men, it's a losing game.

This shoe repairing is a great game, and it has to be played very carefully. In our shop I act as umpire and my decisions are final. I don't mean I don't give ear to anything my men suggest. Far from it. I want them to talk it over with me, but I have no time to tolerate the time-killing shoemaker, the grunter, or the hard-luck guy, that says there is no chance for advancement in shoe repair shops. The fact is the shoemakers have not advanced as fast as the business. To find a man who is able to take charge of a shop, handle men successfully, operate and adjust a sticher, treat the public courteously and fairly, and last, but most important, turn out thoroughly finished shoes, is a problem. To my own mind there are better chances

for shoemakers than for any other craftsman. I am at present blessed with good men that are able.

I believe in advertising. I have just finished mailing a personal letter to 500 citizens whom I thought might want a better job at a better price, and I am getting results. I would be glad to send a copy of that letter to any one on request. Not that I think it a work of art in myself, but to show how it helped me to start and carry out my "Better Goods at a Better Price" program.

In conclusion I want to say to my brother shoemakers—get more money. We deserve it. We earn it, and it's coming to us. I know that when once you start the new system of giving people their choice of different grades of work at different prices, you will like men, wish you had done it long ago. When it comes to the real fact of this price problem, we can truthfully say that now we should be making our second advance in prices instead of our first, and even then it would still be the greatest economy to any household to pay for this better grade of work and I think the shoe repairers' journal will be the cause of bringing us together, so that we can have that much-talked-of organization, and when we do have that, we will come into our own, as we should have long ago.

The British War Bureau has organized a Cobblers' Corps which will be equipped for repairing and stationed in the rear of the soldier lines. The cobblers are to receive pay as privates and an additional bonus for repairing shoes. It is calculated that the saving will mean many million dollars on shoe bills.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

The Brandon Shoe Company, Limited, Brantford, Ont., are now working on another 7,000 pair order of army shoes.

E. C. Getty, vice-president of the Galt Shoe Manufacturing Company, Limited, Galt, Ont., was in Toronto last week on a business trip.

Mr. K. J. Dunstan, president of the Canadian Red Cross Society, has acknowledged receipt of the Dunlop Tire and Rubber Goods Company's cheque for \$1,478.26, being the amount of the "Dunlop Day" receipts.

Thomas Therrien, St. Jerome, Que., has installed a six foot U. S. M. repair outfit in his shop.

Clark Bros., St. Stephen, N. B., have installed several new machines in their factory, including lasters and pulling machines.

Nelson J. Roberts, 154 Charlotte Street, St. John, N. B., has installed an 18-foot Goodyear repair outfit.

The Montreal Distributing Company, boots and shoes, have registered in Quebec.

T. Bergeron & Company have registered to carry on a shoe manufacturing business in Montreal, Que.

J. & T. Bell, Limited, Montreal, are putting out a new line which they call "The Unlocked Process Shoe." The manufacturers claim this shoe to give the same, or better results without the necessity of using arch supports.

Percy M. Levine, shoe dealer, of St. John, was married recently to Miss Blanche Bassen.

The shoe and leather men in St. John, N. B., have united in an endeavor to raise \$50,000 for the patriotic fund. Donations of various kinds are being received—in one case a cash register valued at \$350. When sufficient goods have been

collected an auction sale will be held and the proceeds turned over to the fund.

The Edmonton Leather and Shoe Company, Edmonton, Alta., have re-opened their shoepack factory with N. L. MacDonald as manager.

A. C. Gilmour has purchased the boot and shoe and drygoods business of L. A. Boucher, Stanbridge Station, Que.

Strathroy, Ont., is in line for a new shoe factory if the town will grant a loan of \$15,000 without interest for fifteen years, repayable \$1,000 yearly. D. Ingham and J. E. Bates are the promoters.

Edward Bell, shoe retailer, 1212 Dufferin Street, Toronto, has sold his stock and joined the overseas forces.

It is rumored that the premises lately occupied by the Broekton Shoe Company, 119 Yonge Street, Toronto, will be re-opened by a shoe store. The rent is over \$500 a month with an eight year lease.

A shoe store is being opened in Lindsay, Ont., by Albert Ashmore.

The Eagle Shoe Company, Montreal, have just added a full range of women's flexible McKays, including pumps, to their samples. The shoes are being manufactured in blue, brown, and black kid, and among the five lasts is the popular Gipsy shoe.

G. Fred Smardon, of the Smardon Shoe Company, Limited, was married a short time ago to Miss Booth.

The issue of "Foot Prints" containing the 1915-16 catalogue of Fleet Foot Shoes, made by the Canadian Consolidated Rubber Company, illustrates "a finer and more varied selection of useful and serviceable styles than ever heretofore shown in Canada." The catalogue has a colored plate of a tennis player, with a background showing a large tennis

ball. The various styles of shoes for every sport and recreation are illustrated, together with full details of their make, the booklet being well printed in black and blue.

The Galt Shoe Mfg. Co., Ltd., have been exceptionally busy on immediate orders.

J. W. Alguire has opened a shoe and harness business in Northfield, Ont.

The Brandon Shoe Company, Limited, Brantford, Ont., have added to their equipment a U. S. M. stitchdown staple lasting machine.

The North American Shoe Repairing Shop has opened at 1397 Yonge Street, Toronto, with an up-to-date equipment.

The Yale store in Regina, Sask., is moving to a new location on Eleventh Avenue.

Miss Rose Rahn, with the Hurlbut Shoe Company, Preston, Ont., was recently presented with an appreciative address and handsome mahogany table by the employees in honor of her approaching marriage.

A shoe store has been opened in the Rutherford Building, Wroxeter, Ont., by C. Lawrence.

The Bootery, Victoria, B. C., has moved into a new store on Government Street.

John E. Johnston, Brock Street, Kingston, Ont., has installed a U. S. M. six-foot repair outfit and motor.

The U. S. Cut-Rate shoe store has been opened in Winnipeg, Man.

The Verdun Shoe Hospital, Verdun, Que., was recently registered.

S. Brunton, recently with the Regal Shoe Shop, Toronto, has accepted a position with J. W. Leslie, Hamilton.

John McLean, for the past few years on the staff of the Invictus Boot Shop, Toronto, has gone to Niagara Falls, Ont., where he is engaged in the retail fish business.

Chas. Goldart, lately with the W. J. Thurston Shoe Store, Stratford, is covering the Maritime Provinces for Gourelay and Fogelburg, shoe manufacturers, Berlin.

Percy Williams, shoeman, Yorktown, Sask., has enlisted as snare drummer with the 53rd battalion band and will go to the front.

R. L. Savage, representing the James Muir Company, Maisonneuve, and Clark Bros., St. Stephen, N. B., and N. J. Bordeau, representing the Galt Shoe Manufacturing Company, Galt, Ont., have opened sample rooms in Toronto at 260 Yonge Street, over the retail shoe store of Mr. A. Levy.

The Snedicor & Hathaway Company, Tillsonburg, Ont., state that they are working overtime turning out the large number of orders on hand.

W. J. Thurston, shoe retailer, Guelph, Ont., is installing an entire new front in addition to other interior alterations. Mr. Thurston has also a store in Stratford, Ont.

Dan McLean, Sydney, N. S., is installing a U. S. M. eighteen foot repair outfit.

Miss O'Malley, recently with W. E. Smith's Shoe Store, 290 Wellington Street, Ottawa, has opened a store for herself at 101 Bank Street in that city.

The Canadian Footwear Company's factory at Pointe-aux-Trembles is now running on orders for spring goods. The business sent in so far has been very satisfactory, and will keep the factory busy well into March.

At St. Stanislas Parish Church, Montreal, on October 28, Theo. Galipeau, of the firm of Dufresne & Galipeau, Limited, Montreal, was married to Miss Alma Lalime, niece of the late J. B. Lalime, of the old firm of Seguin and Lalime, shoe manufacturers, St. Hyacinthe.

The Ritz Shoe Company have registered and will conduct a wholesale jobbing house in Montreal.

W. L. Connor, shoe retailer, Truro, N. S., has completed several interior alterations to his store.

Edward Stuebing, who has had charge of the shipping department of the Kimmel Felt Company, Berlin, Ont., has taken a position on the travelling staff of the Consolidated Felt Company.

Geo. Logan, of Guelph, has taken a position in the Thurston Shoe Store, Stratford.

The Hurlbut Company, Preston, Ont., expect to be able to move into their new factory during the early part of next month.

E. F. Leonard, recently superintendent of the Hartt Boot & Shoe Company, Fredericton, N. B., has been appoint-

ed inspector of shoes for the United States Government, and will be located in New York. Mr. Leonard is president of the Montreal Association of Superintendents and Foremen.

Chas. McFarlane will cover eastern Ontario for the White Shoe Company, Toronto. Mr. McFarlane has been for several years on the warehouse staff of that firm.

Mr. J. L. Chisholm, for a number of years connected with the Regal Boot Shop, Toronto, has been appointed manager of the Invictus Boot Shop.

Wesley Kibler, of Kibler & Christmas, dealers in shoes and clothing, Kamloops, B. C., has moved to Berlin, Ont., and is managing the business of his father, who passed away some time ago.

W. E. Tait, shoe retailer, Kamloops, B. C., has enlisted for overseas service. The Harvard Shoe Company of that city have taken over his business.

S. H. Parker, shoe manufacturer, Preston, Ont., while on a business trip to Montreal and the Maritime Provinces, stated that his factory was working overtime turning out orders. New equipment has been added and the cutting room enlarged. The output is now 450 pairs of women's McKays a day.

F. C. Adams, manager of the Agnew store in Berlin, Ont., has been appointed manager of the London branch. Mr. Schacht, of London, will manage the business in Berlin.

E. Koch and W. Spence have purchased the boot and shoe business of H. Karges, Listowel, Ont., and will take possession at once. Mr. Koch is an experienced shoeman, having been connected with J. M. Schinbein for the past eight years. Both young men are well and favorably known and will undoubtedly meet with success in their new business.

The Men's Club of the Dominion Rubber System has been formed in Montreal and club rooms secured. The object of the club is to encourage education among the members by means of classes, lectures, etc.; to foster social intercourse and co-operation and take part in athletics and recreation. All men and boys employed by the Dominion Rubber System are eligible for membership after having been in the company's service three months. The membership is now near the 250 mark.

Plammondon & Proteau, shoe manufacturers, Quebec, have made a proposition to the Coaticook, Que., town council, with a view to establishing a factory there. The company state that they would employ between 100 and 125 men, paying them salaries from \$18 to \$35 weekly. Among the concessions asked are: exemption from taxes for ten years, a right-of-way on the Coaticook River with liberty to install pumping machinery for supplying water in the factory. They state that they will require at least 1,500 h.p. of electric energy and agree to pay \$10 per h.p. per year. If more than this amount is required the town is asked to furnish same gratuitously. The town is also asked to furnish the electric lighting required in the factory.

Chris Marshall, a native of Barbadoes, B.W.I., who has been making shoes at 18 Johnson Street, Kingston, and whom the soldiery has patronized considerably, enlisted a short time ago in the 80th battalion for overseas service.

E. T. Wright & Company are distributing a booklet illustrating the various styles of "Just Wright" shoes carried in stock at St. Thomas, Ont. One of their latest styles is illustrated in the editorial pages of this issue.

Mr. R. E. Jamieson, general sales manager of the Canadian Consolidated Rubber Company, has returned to Montreal from a five weeks' visit to the coast.

To obtain greater facilities, the Ottawa branch of the Canadian Consolidated Rubber Company has removed to 433 Cooper Street, a building specially constructed for the company. Mr. Ed. M. Zavitz is the Ottawa manager.

The Solid Leather Shoe Company, Queen Street, Preston, Ont., are contemplating an addition to their factory at an early date.

Wilbur Pfaff has purchased the repair business of Wm. J. Smith, Exeter, Ont. Mr. Smith is going on the road for the Menzies Shoe Company, Detroit, Mich.

W. D. Balfour, who was formerly manager of the Regal Boot Shop at Winnipeg, Man., is now raising chickens on a large farm near Brooklin, Ont.

Ames-Holden-McCready, Limited, Montreal, are extending their borders in the matter of pushing their goods in other countries. The shoes of the company are now on the English market, the business being handled by Mr. Stanley

Jacob, at the sample rooms, Somerset Chambers, 7 Fore Street, London, E.C. As the British makers are just now exceedingly busy on Army orders, there should be a splendid opportunity for introducing Canadian goods to the Old Country.

L. S. Odell, formerly with Fisk, Limited, Montreal, has opened offices at 608-9 Shaughnessy Building, McGill Street, Montreal, as a dealer in kid, patent, and split leather, and also in cotton, cement, etc. Mr. Odell represented Fisk, Limited, in Quebec for 29 years and in Toronto for 5 years, and is consequently well known to the shoe manufacturers throughout Canada. He will be associated with Mr. L. S. Odell, Jr., a graduate of St. Andrew's College, Toronto.

Shoe manufacturers are not yet at the end of their troubles with regard to the rise in price of practically every article that enters into the making of shoes. The manufacturers of cotton have now sent out notices cancelling their lists and notifying that prices are to be advanced.

The Lady Bell Shoe Company has been incorporated "to manufacture, buy, sell and deal in all kinds of boots, shoes and footwear." The capital stock of the company is \$50,000 and the factory is to be at Berlin, Ont. The promoters are A. A. Armbrust, Alex. Inrig, Jacob B. Weaver, Addie M. Armbrust and Etta L. Inrig.

W. J. McCraw's boot and shoe store at 1926 Dundas Street, Toronto, suffered a slight loss by fire a short time ago.

The Gendron Shoepack Company, Penetanguishene, Ont., are working on an order for 1,500 pairs of shoepacks for the Government.

Mr. Fred Ether, formerly foreman of the finishing room of the Derry Shoe Company, has joined the sales staff of the S. & F. Blacking Company of Boston, and, together with Mr. Fred Sexton, is covering Canadian shoe factories in the interests of their blacking lines.

Mr. W. Hamilton, of the W. B. Hamilton Shoe Company, Limited, Toronto, has been on a visit to Montreal.

Having acquired the effects of the Laurentide Shoe and Leather Company, Grand'Mere, P. Q., Roy and Company, Limited, will open a new factory at Cap de Madeline, near Three Rivers, for the manufacture of men's, boys' and youths' McKays and standard welts. Roy and Company have already a certain amount of machinery, and have made arrangements with the United Shoe Machinery Company of Canada for additional machines.

The Montreal Box Toe Company having found it imperative to enlarge their accommodation by taking over two additional floors at 321 Aird Avenue, Maisonneuve, the business of the Dominion Die Company, which was carried on at the same address, has been transferred to 36a St. George Street, Montreal. The Montreal Box Toe Company have made arrangements for going into the log heeling trade, and have obtained the sole rights for Canada from the Brockton Heel Company, Campello, Mass.

Robert C. Lunnon, for the past five years foreman of the making and finishing rooms for the Weston Shoe Company, Limited, Campbellford, Ont., has given notice of his resignation, to take effect this month.

Frank Cook, Jr., late superintendent of No. 1 factory of Ames-Holden-McCready, has accepted a position as superintendent of the Carroll-Peabody-Jellerson Shoe Company, Norway, Me.

Johnson's new shoe store in Vancouver is rapidly nearing completion and the firm expect to be able to move in very shortly.

A. L. Baldwin, who represented the United Shoe Machinery Company in Western Canada for six years, and now sells Champion machines in New York State, has opened a repair shop in Oneida, N. Y.

A. M. Reid, manager of the Regal Shoe Store, Saskatoon, Sask., has been laid up with an attack of typhoid fever, but we are glad to be able to report that he is getting along well and will soon be able to take up his work.

Eureka Shoe, Limited, have registered and will carry on business in Montreal.

Mr. Nap. Tetrault, who is now in France, has been successful in obtaining further orders for French army boots. These will be made by the Tetrault Shoe Manufacturing Company, Montreal, who have done quite a large business with the French Government.

A tanner is said to have remarked that he could have closed down his tannery this year and made money by sell-

ing his stock of dyestuffs. Some colors which he bought at 47 cents a pound are now quoted at from \$10 to \$15 a pound.

Gagnon, Lachapelle & Hebert, have registered to carry on a boot and shoe business in Montreal.

The Civic Repair Shop has been opened at the corner of Bloor Street and Indian Road, Toronto.

In a recent issue of "Shoe Topics" (Boston) in a section devoted to prominent shoe supply buyers appeared the names and photographs of the following Canadian buyers: W. D. Gahan, Getty & Scott, Galt; W. V. Matthews, Ames-Holden-McCready, Montreal; A. C. Brouillard, James Muir & Co., Montreal; Jas. F. Clark, Clark Bros., St. Stephen, N. B.

The Verdun, P. Q., council has passed a by-law granting exemptions to Mr. J. P. Cote, shoe manufacturer, LaSalle Avenue, Maisonneuve, on condition that he erects an electrically-driven plant of the value of \$250,000, and employs fifty people, at least half of whom shall be inhabitants of Verdun. The plant is to be exempt from municipal water taxes for ten years.

Wallace Waller, who has been for eighteen years with McLaren & Dallas, wholesale shoes, Toronto, has taken a position with the Robert Simpson Company, Limited. Mr. Waller's first position was as messenger boy for McLaren & Dallas. He spent three years in the warehouse and for the past fifteen years has been covering the Toronto district for this firm. He speaks very highly of the kindly relations that have always existed between his employers and himself and desires to return his thanks to the retail shoe merchants of Toronto for their kindness and cordiality during his daily intercourse with them. It is understood Mr. Waller will be associated with Mr. H. S. Bond in the purchasing department.

George Picard, 186 Bagot Street, Quebec, has installed a Progressive shoe repair outfit in his shop.

T. H. Marshall, shoe retailer, 982 Queen Street West, Toronto, has leased a store on Bloor Street West, near Salem Avenue, and will move at an early date.

J. A. Wade has been appointed factory manager of the general rubber goods section of the Montreal plant of the Dominion Rubber System. Mr. Wade has been in the rubber business since 1885, and his many friends are congratulating him on his well-deserved promotion.

C. G. Knapton, Wardsville, Ont., is erecting a new shoe store which will be completed shortly.

Louis O. Breithaupt, eldest son of L. J. Breithaupt, president of the Breithaupt Leather Company, Berlin, Ont., was married a short time ago in Milton, to Miss Mabel Louise White.

J. H. Moore, of Cornwall, Ont., is now calling on the trade in the Maritime Provinces in the interests of the Minister Myles Shoe Company, Toronto.

Fred Weston, of the Weston Shoe Company, Campbellford, has received word that his son, Private Clifford S. Weston, who is a member of the 21st Battalion, has been wounded and is confined in a hospital in France.

Scott-Chamberlain, Limited, London, Ont., are manufacturing a range of boys' Goodyear welts in sizes from one to five, made on the "Just Like Dad's" idea. A new boys' army shoe is among their new output and is finding immediate favor.

The Tetrault Shoe Manufacturing Company, Montreal, have added some new machines to their equipment.

James French, an old employee of the Amherst Boot & Shoe Company, has just returned from a trip to his home in Scotland, which he has not seen for fifty-one years.

J. Roney, shoe repairer, Georgetown, Ont., has added another machine to his equipment specially designed for work on children's shoes.

James Campbell, who has conducted a shoe repair shop on Park Street, Niagara Falls, Ont., for the past sixteen years, has retired.

A general meeting of the Toronto Shoe Retailers' Association was held on Thursday, October 21, in the Temple Building, for the consideration of general business.

The Blachford Shoe Manufacturing Company, Toronto, have been forced to take on very much larger quarters owing to the phenomenal growth of their business. They have been successful in obtaining the top floor of the building south of their present quarters, which doubles their floor space, giving them a capacity of over 500 pairs a day. In the new

quarters will be installed the office, cutting room, stitching room, backing and shipping rooms, and also a splendid roomy sample room. The stitching room was moved last Saturday, incurring an operating delay of only six hours. The cutting room was also settled in their new quarters without loss of a minute to the employees, and Mr. Blachford predicts that the other departments will be completely changed over with-

out any loss of operating time. The entire change is being completed before the 15th of the month. The lasting, making and finishing rooms will remain in their original quarters only re-arranged and with additional equipment to turn out immediately a greatly increased output. The company invites their customers and friends in the trade to visit and inspect their enlarged quarters.

General Store News Throughout Canada

Where the Shoe Manufacturer or Jobber May Find a Customer

Ontario

The general store of Fitzpatrick & Company, Lambton Mills, has been purchased by H. Phillips.

T. F. Robinson has closed his general store at Thamesville.

S. Cohen, general storekeeper, Ottawa, has sold out.

The stock of Goren Brothers general store at Fort William has been sold to Wm. Yeomans.

G. Anderson's general store at Stratton suffered loss by fire recently but was fully insured.

Quebec

P. & C. Antoine have registered and will conduct a general store business in Granby.

Dolan Zara and Arsene Zara have registered and will carry on a general store business in Roxton Falls.

A. Desmarais has purchased the general store of Geo. Desmarais, Vercheres.

J. A. Bissonette & Frere have registered and will carry on a general store business in St. Joseph de Soulanges.

Goyer, Michel & Fils have registered and will carry on a general store business in St. Laurent.

The general store of J. B. Paradis & Fils was burnt out

in the fire which destroyed most of the business section of Stanstead.

Allen & Bates have registered and will conduct a general store at Dunham.

A general store will be opened in Lachine by the Canadian Syndicate.

Turcotte & Marcotte, general storekeepers, Drummondville, have registered.

Beland & Veillet have registered to carry on a general store business in St. Thecle.

Manitoba

The general store of N. Rosenstock, Ridgeville, has been succeeded by the Ridgeville Trading Company.

Dowler Bros., general storekeepers, Rossendale, have sold out to Andrew Embury.

M. Bookhinder has purchased the stock of the general store of Sigurdson Bros., Hodgson.

Klaas Kroeker, Reinland, is reported to have sold his general store.

The Moosehorn Trading Company have purchased the stock of the estate of S. F. Graham & Son, Grahamdale.

The Steen-Copeland Company, conducting a general

ARROWSMITH
Arch Prop

Phosphor Bronze
Arch Support

Wilson's Foot-Rest

Instep Supporter

Featherweight
Arch Support

Dr. Foote's Anatomic
Arch Support

Foot Pad

Dr. James' Arch Support

Anterior-Metatarsal
Arch Prop

Aeroplane Arch Support
Foot Arch

Surgeon's Foot Brace

Therapeutic Arch Support

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"First Aid" Foot-Restur

Heel Cushion

Bunion Shield

Toe Strate

Curopad

Curo-Foot-Balm

Cal-Corn-O

Insyde Heel Grip

Foot Powder

Footprint

Skeleton Foot

Sculpture Set

Nurse Card

Panel Card

Arch Prop Adjuster

Polisher

Polishing Set

Correspondence Course
in Orthopedics

Canadian - Arrowsmith Mfg. Co., Limited

Niagara Falls, Ontario, Canada

store at Dauphin, have changed their style to Ramsay & Copeland.

M. Udow, general storekeeper, Souris, is moving to Winnipeg.

Geo. Romalis has closed his general store at Dropmore and moved to Lennard.

D. Kopman has purchased the stock of R. E. Broadfoot's general store at Gladstone.

L. Yancovitch has purchased the stock of the general store owned by the estate of Wm. Dunn, Lyall.

The general store of Margaret A. Donald, Harte, has been succeeded by May Bros. & Donald.

Saskatchewan

The Avonport General Store has registered to carry on business at Avonport.

J. E. Chmeimsky has purchased the stock of the Broadview Supply Company at Broadview.

R. Lyons has purchased the stock of G. J. Jupp, general storekeeper, Fleming.

The Singer Supply Company, Saskatoon, have taken over the business of the estate of the Saskatoon Trading Co.

E. T. Dahle, Atwater, has succeeded to the business of Dahle & Buckman.

Shoe Business For Sale

Business opportunity for right man. First class retail shoe business for sale in progressive town of 5,000. Terms may be arranged. Write:

THE HURLBUT COMPANY, LIMITED,
11-11 Preston, Ontario.

Stock of Boots and Shoes For Sale

Tenders will be received by the undersigned up to and inclusive of the 15th day of November, 1915, for the purchase of the good-will and stock-in-trade of the late Richard Palmer, who carried on business at 1627 Dundas Street in the City of Toronto as a Boot and Shoe Merchant.

The stock consists of a thoroughly up-to-date line of women's and men's boots, shoes and rubbers, and comprises a first-class assortment made up in a large part of such well-known brands as 'Invictus' and 'Brandon' shoes, etc.

The stock can be inspected during business hours at the above address, and the undersigned will be pleased to send to prospective tenderers a complete inventory and further particulars of the stock on hand.

Tenders must be on the basis of a rate on the dollar of the invoice price of the goods. There will be no warranty on the part of the Vendors as to the quantities, qualities or otherwise, but the successful tenderer will be required to check up the stock himself and his acceptance must be made on the basis of the stock on hand as per inventory taken at that time.

All tenders must be accompanied by a marked cheque payable to the order of The Trusts and Guarantee Company, Limited, for \$500, which will be returned without interest to the unsuccessful tenderers. The highest or any tender not necessarily accepted.

This sale is for the purpose of closing the Estate of the above-named, and arrangements can be made for the renting of the present premises to the purchaser of the stock.

For further particulars apply to Messrs. Anderson & McMaster, Barristers, 225 Mavety Street, Toronto, or to The Trusts and Guarantee Company, Limited, Executor and Trustee of the Estate of Richard Palmer, 45 King Street West, Toronto.



A Louis Heel Breast Trimmer that finishes the job

from edge to edge following line of sole requiring no hand work or rough scouring

SAFE and RAPID

Every pair of heels like template used.

Manufactured and sold by

The Louis G. Freeman Co.

Cincinnati, U. S. A.

We want to BUY for CASH all the PIECED HEEL STOCK you make

BROCKTON HEEL COMPANY
BROCKTON, MASS.



H. & D. Solid Fibre Board BOXES

*Cheaper than wood to buy
Lighter to ship—
and Stronger*

For those only who seek to save

A man who knows anything about the business of shoe manufacture fully realizes that the greatest drain on the profits he makes is to be found in the heavy expenses incidental to the shipment of his goods. Not only has he to meet high freight charges for heavy wooden boxes but often enough he has to face the loss of his goods in shipment owing to dampness and water. His packing alone takes up much time and money.

H. & D. Solid Fibre Board Boxes are lighter and stronger by far than wood. They have few joints and these are so reinforced that they cannot come apart. Their first cost is lower than wood and they can be made to your specifications. They save time in packing and storage space.

The Hinde & Dauch Paper Co.
of Canada, Limited
Toronto

FIBRE BOARD BOXES, CORRUGATED BOXES and SPECIALTIES

LION HEEL PLATES



One Pair Sells Another
REPAIR SHOPS, ATTENTION

Lion Heel Plates appeal to both men and women because they look neat, wear well and have no metallic sound. Every satisfied customer is a salesman for Lion Heel Plates.

They are quickly inserted and pay a profit equal to that which you make if you rebuild the heel the second time, while they give you the reputation of doing neat, durable work.

Get our prices and sample plates.

Lion Heel Plate Co., Ithaca, N.Y.

BOOKS FOR SALE

Special Prices

ONE HUNDRED EASY WINDOW TRIMS: All about making the store windows more profitable. 212 pages, illustrated. Price 50 cents.

STORE MANAGEMENT—COMPLETE, by Frank Farrington. 252 pages, illustrated. Price 50 cents.

RETAIL ADVERTISING—COMPLETE, by Frank Farrington. 266 pages. Price 50 cents.



This is the best type of Rolling Ladder for shoe stores and warehouses—but we make all kinds.

Ladder shown above is ball-bearing and noiseless. Cannot jump track. Costs no more than ordinary ladder because it is Made in Canada.

RICHARDS-WILCOX CANADIAN CO., LTD., London, Montreal

1916 Spring Footwear FOR JOBBERS

**From an up-to-date
 Factory**

Aird working conditions—a splendidly equipped factory with every facility for expert workmen—mean that Aird shoes are the highest grade in McKays and Turns. Aird expert designers have turned out the latest styles in new heels and lasts.

**Two
 Reasons
 Why
 Aird Shoes
 Sell**

**From High Grade
 Materials**

We select Aird material carefully and only the choicest leathers are used. You can rely on Aird Shoes to sell at a good profit because the values are right. See our line of Men's, Boys', Youths' and Women's McKays and Turns.

Aird & Son, Montreal



Increase The Range Of Your Sales

Buy your Spring 1916 stock with an eye to increasing the range of your sales.

Yours will be a limited field, if you do not get the Union Stamp on the line, for Union labor is affiliated between two million and three million strong, and will not buy goods not bearing the Union Stamp.

Increase your range—make your store appeal to everybody in town. It will if your shoes bear the Union Stamp.

Boot & Shoe Workers' Union

Affiliated with the American Federation of Labor

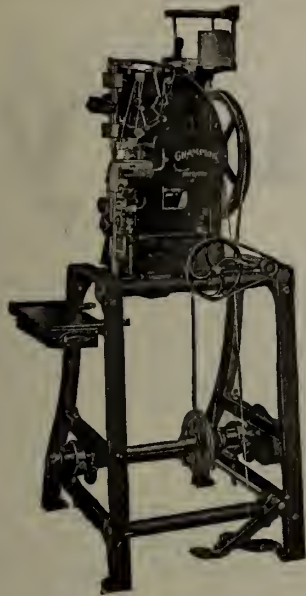
246 Summer Street : : : Boston, Mass.
John F. Tobin, Gen'l Pres. Chas. L. Baine, Gen'l Sec.-Treas.

Champion Shoe Repair Machinery

Simplicity of construction—Ease of operating—Working efficiency and high speed have made Champion Machinery—"Best by every Test."

Champion Standard Straight Needle and Awl Stitcher, expressly prepared for the Repair Shop.

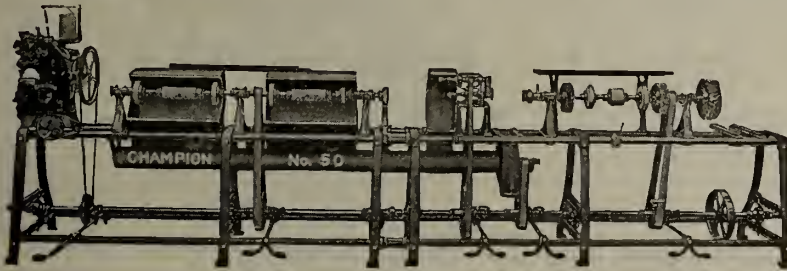
Champion Ideal Curved Needle and Awl Shoe Stitcher, especially designed for new custom work and for repairing.



Standard Shoe Stitcher



Ideal Curved Needle and Awl Stitcher

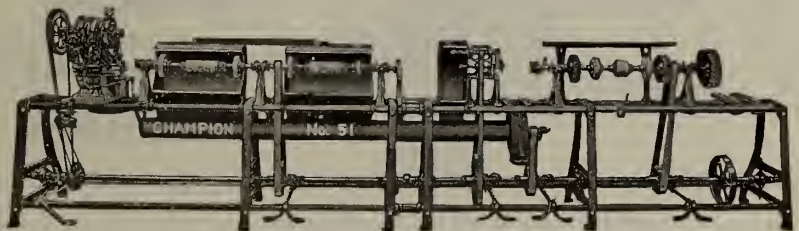


Champion Repair Outfit equipped with Standard Stitcher

Champion Shoe Repair Outfits Constructed on solid lines. Over twenty models to select from.

Stitcher can be set on either end of Finisher frame as may be desired.

Champion Combination Harness and Shoe Stitcher. Especially adapted for Harness Stitching and Shoe half soling.



Champion Repair Outfit equipped with Ideal Stitcher

Champion Clincher Fastener Machine, Champion Power Loose Nailers.—Indispensable and Profitable machines.

Champion machines are not royalty machines. They are sold outright for cash or time payments.

Write us for new Catalog prices and terms.

Champion Shoe Machinery Company

3723 to 3741 Forest Park Blvd.
St. Louis, Missouri, U.S.A.

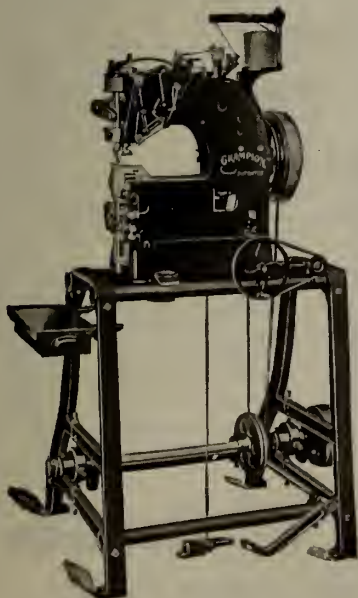
CUT THIS OUT

Champion Shoe Machinery Co., St. Louis, Mo.

Give particulars on

Name

Address



Combination Harness and Shoe Stitcher



Clincher Fastener

Shoe Machinery

For Every Department from Lasting to Finishing



**Goodyear
Welt and Turn
Systems**

**Consolidated
Hand Method
Lasting Machines**

**Model-C
Ideal Clicking
Machines**

**Rapid Standard
Screw
Machines**

**Davey
Horn Pegging
Machines**

Heel Protector, Driving, Heel Compressing, Loading and Attaching Machines, Heel Trimming, Breasting, Scouring and Finishing Machines; Loose Nailing and Slugging Machines; Cementing, Buffing and Skiving Machines; Gem Insole Machines; Eyeletting Machines; Eyelets, Shanks, Brushes, Etc.

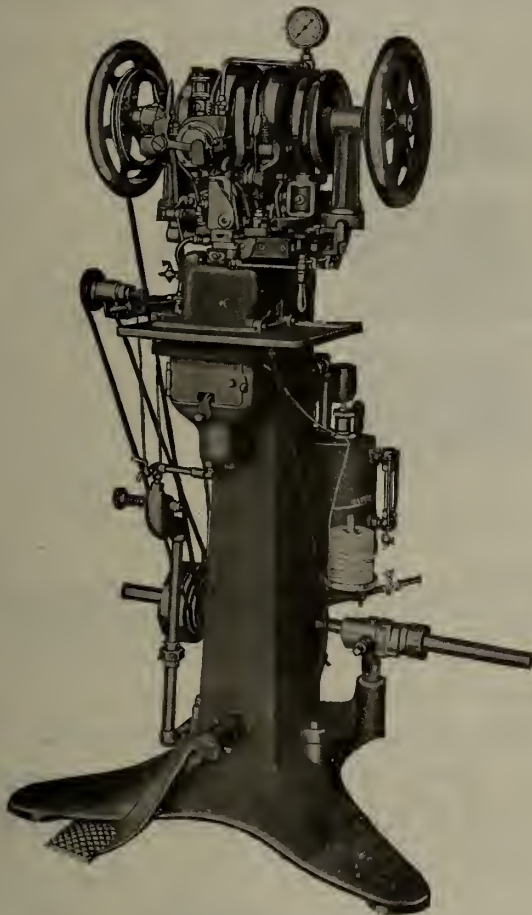
United Shoe Machinery Company of Canada

122 Adelaide Street West, TORONTO

MONTREAL, QUE.

492 St. Valier St., QUEBEC.

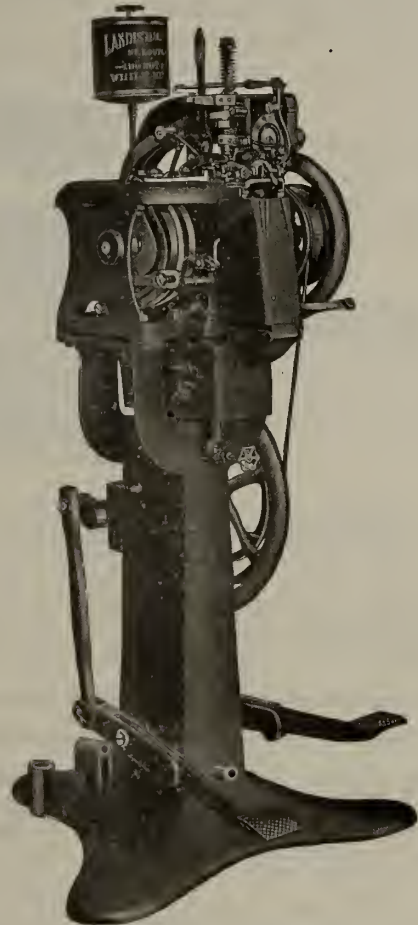
Landis Curved Needle and Awl Shoe Soling Machines



PRICE AND TERMS
LANDIS NO. 12 STITCHER

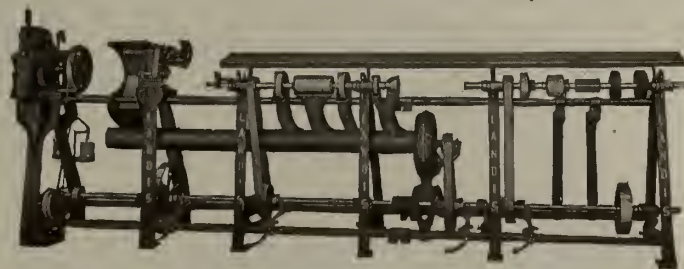
Weight, crated - About 750 lbs.
Head only, crated - About 500 lbs.
Price - Complete with Stand, power only, \$500.00, F. O. B. St. Louis.
Head only, \$475.00, F. O. B. St. Louis.
Terms - 15% discount for cash.
Time Payments - \$50.00 cash and \$15.00 per month.
Deferred payments to be closed by notes without interest.

Sold Outright - No Royalty



PRICE AND TERMS
LANDIS NO. 10 STITCHER

Weight, crated - About 700 lbs.
Head only, crated - About 300 lbs.
Price - Complete, with Stand, foot-power or power, \$400.00, F. O. B. St. Louis.
Complete, with Stand, combination foot-power and power, \$410.00, F. O. B. St. Louis.
Head only - \$375.00, F. O. B. St. Louis.
Terms - 15% discount for cash.
Time Payments - \$25.00 cash and \$10.00 per month.
Deferred Payments to be closed by notes without interest.



Model 22 Landis Shoe Repair Outfit, Left Hand
Manufactured by LANDIS MACHINE CO., St. Louis, Mo.

Landis Machine Company

St. Louis, Missouri, U. S. A.

WE ALSO MAKE THE LANDIS HARNESS MACHINES. ASK YOUR HARNESS MAKER ABOUT US.

Satisfaction Guaranteed

The quality of our products assures you that you will give satisfaction to your customers. Why not ask for the following brands.

**All
Lengths**



**All
Colors**

Manufactured by Manhattan Lace Company, Brooklyn, N. Y.

Canadian Representative

365 Ontario St.

G. J. Trudeau

MONTREAL

THIS PLANT IS A GUARANTEE

Behind this plant lies a guarantee that you will always be able to procure in unvarying quality and unlimited quantity all details of the

"EVERYDAY"

line of shoes. They are made for Men, Boys, Youths, Women, Misses, and Children in Elks, Box Calf, Storm Calf and all kinds of side leathers.



Satisfaction Assured to Jobber, Retailer and Ultimate Wearer

The T. Sisman Shoe Company, Limited

AURORA, . . . ONTARIO

Non Rip SANDALS



Made in Canada

Like most patriotic dealers you are specializing on "Made in Canada" footwear. Ask your jobber to show you samples of the non-rip Humberstone sandal.

Order Early

Humberstone Shoe Co.
HUMBERSTONE, ONT.

To Shoe Manufacturers

**Brodie's
Patent
Flour
Paste—**
—is the
**reliable
adhesive**

Brodie's Patent Flour Paste spreads easily, covers well, keeps longer than other paste, and is perfumed.

Brodie's Patent Flour Paste is put up in kegs, half-barrels and barrels. Let us quote you prices.

Brodie's Patent Flour Paste is above all the best adhesive flour paste on the market. Shoe Manufacturers should all use it.

It Eliminates "Pulling Away"

Brodie & Harvie, Limited
14 Bleury St. Montreal

J. A. & M. Cote McKays—Non-Squeak, Neat, Durable and Stylish



J. A. & M. Cote McKays measure up in selling value and substantial quality to the high standard set by Yamaska solid leather footwear. They are equal in appearance and durability to welts. You will also be pleased with their stylish, snappy appearance and the special non-squeak selling point.

Write us for prices.

**6 Up-to-date Lasts—
Men's, Youths', Boys', Little Gent's**

La Compagnie

J. A. & M. Cote,

St. Hyacinthe,
Quebec

Montreal sample rooms,
502 St. Catherine St. East,
Mr. Henri Martineau, Representative

Sales that satisfy

A Satisfied Customer is a repeater

Repeating may not be good in politics —but it's mighty good in business.

Satisfaction begets Confidence, and Confidence is what brings the customer back to you.

Selling More Lace Shoes

means more than simply making sales; it means securing your customers' confidence because of the satisfaction received in the permanent fit which is always assured.

No alterations are necessary to make lace shoes adjustable.

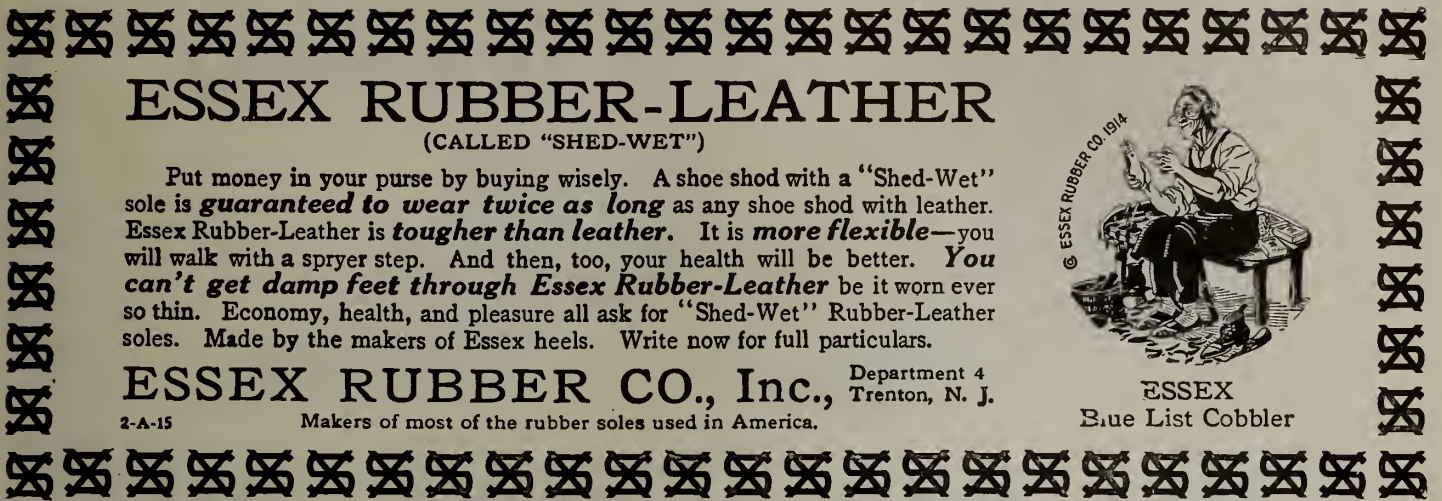
Alterations that oftentimes have to be repeated—which mar the otherwise attractive shoes—cause annoyance and create dissatisfaction of which you never learn, because, unfortunately, next time the customer trades elsewhere.

Increase your sales of lace shoes. 'Twill add to the permanency of your customers and your profits.

There is indeed a wealth of distinctive styles in Lace Shoes—styles for your every need.

United Shoe Machinery
Co. of Canada
Toronto, Montreal
Quebec





ESSEX RUBBER-LEATHER

(CALLED "SHED-WET")

Put money in your purse by buying wisely. A shoe shod with a "Shed-Wet" sole is **guaranteed to wear twice as long** as any shoe shod with leather. Essex Rubber-Leather is **tougher than leather**. It is **more flexible**—you will walk with a spryer step. And then, too, your health will be better. **You can't get damp feet through Essex Rubber-Leather** be it worn ever so thin. Economy, health, and pleasure all ask for "Shed-Wet" Rubber-Leather soles. Made by the makers of Essex heels. Write now for full particulars.

ESSEX RUBBER CO., Inc., Department 4
 2-A-15 Makers of most of the rubber soles used in America. Trenton, N. J.



ESSEX
 Blue List Cobbler



KID

Glazed and Mat

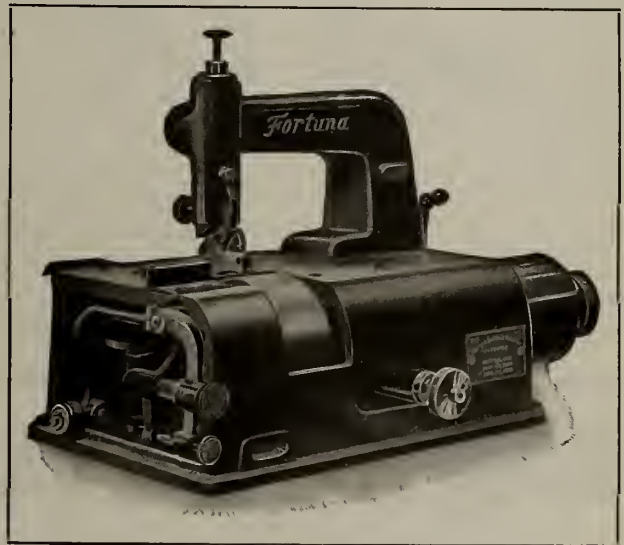
Our Montreal stock of glazed and mat kid is comprised of a large and complete assortment in black and colors. Canadian shoe manufacturers can be promptly supplied. See us when in Montreal.

Write or wire for samples.

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

SHOE-STAMP-SPECIALIST

W.D. ARMSTRONG

ENGRAVER OF FINE STEEL STAMPS & DIES
 230 ST. WEST, MONTREAL, PHONE 675
 CRAIG ST. WEST, 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

HEELS

That will not check

All grades, denominations and heights—a full line.

BOX TOES THAT COME ALIKE

made in leather, split, combination leather, canvas and felt.



INDEPENDENT BOX TOE CO.
 102 Christophe Colomb Street, Montreal

ALPHABETICAL LIST OF ADVERTISERS

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ROBIN'S NEW LAST SAVES YOU 15%

STRENGTH

UTILITY

SIMPLICITY

Our new hinge device with interlocking wood lips makes our hinge lasts the strongest and most effective on the market.

The utility and serviceableness of the last requires no description—it is for you to try it and profit by this experience.



We publish a price-list of lasts and fillers. Send for it—use it well—and save 15% on your last account.

The simplicity of our favorite hinge lasts and fillers is one of their most evident qualities. There is no complicated mechanism.

ROBIN BROS.

131-143 Carriere St.
(Corner of Gilford)
MONTREAL



The Brands for 1916

“Royal” and “Bull Dog”

When ordering your tennis and sporting shoes for the season of 1916 be sure to order liberally of “Royal” and “Bull Dog” Brands. The excellent satisfaction given by these shoes in the past seasons stands as their best testimony.

The perfect fitting and wearing qualities of “Royal” and “Bull Dog” sporting shoes make them a profitable line to handle. The process by which these shoes are made gives them a decided advantage over other brands.

Our representatives named below will show you samples.

The Independent Rubber Co.

Limited

Merritton, Ontario

The Amherst Boot & Shoe Co., Limited,
Amherst, N. S.
The Amherst Central Shoe Co., Regina, Sask.
The A. W. Ault Co., Limited Ottawa, Ont.
White Shoe Co. - - Toronto, Ont.

Kilgour, Rimer Co., Ltd., Winnipeg, Man.
The J. Leckie Co., Limited, Vancouver, B. C.
The London Shoe Co., - London, Ont.
McLaren & Dallas, - - Toronto, Ont.
James Robinson, - - Montreal, Que.

CAT'S PAW CUSHION RUBBER HEELS



Cat's Paw Rubber Heels are known everywhere for their excellent wearing qualities. Our patent canvas friction plug positively prevents slipping without affecting the buoyancy of the rubber.



For sale by all leading jobbers throughout Canada

Walpole Rubber Co., Limited
8 McGill College Avenue, MONTREAL

Montreal Box Toes have substance

They outlast
the shoe



Few box toes will outlast the shoes that stand the hardest wear, yet Montreal Box Toes do it. When you want toes that wear write us. We make them for Goodyear and combination work. Also Men's, Boys' and Women's heels in all grades.

The Montreal Box Toe Co.
321 Aird Ave., Montreal

Dominion Dies



**Stand
Hard
Service**

"Dominion" Dies have both essential qualities that cutting rooms desire. They are the best quality steel and they are exact in pattern.

Dominion Dies cut leather, rubber, paper and cloth and they do it right. Let us figure on your requirements.

Dominion Die Co.
36a St. George Street
MONTREAL

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.

YOUR



USMC



**GUARANTEE
FOR QUALITY**

United Shoe Machinery Company of Canada

Toronto

Montreal, Que.

Quebec

POPULARITY!



THE combined judgment of a large number of Canada's real particular shoe buyers shows that our line is popular. They have already purchased extensively of our shoes.

Venus Brand. Our first grade women's McKays to retail at \$3.50 to \$4.00. No better value.

Carmen Brand. A real seller to retail at \$2.50 to \$3.50.



Every Canadian buyer should see our line of McKays. Equal to any imported and less the duty. Made in Women's, Misses' and Children's.

Canadian Footwear Co., Limited
Montreal

Sales Office:
44 St. Antoine St.

Factory:
Point-aux-Trembles

Footwear

In Canada



Commercially Speaking—

the business problem is the problem of distribution ; of getting things from where they are to where they ought to be.

Miner Rubbers will be your best sellers if you keep your stock of Miner Rubbers 'well sorted'—the public know what they want. Our method of distribution is correct for quick delivery. Try us.



The Miner Rubber Co., Limited

Granby

Quebec

MONTREAL

Ottawa

Toronto



Made in Canada

“Panther” Rubber Heels & Soles

The most marked phase in recent footwear development has been the continued demand by the consumer for rubber soles and heels. This took the shoe trade unprepared, for until “Panther” Fibre Rubber Soles and Heels were marketed there was no fibre rubber compound which could be relied on as non-perishable, non-cracking, and easy to stitch and trim. It was the “Panther” brand that first satisfactorily filled this market and it is the “Panther” brand which still maintains first place.

“Panther” Rubber Heels are tested. They are light non-perishing, durable and made in all sizes and colors.

Every pair **Guaranteed.**

Panther Rubber Mfg. Co.
Sherbrooke, Que.



28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.



This Winter
Whenever the Weather Makes
Your Stock of Rubber Footwear
Look Like This



5	5½		6½	7			8½	9	9½		10½		11½	12
1		2	2½		3½	4			5½	6	6½			8

Remember that our
"28 Service Branches Throughout Canada"
are on the qui vive to promptly fill your
sorting orders.

We Provide "Real" Service



Canadian Consolidated
Rubber Co., Limited
Montreal, P. Q.

28 "Service" Branches Throughout Canada





BOSTONIANS

for

Breezy Business

“Pin your faith to the Bostonian Line” is the moral you may learn from the success of the Robinson house.

Experience has shown that the Bostonian is a sure selling line. Your re-stocking can be taken care of quickly at Robinson's.

Bostonian's “look well, fit well, wear well”—above all, they *sell* well.

James Robinson

MONTREAL



Robinson Service

A wise retailer is not speculative—he uses a service of long and respectable standing. Robinson service stretches as wide as the Dominion. It is as old-established as any in the Dominion.

Robinson Service means efficient, expeditious, and exact delivery of just those goods you desire to stock, whether they be boots, shoes, rubbers, slippers or any other footwear.

Why not take advantage of it?

James Robinson

MONTREAL



Superior

Quality

“Life-Buoy” Rubber Footwear

If you are short of
**Light Rubbers,
 Overshoes,
 Lumbermen’s
 or Boots**

send us your order to-day.

*We have complete stocks and can ship
 first train after receipt of your order.*

The Kaufman Rubber Co., Limited

BERLIN ONTARIO

Address order to Branch nearest you

Vancouver, Edmonton, Saskatoon, Winnipeg, London, Toronto, Ottawa,
 Montreal, Quebec, St. John, Truro, Charlottetown





A Selling Shoe That Profits You

It is vital to your success as a shoe retailer to take up a line like the Drummond. It offers you shoes at good retailing prices, affords you the opportunity of selecting from a big variety of styles, and guarantees to give the very best consumer satisfaction.



At
\$4



And
\$5



The Drummond line in men's Goodyear welts is distinctive because it strikes the highest note in styles that will be popular—and strikes with absolute precision—It evidences at the same time the soundest class of workmanship one could look for in shoes at this price. Let us send you samples and prices. We want you to examine the shoes.

Drummond Shoe Limited

Drummondville, Que.

Profit
by others
Experience



THE
Professor

PAT. NO.  119409
GOLD CROSS
SHOE

It was a great relief to many retailers when the Tebbutt Shoe and Leather Company invented and marketed their Hygienic Shoe.

Most men now demand shoe comfort and "healthy surroundings" for their feet before style. They can quickly be satisfied with either the Doctors or the Professor.

"The Doctors" and The "Professor" are shoes which give that comfort, and have antiseptic and "non-perspiro" qualities **plus** that of style. Moreover they are made of good leather, only the best leather in every part of every shoe.

Their success is always great. You had better share it.

—For sale by all Jobbers—

Doctors
ANTI-SEPTIC
SHOE
PAT 1906 1909
NON
PERSPIRO



Tebbutt Shoe & Leather
Company, Limited

Three Rivers,
Quebec

Kawneer
STORE FRONTS

Kawneer
STORE FRONTS

MAKE YOUR STORE FRONT PRODUCE!

The Store Front you call successful—good—is the one that makes *more* people buy. It's the one that pays for itself. To keep out the snow and rain is important, but increased sales pay the profits.

This is the year of Store Front alterations—never before were good Fronts so essential. Never before have so many Merchants torn out their old Fronts and replaced them with modern, trade-pulling KAWNEER Store Fronts. Thousands of them are going in and every one for *one* purpose—sales.

Since 1906 we've specialized in Store Fronts. During those years we have worked with over 40,000 Merchants in planning and building their KAWNEER FRONTS. We have worked with Merchants in big cities and small towns, Merchants in all kinds of lines, and believe, through this experience, we have qualified ourselves to work with you. Our experience enables us to give you suggestions that will make every Store-Front-dollar you spend produce results—sales. We believe we can help you make a maximum profit on the money you invest in your Store Front.

When you buy a new Front you pay for a *complete* Front—one supposed to give complete satisfaction and service. And to give complete results we build complete KAWNEER FRONTS. They give *sustained* results.

Upkeep economy is another reason for building KAWNEER complete. Cut out the paint and repair bills, which each year do not amount to much, but the total cost covering a period of years amounts to a matter of consequence. KAWNEER FRONTS can't leak, can't rust or warp and you know the endurance of solid copper and bronze. We could use tin or galvanized iron and effect a "purchase-saving" for you, but the ultimate (real) cost would be increased.

Glass safety is another point of importance. The flat, spring grip protects the glass, allows for the expansion and contraction and the usual vibrations transmitted to it from the street. Ask your glass insurance agent what he and his company think of KAWNEER STORE FRONTS.

Simplicity! That's the under-lying reason for KAWNEER mechanical results. The mechanical principles upon which KAWNEER is built are time-tried and scientifically applied. Most any mechanic can set KAWNEER if he exercises ordinary care. We believe a Store Front construction to be successful on all jobs, should be simple. The more complicated it is, the greater the chance for poor installation, and therefore the greater the chance of glass breakage. If glass breakage does accidentally occur, it can be replaced very easily—window display is not even disturbed. Glass is set *from the outside*.

STORE FRONT BOOK

We've compiled and printed "Boosting Business No. 25"—it's without question the most instructive and interesting Store Front book ever published. See the actual photographs of many of the best-paying Store Fronts (big and little) in the country—see what other successful Merchants have adopted to boost their business—see photographs of some of the Fronts that have paid for themselves in just a few months. This is neither a book on window trimming nor a picture book for your errand boy—but an authentic book of Store Front ideas, compiled to help you. Send for it and it will come to you without obligation.

Kawneer
Manufacturing Company
Limited
Francis J. Plym, President
Dept. R.
GUELPH, ONTARIO
Home Offices

KAWNEER MFG. CO. Dept. R. GUELPH, ONT.	COUPON
Please send us "Boosting Business No. 25" without obligation.	
Name.....	
Street and No.....	
City or Town.....	
Business.....	

Kawneer
STORE FRONTS

Kawneer
STORE FRONTS

"Kawneer Store Fronts awarded gold medal at Panama-Pacific Exposition. See our model front there."

Tally-ho Shapes Are 6

there's but 24 styles in

Tally-ho Shoes

AND they all have the famous "built-in" Tally-Ho Corset Arch Support

To fit feet properly is one of the most important functions of a shoe. With Tally-Ho's foot fitting comfort is an all absorbing feature. Tally-Ho's with their Six (6) scientific foot-form shapes, worked out from authentic shoe statistics covering a long period of time can fit any foot. The long and narrow to the short and wide—and all the grades between are provided for. Yet, with this utilitarian attention to proper shape—outside appearances and finish have not been neglected.

Tally-Ho's have all the snap and go and finish of the best American shoes—all the wear and quality that is a mark of British thoroughness and are made in Canada.

Bear in mind that the Tally-Ho is a shoe of features—an advertised one-priced shoe sold through the jobber.

These are some of the valuable points: Tally Corset Arch Support—San-i-tex Ventilated Linings—Double Cushion Sole, Top Notch American Styles, Scientific Foot Form Shapes. Thorough British wear and Canadian made.

Write to the distributors to-day if you want to secure this advertised shoe for your community.

NOTE.—The joy-ped club is made up mainly of Users and Sellers of Tally-Ho Shoes. Write for particulars to

THE KILGOUR-RIMER CO., WINNIPEG
WESTERN DISTRIBUTORS

J. H. LAROCHELLE & FILS, QUEBEC CITY
DISTRIBUTORS FOR EASTERN QUEBEC



Tally-ho Shoe Co.

Registered

132 Lincoln St., Boston

491 St. Valier St., Quebec

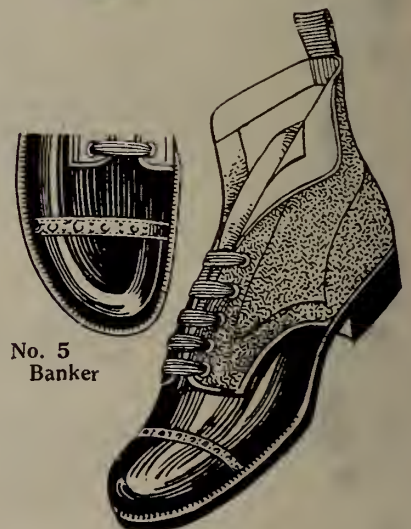
These Are Three of the Tally-Ho Shapes



No. 1
State
Street



No. 3
Lenox



No. 5
Banker

THE SIX SHAPES OF TALLY-HO

- No. 1—STATE STREET
Medium English recede toe
- No. 2—STRAND
Narrow English recede toe
- No. 3—LENOX
Oval Toe-Straight last
- No. 4—ARLINGTON
Medium Round High toe
- No. 5—BANKER
Full Medium toe
- No. 6—HUB
Wide round toe

Nine Concentration Camps

- ¶ There are nine concentration shoe camps in the United States holding Educator Shoes in reserve. The contingents destined for Canada are located in Chicago and Boston.
 - ¶ A complete line is stocked for immediate shipment in large or small quantities.
 - ¶ Educators are standardized, are staple, are orthopaedically correct, and are made for the whole family. They will attract the trade you are most anxious to get—not only for one sale, but for permanent trade.
 - ¶ Become the Educator dealer in your town. It will prove a wise business move—a paying proposition.
-

Canadian Distributors

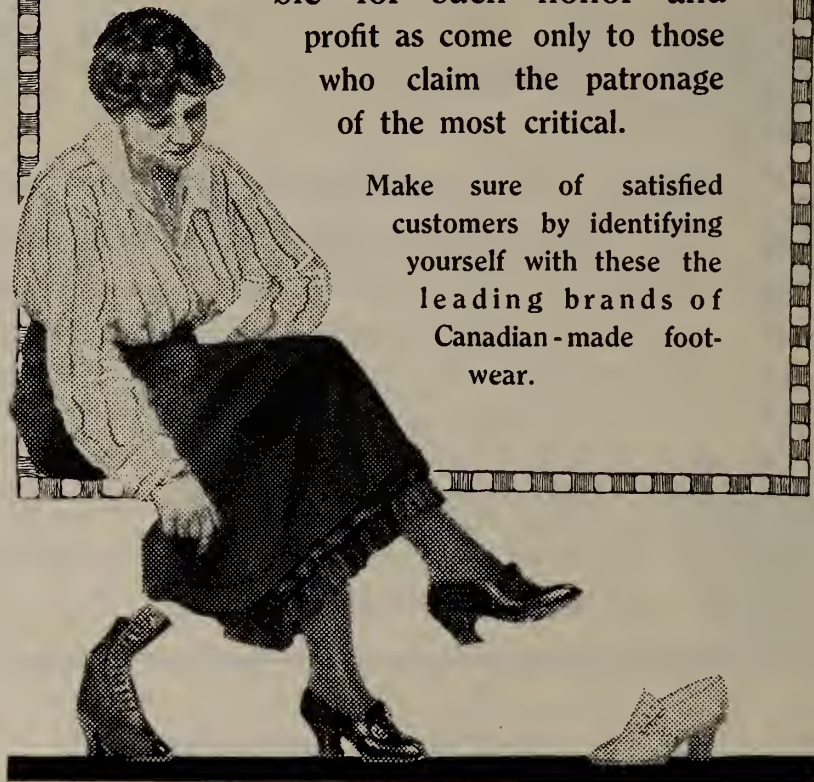
The Rice & Hutchins Chicago Co.
231 West Munroe Street Chicago, Ill.

Rice & Hutchins, Inc.
Twenty-Four High St., Boston

YOU cannot have failed to note the rising tide of public preference for the Minister Myles Shoes.

You must see that the stocking of these lines marks a dealer as eligible for such honor and profit as come only to those who claim the patronage of the most critical.

Make sure of satisfied customers by identifying yourself with these the leading brands of Canadian-made footwear.



Beresford
For Men

— **Altro**
For Women

— **Vassar**
For Women

MINISTER MYLES SHOE COMPANY, LIMITED - TORONTO



A street and dress boot that is growing in popularity in the States.

Made with a soft pliable patent leather, that gives a glove fit, crimped front and the highest grade Empress Hub Gore.

Every retailer should be interested in this shoe.

**Do you know the reason why
Weston's Shoes are BEST to BUY?
Why, that's Easy, on the Square
Weston's Shoes are BEST to WEAR.**

- ¶ Our poet sailed into the office a few days ago with a satisfied smile on his face. "Well, what's the trouble now?" we said.
- ¶ Slipping a hand into his inside pocket, he produced a manuscript. "Read it" he said blandly. "I jotted it down while having breakfast this morning."
- ¶ It looked remarkably like a stick of dynamite and we took it cautiously and handled it gently, but soon found it was comparatively harmless. "Triplets B'George!" we remarked, and read the following poem:

On Guard

*It is no vain or idle boast, our foes retire dismayed
For Britain's Ironclads guard her coast, protecting homes and trade
Their strength is where 'tis needed most,—and we are unafraid.*

*But Canada has Ironclads too, that ne'er have met defeat.
The well-known "Weston Ironclad Shoe" and strong are they
and neat,
Their sphere is not the ocean blue, they guard our children's feet.*

- ¶ "Say, I tell you what," said one of the bookkeepers, "Our poet puts up the hot stuff. Nothing of the '*mute inglorious Milton*' about him."
- ¶ "I would beg of you" he said with dignity "not to mention Milton. I expect my poem to have a paid circulation of 5650 but no one reads Milton. I admit though that he was under a heavy handicap—**Weston's Ironclads** weren't made in his day."
- ¶ After striking us for a cheque on account of next month's salary the poet withdrew and we took up our daily task.

Trade Mark **IRONCLADS** Registered

Sold only by

F. J. Weston & Sons

51-53 Wellington St. West.

TORONTO

To all our Friends

We offer our hearty thanks for the generous support given us during the year now nearly closed and wish to extend Christmas Greetings and our Best Wishes for your Good Health, Happiness and Prosperity during 1916

W. E. Armstrong

James Flynn

F. L. Witheridge

F. M. Downs

W. G. Berscht

G. H. McCrady

J. J. Connor

Wm. Edwards

M. E. Hunter

A. I. Hart

J. A. McLaren

McLaren & Dallas

Toronto



Tetrault Leads Again

Tetrault always shows the new shoes first. Here is an ankle boot, made in tan, for the man who wants a hard work boot with the comfort of a dress shoe, and with some get up and look to it. This shoe has it all. Made on a military last. Double sole, winter calf, half ballast tongue, viscol sole, worn without rubbers.

These boots made on military lasts cannot be beaten, and we doubt if they can be approached for the money. We can supply them without delay as we have them now in stock. There is a strong demand and the trade is taking them very freely.

Do you want samples?

Largest Men's Goodyear Welt Manufacturers in Canada—Bar None

Tetrault Shoe Mfg. Co.

331 Demontigny St. E.

MONTREAL

**Tetrault has it
if it's new**



This dress boot, or "after hard work" boot, with a light but strong sole, is the very latest thing in footwear. It is lined with heavy brown duck, warm as leather lining, and keeps the shoe standing up well. Heel is reinforced through and through. Colour is a fine medium Rex tan calf suitable for all occasions. This shoe is made on a military last and is the real thing. The doctor, the merchant and business man, as well as the officer or particular soldier will find this "after hard work" shoe very correct. It simply follows the military idea so much in style in wearing apparel, but it remains a very dressy, snappy, shoe.

Be amongst the first to get these two new ones. Your trade will appreciate your keeping up with the very latest ideas in men's footwear. Samples if you want to see them.

Largest Men's Goodyear Welt Manufacturers in Canada—Bar None

Tetrault Shoe Mfg. Co.

331 Demontigny St. E.

MONTREAL



It is the old, old wish

A Merry Xmas

and

*A Happy and Prosperous
New Year*

*that we send to all our customers and
friends*

*May 1916 bring to Canada increased
prosperity*

Ames-Holden-McCready Limited

WHITE SHOE CO.

Seasonable Goods Promptly Shipped

Felts

A large assortment of leading Felt Footwear, Felt Juliets and Kozy Slippers, in assorted colors.

Rubbers

Kant-Krack, Dainty Mode and Bulldog Brands. Independent Rubber Co.'s make.

Moccasins

Moose Moccasins, Oil Tanned, Sheep Wool Boots. Our stock contains a large range at unusually popular prices.

Hockey Boots

A complete stock of popular lines at lowest prices.

Lumberman's Knitted Stockings

Men's at \$9.00, \$6.00 and \$4.50 per doz.

Boys' at \$4.00 per doz.

Youths' at \$3.50 per doz. and

Little Lads' at \$3.50 per doz.

Our travellers are now on their respective grounds showing a full range of the above lines—orders solicited.

Write us for Catalogue of "Warm Goods for Cold Weather Trade," just issued—quoting description and price.

48 York Street

Toronto

WHITE SHOE CO.

**Solid
Fibre
Boxes**



**The
Modern
Method**

Worthy of Investigation

Anything that makes for the more efficient manufacturing or marketing of your product is worthy of your serious investigation.

H. & D. Solid Fibre Board boxes for shipping your footwear are lighter than wood, cheaper than wood, stronger than wood, and safer than wooden crates, because they are water and moisture proof. They are stored by you in the flat and set up for use as required.

Let us quote on a sample hundred to your specifications.

**The Hinde & Dauch Paper
Co. of Canada, Limited
Toronto**



1916

Everyday

1916

To all shoedom—to tanner, manufacturer, retailer, and employee—we extend the season's sincerest greetings.



Though you may revel or rest on Xmas or New Year's Day do not forget "Everyday."

Shoes that sell everyday, shoes that wear everyday—such is the "Everyday" line.

Start the New Year right by putting your business on a solid leather basis. Concentrate on "Everyday" shoes. Your business and ours will grow.



Satisfaction Assured to Jobber, Retailer and Ultimate Wearer

The T. Sisman Shoe Co., Limited

Aurora, Ontario

The Murray Specials For Spring

For Women

We are fully organized for manufacturing fine footwear and are celebrating it by putting on the market our

“LONDON LADY”

shoe—the latest and finest production of the Murray Shoe Company. Murray Shoe Salesmen are going to call on you. Hold back your orders for them. They bring you good business winners.



For Men



There's nothing in Canada to equal our men's shoes which retail at \$5.00.

“MURRAY-MADE” and “DERBY”

are confidently recommended to the retailing trade as two splendid lines. They have all the customary good “Murray” finish and we stand back of every stitch in the shoe with an absolute guarantee of good workmanship.

Always prompt in featuring the newest lasts and styles.

The Murray Shoe Co., Limited

London, Ontario

Business is booming!



Toronto, Ont.

Merchants everywhere tell our 800 salesmen that business is booming.

Farmers have had a record crop, at big prices, with big demand at home and abroad.

Stocks of manufactured material are short, and labor is in great demand.

Exports largely exceed imports.

Factories are busy, a great many working overtime.

More freight cars are needed, and steamers are taxed to capacity.

Canada has, in proportion to population, greater exportable surplus of wheat this year than any other country in the world.

Millions of dollars are passing over the merchants' counters.

The people who spend this money want the best service.

They demand it in all kinds of stores, from the smallest to the largest.

They get it in the stores which use our up-to-date Cash Registers, which quicken service, stop mistakes, satisfy customers, and increase profits.

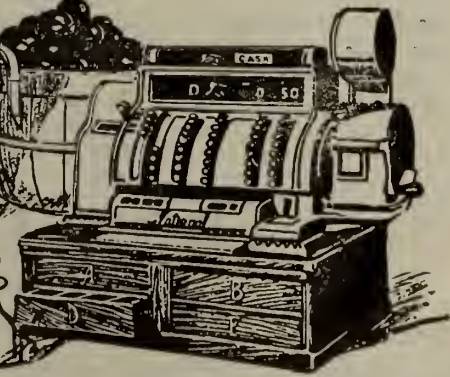
Over a million merchants have proved our Cash Registers to be a business necessity.

Last month the N.C.R. in Canada had the largest sales of any month in the past seventeen.

(Signed)

John H. Patterson

President of The National Cash Register Co.

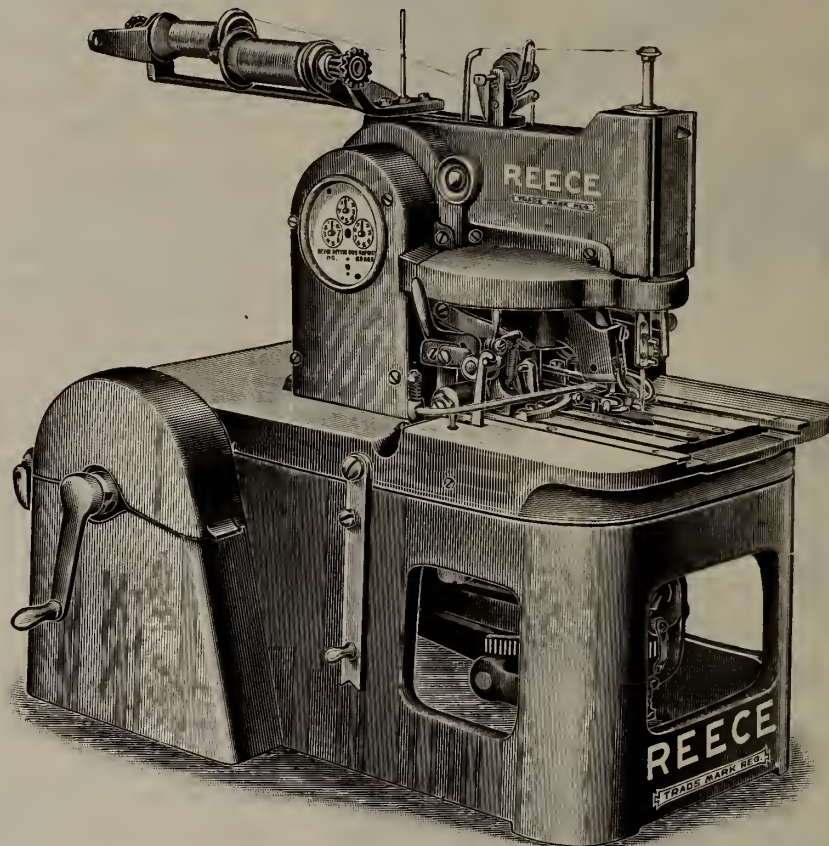


Write for booklet to
The National Cash Register Co.,
350 Christie St., Toronto, Ont.
Agents in every city.

“REECE RAPID”

Leads the World

The Reece Rapid Button-Hole Machine for cutting and stitching button holes in boots and shoes



This new machine makes a perfect button hole, not an imitation bar, eliminating a separate barring operation

It is the result of our thirty years' experience in manufacturing button-hole machinery. Its superiority over any other machine is in its ability to turn out the highest quality of work ever produced at the minimum amount of cost, thereby making a saving that has never been equalled, and cannot be surpassed by any button-hole machine that is, or has been placed on the market. A few of the many advantages that we claim over any other button-hole machine are:

SPEED -- ECONOMY -- QUALITY

A perfect thread-saving device, eliminating all waste of thread.

A machine running equally as well with silk, cotton or mercerized threads, and does not require a special thread.

A machine built to eliminate the wearing of parts. A machine seldom out of adjustment.

Samples of work and terms sent on application

Thos. C. Doyle (Reg.)

Sole Distributor for Canada

71-73 St. Alexander St.

-

-

Montreal



DAISY

IT IS A DAISY

WHEN your Christmas rush is over and you are making plans for 1916 have a look at our Men's Goodyear Welt Shoe "The Daisy" to sell at from \$4.00 to \$6.00. It is made on the very best lines and is suitable for the best trade.

Our salesmen will be out early in 1916 to show this reliable line.

We also have in stock, ready to ship, a full line of STANDARD SCREW-PEGGED and McKAYS

Dufresne & Galipeau

Limited

MONTREAL



28 "Service" Branches Throughout Canada

Canadian Consolidated
Rubber Co., Limited
Montreal, Que.



When a man is "Caught with the goods" he usually gets into trouble; but if a Retailer of Rubber Footwear is "Caught without the Goods" he is bound to Get Into Trouble. ∴

MORAL:

Send Us Your Sorting
Order and Avoid Trouble.



Canadian Consolidated
Rubber Co., Limited
Montreal, Que.

28 "Service" Branches Throughout Canada



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 - Tel. Main 2299 - Room 119, Board of Trade
WINNIPEG - Telephone Garry 856 - 302 Travellers' Bldg.
VANCOUVER - Tel. Seymour 2013 - Hutchison Block
NEW YORK - Tel. 3108 Beekman - 1226 Tribune Building
CHICAGO - Tel. Harrison 5351 - 1413 Gt. Northern Bldg.
LONDON, ENG. - - - - - 16 Regent St. 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

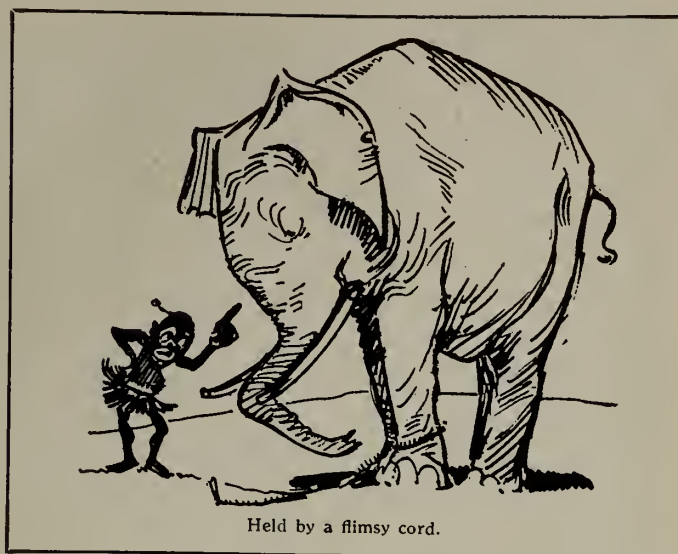
Canada and Great Britain, \$1.00. U. S. and Foreign, \$1.50.
Single copies 15 cents

Vol. 5 December, 1915 No. 12

Don't be an Elephant

The elephant is one of the strongest animals living. He can break almost any bond. Yet the natives in the countries where these animals are found have a simple practice of hobbling them which is quite effective. They weave a rope of grass in a few seconds, tie the elephant with it and this, with a word of warning, serves to keep him from running away. The smallest exertion on the part of the elephant would give him his freedom, but the keeper has placed the little rope of grass around his foot and told him to stay there—and there he stays.

Flimsy grass cords of custom bind many a shoe retailer in much the same way. Their forefathers weaved the bonds, warned them to tread faithfully the paths of tradition and—there they stick. Take, for instance, just the small matter of your window cleaning. There are certain days, not very frequent, on which it is your "custom" to clean those windows. It doesn't matter whether some small boy has smeared them all over with sticky hands or whether there has been an exceptionally heavy dust, you just can't clean them till the proper day comes around—you haven't



been accustomed to doing it. Supposing you adopted the same attitude with regard to your face. If you had been down in the cellar cleaning up some old odds and ends and got your face mussed up would you think of going into your store and waiting on your customers without washing up? Your window, you know, is the face of your store.

If you will just sit down and think a little while there are a thousand and one things which you have been "accustomed" to doing which it would be to your advantage not to do. The man who runs his business a little out of the ordinary gets a reputation that is worth while—he commands the confidence of the people. He don't stand still in the rut just because "it isn't customary." He's out on the smooth road of "anything that stands for service and up-to-dateness." His satisfied customers tell others and before long everybody knows that his is the "different store."

If every retailer had the disposition of this elephant the world would still be driving around in ox-carts with solid wooden wheels; and our correspondence would be of the stone and chisel type. Originality, "push" and enthusiasm are as necessary to any project as the wherewithal to finance it. They stand in the same relation to success as the river to the mill-wheel, or steam to the locomotive—they make the wheels go 'round.

Don't be an elephant.

Hustle, but don't be fussy

Do you know there's a difference between being a hustler and being just hasty? That old adage "Make haste slowly" is one that could well be remembered with profit by a large number of shoe retailers and particularly shoe salesmen. The hasty person "gets on our nerves"—we admire the hustler. There is the street car conductor who rushes through the car elbowing the passengers, snatching their transfers and thrusting the fare box at them with equal suddenness. He no doubt thinks he's a hustler and an

asset to the company, but he isn't—he's just hasty. There are the people who have a habit of snatching things that are handed to them and dropping things they are handing to other people, simply because they won't, or don't think to, wait until the recipient has a proper grasp on it. There are the salesmen who are so hasty and nervous-mannered in their actions that the customer cannot help but think that the sooner they either buy or get out the better it will please the salesman. Particularly is this true if there happens to be a sudden "rush." An experience of this kind happened to the writer just a short time ago. The salesman was so rapid, jerky and nervous in his movements that he frequently dropped the boots he was handling and gave one the impression that he wanted to get away to the next customer. He no doubt thought that by "rushing" things a little he was doing the right thing for the store. It might have been to the store's immediate advantage, but to make one sale at the expense of losing a customer is making progress like the pendulum of a clock. It's the salesman who works in a quiet, dignified and concentrated manner who is the hustler. The nervous, jerky, rapid-fire type of salesman is only hasty and by no means a desirable addition to any sales staff.

Don't sacrifice accuracy and thoroughness for speed in dealing with customers. Have the thought constantly in mind that you're never too busy to be accurate. Don't take an address so quickly that you're not sure ten minutes after whether you have it right or not and have the delivery return the parcel with "nobody by that name lives there." Don't make promises so hastily that you're not sure you can fulfil them. Think before you answer. The public like to know that you have a rapid service, but they much rather like to know that you are painstaking, accurate and courteous under all conditions. If you have a few more customers in your store than you can handle just at the moment make a point of speaking to them—ask them courteously to take a seat and you will be with them directly. Accompany your request with a pleasant smile and you'll find they will wait any reasonable length of time for you. It's absolute indifference that makes the customer turn on his heel and walk out.

The Value of a Good Location

A great big factor in the success of your business, especially if yours is not a very old-established business, is **location**. Many a retailer drags along a lingering existence for the best years of his life because he got started on the wrong side of the street or a block or two too far this way or that. One doesn't look for speckled trout in a stagnant mill-pond, and neither will any amount of perseverance bring business to the average store which is off the line of regular traffic. It has been said that the man who can make a better mouse-trap than any one else

does not need to consider the public—they will ferret him out and tramp a path to his door. Real life, however, does not seem to bear this out. It is the man who advertises effectively that gets the business, and you can't reach the public by advertising unless you get out where they can see and hear you. A very interesting book has just been published by Mr. P. H. Nystrom entitled the "Economics of Retailing," in which he dwells at length on the value of the location of a retail store. The following extracts from this book are of interest.

"The value of a retail store location is determined solely by the possibilities it offers of making a profit. **The possibilities of making profit depend upon the possibilities of making sales.** There can be no profits without sales, but there can be sales without profits. The small sales with high profits may in some cases be fully as profitable as large sales with low profits. In any case, the profit is the important consideration. A good location is one that permits the retailer to make a good profit either from small sales and large margins, or from larger sales, with unusually smaller margins of profit.

"The customary method of expressing the rent that a store pays as a percentage of the sales of the store, is, therefore, defective as a basis of comparison with other stores, unless one also knows what gross profit is made on the sales. Of the two items, profit is by far the more important with which to compare the outlay for rent. The possibility of making sales depends upon accessibility to the purchasing public. The greater the number of people, other things being equal, who live near, who come to, or who pass by a certain location, the more valuable that location is. Every retailer who knows his business recognizes this. The president of the Woolworth five and ten cent stores company expressed this idea exactly when he said: "**I set my traps where the mice are thickest.**" Store managers, particularly the manager of certain chain-store systems, on seeking out new locations for stores, first determine the number of people who pass the proposed locations, actually counting them for certain periods of time, often for weeks, so as to get accurate data, and then giving their preference to those places—other things being equal—that show the highest counts."

"Sizing up" your customer

A great many shoe retailers make a practice of showing their most expensive boots first and then working down to those the customer can afford to buy. Otherwise, they argue, they would often miss the sale of a good boot to a person whose original intention was to pay a much lower price. This may work out in exceptional cases where your customer takes a sudden liking to the boot shown, but he is more likely to say, "I won't go back to **that** place again—their prices are too high."

Wouldn't it be a better plan, instead, to "size up" your customer and use your best judgment as to what price you think he wants to pay? A glance ought to tell you about what price he paid for the shoes he is wearing; you can also judge sometimes from their general wearing apparel and bearing whether they are accustomed to paying good prices or whether they want the most in style, fit and comfort for \$3.00. There are a surprisingly large number of

people to whom style is but a minor consideration, but, if your customer shows more fastidiousness and buying capacity than you first expected, it is a much easier matter to remedy the mistake than it would be in the opposite instance. People rather like saying "Haven't you got something just a little better than that?" but many customers are sensitive about asking you for something a little cheaper. The sale of a pair of boots may take anywhere from twenty minutes to an hour. Starting out wrong and making a mistake is liable to put you back anywhere from ten to thirty minutes. Starting right, then, is the best way to save time and round out a satisfactory sale. And starting right really amounts to sizing up the customer with a keen, experienced and tactful eye.

Unseasonable Advertising

Men's \$1. Rubbers at 39c. To-day

2,200 pairs, best grade, first quality, guaranteed rubbers; sole style; round, wide and narrow toes; English, military and common-sense heels; put them on without touching or soiling the hands; the only rubber made that will not draw the feet nor cause them to perspire. All sizes and half sizes 5 to 11. No mail or phone orders. To-day, per pair, 39c.

Yes, the above was a department store advertisement; but department stores are not the only sinners—and still it seems to puzzle some people why "rubbers don't pay."

But the unbelievable thing about this advertisement is that it was used at the **beginning** of the rubber season—it was a kind of introduction, so to speak. It appeared just at the psychological moment when the damp weather might be expected to set in any day and people would be forced to buy rubbers anyway; just at the opportune time to give the public the idea that rubbers are getting cheaper, in fact that the best can be had for 39 cents.

Say! Did you ever hear of a grocer putting on a bargain in granulated sugar during preserving time?

Of course, we know the excuse—season getting late—open fall—need the shelf-space for winter goods—and so on. But were these sufficient reasons to justify this particular retailer in instituting trouble for every other retailer throughout the rubber season that was to follow? Very evidently this sale was put

on at a big loss—unless the advertisement is a fake and falsely worded—a loss of 61 cents on every pair sold. And the question that naturally arises is—how many more people bought rubbers at this sale than would have bought them anyway, somewhere, during the next month? Unless a very large number of **extra** sales were made, this dealer was simply a dog in the manger. He reaped no profits himself, nor would he allow any other retailer to do so.

Is it any wonder the rubber business is so generally spoken of as unprofitable? Is it not the very climax of foolishness that one shoe retailer should so deliberately cut away the profits of every other retailer in his community? If bargain sales are necessary at all, in the name of all that is sane and business-like, at least let us make our sales seasonable. The harm done to the retail business by one such advertisement as the above will scarcely be counteracted by **years** of painstaking publicity such as the majority of our best men are paying good money for in an endeavor to raise the standard of the retail shoe business.

A Shoeman's Bowling League

The Montreal Shoe Manufacturers' Bowling League has just been formed. There are ten teams in the league—the Kingsbury Footwear Company, Limited, Tetrault Shoe Manufacturing Company, Star Shoe, Limited, Ames-Holden-McCready, Limited (Nos. 1 and 2), United Shoe Machinery Company of Canada, Scout Shoe, Limited, Aird and Son, Canadian Footwear Company, Limited, and Dupont & Frere. The officers are: Hon. President, Mr. Narcisse Gagnon, Aird & Son; patrons, Messrs. A. Z. Poitras, Star Shoe, Limited; A. L. Dupont, Dupont & Frere; W. V. Mathews, Ames-Holden-McCready, Limited, No. 1; C. J. Howe, Ames-Holden-McCready, Limited, No. 2; J. Blanchard, Kingsbury Footwear Company; A. Lecours, Canadian Footwear Company, Limited; O. Tetrault, Tetrault Shoe Manufacturing Company, Limited; F. W. Knowlton, United Shoe Machinery Company of Canada, Limited; H. C. Hatch, Scout Shoe Company; president, Emile Larose, Canadian Footwear Company; vice-president, F. Mathews, Ames-Holden-McCready; secretary-treasurer, J. F. Bluteau, Star Shoe; Committee: J. Dupont, Dupont & Frere; M. Treyers, Ames-Holden-McCready, No. 2; L. Marcil, Kingsbury Footwear Company; F. Soucy, Aird & Son. H. W. Algo, United Shoe Machinery Company of Canada; C. Desaultels, Scout Shoe Company; E. Brunelle, Tetrault Shoe Manufacturing Company, Limited. The teams will play every Friday night. At the end of the season a cup and other prizes will be presented.

Among the latest novelty shoes are a nine-inch lace boot with grey kid top and fleur-de-lis ornament; a one-button pump oxford, of grey kid, with a crimped vamp; African brown kid boots, in button and lace patterns; Royal purple kid pumps; boots of patent leather, with dark green velvet tops.

Don't Use Poor Cuts in Your Newspaper Advertisements

In newspaper advertising practically everything depends on being able to present your message in such a way that the attention of the reader is halted. For this reason you should endeavor to work into your ads a very considerable variety. Also they must be readable and attractive looking. Much depends, therefore, on whether you use the proper kind of illustrations, as well as on whether the press work is good.

The average retailer doubtless labors under very great difficulties in producing advertisements as he would like to see them. The facilities in many local newspaper offices are not of the latest type, and the advertisers must be satisfied, of course, with the best they can get. But we are inclined to believe that many retailers would be justified in "kicking" on the type of advertisement that is very often turned out by many newspapers. Perhaps if the retailer refused to pay for a badly executed piece of work he would get better results next time.

The whole blame does not rest with the printer, however, especially as regards the illustrations, and, in connection with this matter of proper cuts we want to say a few words to the retailer.

There are various kinds of cuts available for various illustrative purposes, but the kind generally used in the daily press in advertisements is rarely the best adapted for that purpose. In a general way it can be said that cuts are of two sorts—halftones and line-cuts. Halftones are made in different ways with fine or coarse screen (a photographic process). Most halftones are made with a fine screen, and these are suitable for reproduction on good quality glazed paper. A coarse screen halftone will give fair results on the poor quality paper usually used in newspapers. Un-



Fig. 1.—A half-tone.

fortunately it is the fine screen half-tone that is very frequently used in newspaper advertising and the result is that many of the illustrations are little better than a blur. Instead of attracting the reader and creating in him the desire to own such a shoe as illustrated, it generally has the effect of turning him away from the advertisement, at the same time giving him a bad impression of your stock. Fig. 1 shows the type of cut that should not be used with poor quality paper.

The proper type of cut to use in newspaper work is the zinc line-cut as shown in Fig. 2. Other examples are the ladies' shoe and pump shown on page 36. The boots shown in the article printed elsewhere in this issue under the heading "Advertising That is Different," are also line-cuts. There is no screen in this type of cut and consequently much less chance of blurring. Where there is black it is pure black, and where there is white it is pure white. A



Fig. 2.—A line-cut.

comparison of Fig. 1 and Fig. 2 illustrates fairly the difference between the two types.

If you are going to feature a certain brand of shoe and send in a request to the manufacturer for a cut to illustrate it he is just as likely to send you a \$2.00 half-tone as he is a fifty cent zinc line-cut, because he, or someone in his employ, doesn't know the difference. Now it's good advertising for the manufacturer to supply you with cuts with his name, or the name of his brand of shoes, stamped on them. He couldn't get advertising any cheaper or any easier, and we think it is up to the shoe retailer to use a little more care in making it clear that the type of cut you want from him is a **zinc line-cut**—not a half-tone of any kind. If, on the other hand, you are not in a position to secure cuts from the manufacturer the Cut Department of Footwear in Canada will supply you. This department of our magazine is maintained for the purpose of enabling Canadian retailers to secure suitable cuts for newspaper advertising.

Make a little study of your "cut" problem and see if you can not better your advertising results about 100 per cent.

The most successful salesmen are those who are watchful of their own physical condition—who look well and healthy themselves, are cheerful and affable, gentlemanly and sincerely courteous. The man who loses his temper, is irritable and too insistent, never makes a real salesman. In other words, the successful salesman is the man who spends his hours of recreation with a view to greater efficiency during his hours of work.

There has been put on the market a new shoe ornament, which is flexible so that while the base is attached firmly to the throat of the shoe, the extension can be bent to suit the wearer.

Are You Carrying Too Much Stock?

**This is one of the most important problems confronting the shoe retailer to-day—
Too much stock, too much money invested, too small profits**

The answer is unanimous—Yes.

This topic has aroused a very wide interest among retailers in all parts of Canada. We find, indeed, that our monthly discussions are all being looked forward to—that they are making the shoe retailer think. We set out to do this, and after giving our plan of a monthly discussion on some live topic a year's trial we are honestly able to say that we have ample evidence, in the kind letters of our readers, that our efforts are very much appreciated, and are working out to the interests of the trade, more especially that part of it situated outside the busy city centres. So we look forward to the year 1916.

Now, about this surplus stock.

Suppose a man carries a stock valued at \$20,000, all paid for. At current rates this is worth to-day at least \$1,400 a year. If he could reduce this to \$10,000 by cutting out certain styles and widths, and place the balance at 7 per cent. in a good mortgage, he would thus have a private income of \$700 in addition to his business income.

Further, his storage space is reduced one-half. This means a smaller rental, and greatly reduced maintenance charges.

Also, it means smaller insurance premiums, possibly a smaller staff, less stock to keep in order, less to keep track of, and, in general, a smaller overhead.

Finally, it insures a quicker turnover. This does not mean merely a quicker turn of his \$10,000 stock as compared with his \$20,000. It is true even of his present stock as compared with this same identical stock when it was part of his larger investment. Why? Because he can now better concentrate his selling energies.

Let us sum up, then. Suppose with \$20,000 invested a retailer made a clear gain of 7½ per cent. (many are barely breaking even), this means an income of \$1,500.

With \$10,000 invested, considering more frequent turnover, less rent, less in salaries and general overhead, a reasonable return under this same management should be, say, 12 per cent., or \$1,200. Add to this the \$700 interest on the mortgage of \$10,000 held, and total income is now \$1,900. This is an increase of \$400 accomplished through the reduction in the amount of stock carried.

And don't overlook this fact, either—that \$700 of this \$1,900 is from a source which is not subject to business depressions or style changes.

Now, where is the fallacy in this argument? We cannot see any. The figures, of course, are merely chosen to illustrate a possible condition, but we believe they are entirely conservative. More than one retailer has stated to us during the past month that by reducing his stock almost fifty per cent. he has been able to do quite as much business as formerly. Under these circumstances the gain would be much greater than indicated in our illustration above.

We believe the average retailer buys too much stock, for two reasons: first, he is of such an accommodating disposition that he has not the heart to turn down the traveller who argues that a further pur-

chase will be a wise investment; and, second, he is afraid of the occasional sale he will lose if he does not carry a complete line. The first reason is a difficult one to remedy. Every salesman who is worthy of the name believes that his stock is the best, and that whatever else a retailer may have, his success is going to hinge on a further purchase of the particular line he is handling. At the risk of offending some of our more sensitive readers, we are going to urge that they allow their common sense, rather than their soft hearts, to regulate in future the amount of their purchases.

As to the second point, it is a nice question just where a retailer begins to lose ground by turning away customers whom he cannot supply. It is, of course, possible to carry this process of elimination too far, and cut down your stock so much that you will eliminate many of your best customers. We do not believe, however, that many Canadian retailers have carried the reduction of their stocks to this point, and we believe there is little danger of their doing so for some time to come. Of course, we don't advise a wholesale reduction; but we do strongly urge that every retailer look carefully over his stock to see if there is not some line here and there on which he will lose comparatively little by dropping it.

Must Know Your Stock

And this again brings up the further question of knowing your stock. No retailer can form any estimate of what line pays him, or what line he is carrying at a loss, unless he has before him in black and white a detailed statement showing the exact conditions under which he is operating. Many retailers have such daily statements made out, and very many others weekly and monthly statements, which they carry over from year to year, and arrange and tabulate in such a way that they can tell at a glance just what lines are profitable sales, and what widths or lasts, as the case may be, have been carried at a loss. In a general way, of course, it is the shoe that has to be thrown on the bargain counter which is the unprofitable one, but nowadays the rapid changes of fashion have made it impossible to judge at all times the value of your stock on this basis. Before you can make any real headway, therefore, in the reduction of your stock, you must know your stock like a book.

Just where you are going to start to make reductions in the number of lines carried will depend very largely on local conditions and individual tastes, both of the retailer and of the class of trade to which this retailer caters. So it is very difficult to offer any suggestions. In the suburbs of a large city, or in fair-sized towns, it stands to reason that the novelty shoe is much less in demand than on the main corners of the busiest thoroughfares. In the smaller towns and villages, again, this demand is still less, and the novelty class in many places could be cut out entirely without any great loss of revenue. Retailers will find, also, when they come to total up the number of sales they have made of certain special widths, for example, that their investment has not been justified, and that

the occasional sale they would lose by dropping that line would be negligible, and in practically every case would probably have been replaced by a sale of another boot in stock a little nearer to the standard type.

Again, the quantity of stock one must carry must be regulated to a very considerable extent by the ability of the retailer to recuperate his stock at short notice from the manufacturer or the jobber. This question of more frequent sorting is probably the most live subject with the Canadian retailer to-day. Up to the present time Canadian manufacturers have hesitated to establish in-stock departments, and have used their influence with retailers to place their orders several months in advance. We believe it is largely on this account that a very great percentage of our footwear has been imported, manufacturers in the United States having adopted the plan of keeping large in-stock supplies for immediate shipment. It is not unusual to hear of deliveries being made to Canadian retailers more quickly from a United States factory than from a Canadian factory.

Our manufacturers are making progress in this respect, however, as is shown by the increasing number of these manufacturers who now advertise in-stock departments, and by the increasing number of jobbing houses. These establishments are also endeavoring to make their shipments as promptly as possible, so that the retailer may be inconvenienced as little as possible by being out of any certain size or width. Just as this is being written we notice the announcement of the opening of an in-stock department in Regina, Sask., by one of our Canadian manufacturers. This simply shows which way the wind is blowing, and should be a matter of extreme satisfaction to the retailer, who has long been handicapped by the difficulty of obtaining prompt shipments of broken lines.

Frequent Sorting Orders

In the larger centres, where facilities have been offered for some time for frequent sorting, stocks have been greatly reduced, although conditions of the past year or two, where the variety in footwear has been so phenomenal, and have been such that the average retailer catering to this novelty trade seems to have been forced to carry a quantity of stock out of all proportion to the amount of business done. This probably is an abnormal condition, however, which will adjust itself with time.

The discussion of the pros and cons in this matter could be carried on almost indefinitely, but our object is rather to draw the attention of the trade to the fact that when this question is fairly put up to the average retailer he readily admits that he is carrying too much stock. For example, here is the point of view of Mr. A. Levy, 260 Yonge Street, Toronto, who conducts one of the largest retail businesses in this city. Mr. Levy is quite decided in his opinion that the average shoe retailer does carry too much stock, but owing to the lack of manufacturers' in-stock departments and the demand for novelties they are almost compelled to do so. "Here is a Gypsy style," he said, "which is manufactured in Boston. I have bought only a dozen pairs, but if I find they are going to sell and I want to size up, this firm will express my order on the day it is received. The secret of the shoe retailer keeping down his stock is altogether in buying. The average dealer does not use sufficient judgment in the choice of styles or the range of sizes. Then again, when many dealers want to size up a particular line they feel that sooner than pay 10 or 15 per cent. more for

broken lots it is better to order by the case. Consequently they overload their stock."

Mr. Levy has a card index system on which every sale is checked against the original purchase.

The opinions of numerous other retailers from various points in the Dominion are also printed below. These letters are evidence that our retailers are thinking. That is a good frame of mind to be in, and we have no doubt that it will mean results in the near future and betterment of the footwear trade.

It is interesting to note that we are not the only country in the world bothered with this condition. The following extract is taken from a recent editorial in the Shoe Trades Journal, of London, England. It occurs under a discussion of the question of profit and loss, and the following pointed statement is made: "A large percentage of failures are due to capital tied up in stock, caused by poor buying and incompetent selling. Endeavor to **do the largest volume of business possible on the smallest stock.**" This is an ideal maxim for any shoe retailer to base his business operations upon—the largest amount of business possible, on the smallest investment.

* * *

Montreal, Nov. 15, 1915.

The Editor,
Footwear in Canada.

Nearly all retailers carry too much stock and the question is how can they avoid it? It would be easy if manufacturers would stick to staple lines and cut out freak and crazy styles in footwear. For instance, the retailer buys the latest styles and if he is not fortunate enough to get rid of it when the demand is brisk he is left with the balance on his shelves and in most cases has to cut prices to move them; and sometimes that is not inducement to clear them out. The greatest trouble is getting rid of the odds and ends, a few pair of this and a few pair of that. This is where the retailer is carrying too much stock.

I believe in doing as much business as you can with as little stock as possible, without losing too many sales.

I believe in letting the manufacturer carry the stock. Then it is an easy matter for us to sort up as we need them, but a great many manufacturers don't carry stock. I quite agree as regards the average retailer carrying too much stock, because in most stores half the stock is not moving and you are only doing business on half of what you are carrying.

A small stock well assorted, turned over three or four times a year is the secret of success.

Yours truly,

The Central Shoe Store.
William Murray.

* * *

New Liskeard, Ont., Nov. 16, 1915.

The Editor,
Footwear in Canada.

I venture a brief reply to your question "shoe merchants carrying an overload." I fancy in a great many cases this is the cause of a breakdown. Overload your stomach and what happens? Overload an engine and you stop the train. Overload a team and something goes smash. And yet all these things are happening every day. So in the shoe business.

Here, however, are some of the reasons why merchants outside the shoe manufacturing centres are forced to carry larger stocks than they should. (1) We only have one opportunity of seeing the manufacturer's samples for each season, namely, in the fall for spring and in spring for fall delivery. (2) Usually

placing orders are procured at a better price, and (3) it takes three to six weeks to get repeats. To order by letter, describing the kind of shoe you want, is very often unsatisfactory.

On the other hand the changing times and conditions, and the styles, especially in these newer sections of the country may find us with too much or too little stock, more likely the former, and we find it hard to overcome.

In the cities I fancy it is different, where they are pestered with travellers or they can jump into their car and run over to the factory or the jobber and get just what they want and have it sent right over almost while the customer is waiting. It looks nice—no excuse for an overload there, we would say, but no doubt they have troubles of their own. After all I believe this question of overload arises out of the fact of these more stringent times, where business with a great many is not "as usual" and he has to compete against so many "fakers" who in some cases steal their stock or don't pay for it. You know who I mean.

I cannot understand why wholesale houses do not get legislation that will go after these fellows and put a stop to it. But this is another question and would make a good debate for another issue.

Yours truly,
Wesley McKnight,

* * *
Leamington, Ont.

The Editor,
Footwear in Canada.

Your letter of November 13th received and I am very much in accord with the idea that retailers are carrying too much stock. I have been saying for the last three or four years that I would cut my stock down but not until this year have I really done so and I am doing just as much business and believe I have a better assortment and I am certain I will have less odds and ends to clear out at reduced prices. I am determined to buy from fewer firms and cut my stock down still more.

There is another thing I think we shoe men in this south-western part of the province are doing in regard to rubbers. Now we all buy our rubbers on November 1st, 10 days 2 per cent. dating the same as they do up north and I venture to say there is not a shoe man west of London anyway that has sold \$50.00 worth of rubbers before they were due. Now nearly every year it is the same way and I think we are entitled to anyway one month's longer dating, but as long as we buy them that way we will have to put up with it. Now I think I have taken up more space than I should, but would be glad to hear from someone else on this rubber business.

Yours truly,
W. J. Trott.

* * *
Nelson, B. C., Nov. 23, 1915.

The Editor,
Footwear in Canada.

Replying to your favor of 13th inst. re retail shoe stocks, beg to say that we feel sure that the retailer in the Western country carries too much stock for the turnover he has. We know it has been so in our own case, and from remarks made by other dealers think it is quite general. In our own case, the trade depression of the past year has brought us to our senses and I am happy to say that during the last twelve months we have been able to materially cut our stock down and without injuring our trade.

We might say the Westerner works under a disadvantage inasmuch as he is a great distance from the market, and manufacturers in the East, not carrying stocks, necessitate him placing orders ahead and of course when business is good he is more than likely to jump in too strong. Our feeling is that **the manufacturer who carries out the stock department idea is the one who is going to get the business in future.**

We do not think that profits in the retail shoe business are what they should be. Better profits and smaller turnover would mean less stock and better net profits.

Yours sincerely,
R. Andrew & Co.

* * *

Bowmanville, Nov. 23, 1915.

The Editor,
Footwear in Canada.

As to this "overstocking" business, why of course that's understood—a part of the game, seemingly, everybody's doing it. Happened to be all right the last year or two with prices advancing but the principle is wrong and should be stopped. Last winter when we took stock and found we had two or three thousand dollars more stock than we should have, my assistant and I decided it was easier to prevent accumulation than to dispose of old stock and started in religiously to cut it down—and we intend to keep it down or get a new staff. Only two of us and we both want to hold our jobs so just watch us and if you wish to enquire later, all right. Mussy, shopworn shoes in faded cartons are not very attractive to the buying public so let's get the travelling shoemen and wholesalers to help us hold it down.

Yours truly,
Fred R. Foley.

* * *

The Editor,
Footwear in Canada.

Picton, Nov. 29, 1915

I am of the opinion that most of us do carry more stock than is really necessary. I think one of the reasons of this is that we buy from too many manufacturers and in this way get too wide a variety of similar lines. We can keep our stock fresher and more up-to-date by not carrying it too long. Large and overloaded stocks are difficult to finance, especially in a time of depression such as we seem to be experiencing at present. Then, too, this overloading of stock leads to slaughter sales and demoralization of profits, often in the busy seasons. This not only effects the store having the sale but other stores as well.

Yours truly,
D. J. Goodwin.

* * *

Kenora, Nov. 20, 1915.

The Editor,
Footwear in Canada.

I have your letter of November 13 re keeping stock down. I cannot do it. I have been selling boots in this town for myself since 1887 and have not learned how to do it yet. Perhaps being so far from the market is against me sorting. I do most of it with the manufacturer.

Years ago when there were only two or three kinds of leather and only one shape last and heel and a pair of ladies' boots sold for the same price as a pair of child's do now there was not a great deal of money tied up in a good big stock, even to buy sixty pairs of a line, but to-day with such numerous kinds of leather, shades, lasts, heels, widths and rubbers to

match I cannot now turn my stock over once in a year. Please tell me how and greatly oblige.

Yours truly,

W. A. McLeod.

* * *

"Not buying is the only way I know of to reduce stock," said Mr. Burnill, 75 Queen Street East, Toronto, to our representative. "By that, I mean the only solution of the problem is to reduce to a science your system of stock-keeping. In that way you are able to weed out the lines it does not pay you to handle; it tells you just what lines are the most popular and which pay you the most profit."

Mr. Burnill uses a loose-leaf system and devotes one page to each style and uses each page one year. Roughly outlined, the method is as follows: When a shipment of a certain style is received it is entered, forty or fifty pairs, as the case may be, in a column under the heading "In Stock." Each day the sales are checked against it. At the end of each month these are totalled and placed in a column next to the "In Stock" marked "Sold." In sizing up, the number purchased is placed in a third column and added to the original number placed in stock. In that way it is always possible to tell at a glance the exact number of shoes of any style in hand and the danger of over-stocking in any one line is eliminated. These records also show what lines are selling well and what are not; also what styles go best at certain seasons. Lines which are not turning rapidly enough can easily be seen and discontinued.

* * *

The proprietor of a store in a Montreal suburb advises us of his experience as follows: "Although naturally I restrict my stock as much as possible, at times I am bound to carry more shoes than is necessary. For example, I may buy two or three lines which I believed would be good sellers; they fail to readily sell, and I carry them along for a certain time until I have to sell them at a sacrifice or gradually work them off. In a district like mine, I am bound to stock certain goods to compete with the department stores, although most of these shoes are of staple manufacture, allowing of replacing sizes in a comparatively short time. It is one of the retailer's greatest problems, particularly in a suburban district, how to keep a fresh stock and to limit financial obligations. Each man must work it out for himself. One of my ways is to eliminate all freak styles; I lose a little trade, it is true, but I more than counterbalance this by limiting my investment and by avoiding the risk—and it is a substantial one—of being left with a large quantity of goods which would have to be sacrificed at the end of the season."

* * *

Mr. J. Johnson, 479 Parliament Street, Toronto, feels that he is carrying too much stock but does not know of any way he can reduce it without losing too great a number of sales. Thinks three times a year is about right for turning his stock. Believes his stock should be reduced but would like to be shown how.

* * *

Mr. Warren T. Fegan, 88 Queen Street West, Toronto, is of the opinion that fully ninety per cent. of all shoe dealers carry too heavy a stock. "The method I use of keeping down my stock," he said, "is principally the handling of good staple lines and keeping them sized up frequently. I have a clerk in

charge of the men's department, another in charge of the women's, one in charge of the boys', and so on. Each of these salesmen, being a specialist in his own department, is able to tell me the exact condition of my stock so that I can order accordingly. If I find a certain style is not selling well at \$3.50 I reduce to \$3.00 sooner than have it remain on the shelves, and in that way the increased number of sales make up any loss I might suffer by reducing the price. If I have a low-heeled ladies' shoe which is not selling because a higher heel is preferred, I send that lot to a good shoe repairer and have the heels raised. The cost is not more than twenty cents a pair and it generally turns the trick. There is, of course, always a demand for fancy shoes such as the Gypsy style, and the retailer must buy a certain quantity of them or risk being called a 'back number.'" The stocking of these novelty shoes Mr. Fegan considers more or less of a venture, but with the increasing number of "in-stock" departments it should not be a difficult matter for a retailer who is centrally located to keep his stock at a minimum.

How to Care for Rubbers

If a reasonable amount of care is taken with rubber boots and shoes they will give much longer and better service.

Do not leave them out in the cold at night, as extreme cold makes them brittle and easily broken.

Oil, grease and milk will soften rubbers and make them porous.

Rubbers should not be left exposed to the sun. Artificial heat will also take the life and strength from rubber footwear.

After wearing rubber boots, they should be placed upright, with the tops open, in a cool dry place, so that they will dry out. The linings will mildew and rot if allowed to remain damp on the inside. The dampness comes from perspiration of the foot. Arctics should not be worn over felts or socks.

When selling rubbers tell these facts to your customers, as very few know them. Don't be afraid you will lose a little business by the longer life of the rubbers. You will be recompensed for this many times over in making satisfied customers—the kind that can—and will—"come back."

The Children's Trade

The Editor, Footwear in Canada:

The business of getting and holding the children's trade in the shoe stores is an important thing. We find, firstly, we have to keep the up-to-date styles for the little ones, to try not to be out of sizes, as the fit is the most important feature in taking care of the growing feet. Then again, our salesmen make it a point to be especially kind to the little ones. If the children like the men who fit them it is a safe bet they will want to go there again, and if the store that handles children's shoes will treat this as one of the most important departments, and have their salesmen use their utmost patience in dealing with youthful customers, there need be no cause for worry as to whether that department will pay or not.

Edward Stark Shoe Co., Ltd.,

Chas. B. Stanford, Mgr.

566 Granville Street.

Footwear in A British Training Camp

Under date of October 30th Mr. G. C. Patterson, writing from his training quarters in England, gives some further interesting "chat" about the life, and especially that most important part of it—the footwear. Mr. Patterson writes just after finishing what he describes as an "extra good Sunday afternoon supper—pork and beans." Perhaps this is partly accountable for the decided note of optimism throughout the whole letter, but, anyway, the note is there. The following extracts will interest our readers:—

"Since my last I have had an opportunity to judge the British issue,—chiefly black boots,—and I fear I cannot say so much in their favor. Nevertheless, they are well suited for their purpose—the rough, wet trench work. They are called "ammunition boots" and are 100 per cent. more ugly and clumsy looking than the Canadian issues. We are advised to get a good large size, leaving room for two or three pairs of socks. I took 7½ or 8 size before, but in the ammunition boots, I took 9's, to leave plenty of room to spare. One of the purposes of the extra socks, of course, is for warmth. There is another, however. It is found that by putting a thin sock on next to the foot and soaping it, and then putting a pair of heavy socks next to this pair, the friction between the foot and the boot is thereby eliminated, with the consequence that one feels much more comfortable in long route marches. We do not polish these boots (which, as I observed, are mostly black, some of them being of an unfinished brown color) but use a waterproof dubbin on them which, when applied fairly regularly, makes them practically impervious to moisture. There

is not the suppleness and "give" to these boots that there is in the Canadian issues and that is one of the chief faults I would find with them. The leather seems so unpliant and rigid. Still, we are told by the "old Pats" (the wounded and medically boarded fellows in camp) that when one becomes accustomed to these boots, they feel quite comfortable, especially for marching over rough roads and going for miles through sloppy, muddy places.

"The last two weeks were musketry practice weeks and the battalion was ordered to wear ammunition boots, not Canadian boots, on the marches to the ranges at Hythe,—no doubt to make sure that every man broke his boots in and got used to the change. I will never forget that night, when the bunch got back from the ranges. The poor fellows sat down on their rolls of blankets in the hut and all complained of the difficult experience with the new boots. Many of the fellows had had blisters on their feet, as a result. However, it taught them a lesson and the next day they wore more socks and gradually the suffering was mitigated as the boys got accustomed to the new footwear. and by the end of the musketry weeks they could get around in them for the most part with very little discomfort. At the end of the week the order came that all ammunition boots should have the mud cleaned off them, that they should have dubbin applied to them and then be turned into the quartermaster's stores till we leave for the firing line. This, of course, is to make sure that there will be no delay when the time comes for our Company to embark as reinforcements."



Suggestion for a school children's window display—the idea is well carried out in the blackboard, decorations, teacher, desk, books, etc.—Easily installed at little expense—Courtesy Dry Goods Economist.

Brief Description of the Varied Uses of Rubber in the War

"The Use of Rubber in the War" was the subject of a recent address by Mr. A. D. Thornton, an officer of the Canadian Consolidated Rubber Company, Montreal, before the Railway Club of Canada. Mr. Thornton spoke first of the action of Great Britain regarding the control of crude rubber at the outbreak of the war. It appears that the British Empire, through its possessions in the Middle East—Ceylon, Malay, etc., owns and controls about three-fifths of the world's supply of crude rubber. The total crop in 1914 was 120,000 tons, of which the British Empire produced 71,000 and Brazil 37,000 tons. As indicating the development of the Middle East, it was pointed out that in 1905 there were only 75,000 acres devoted to rubber plantations, which had increased in 1915 to 958,000 acres.

Owing to the heavy requirements of rubber in the armies, Great Britain almost immediately declared it contraband, and took steps to prevent the enemy from obtaining supplies. All British plantations were ordered to ship directly to London, and an embargo was placed on re-export. This left Brazil as the only open market, and consequently the prices there promptly increased one hundred per cent.

The United States felt the pinch acutely, as their consumption in 1914 was 60,000 tons, whereas the total amount obtainable this year, outside of the British Empire, was only 43,000 tons. The suggestion that the United States Government stop exporting rubber except through London was not favourably received, but the Rubber Company of America was formed, composed of all the manufacturers of the United States, which binds every buyer of crude rubber in the States not to export through London. Should any member of this club be found to knowingly allow any of their manufactures to leave the country they would be cut off from further supplies of crude rubber. At the present time, therefore, all rubber has to be shipped to London, and for its re-export permits have to be obtained from the British Government. Mr. Thornton's paper included a copy of the rubber guarantee which every purchaser of rubber is required to fill in.

The paper dealt also, in a most interesting way, of the uses of rubber in the great European war, as follows:—

Its Uses are Legion

"Now, I am to speak to you as to its uses in the great European war. Well, there is hardly any detail of equipment in which it does not figure. First and foremost is the use of automobile and truck tires; the consumption here is enormous. Huge quantities are manufactured by the Allies, then again factories in Canada and U. S. are running overtime on these lines; hip boots for the men in the trenches are being manufactured for the coming winter; one million waterproof capes were recently ordered by the British Government. Ground sheets are used for almost any purpose; the men lie upon them when firing, sleeping, etc., also when tents are cleared out in the morning all the blankets, clothing, etc., are placed on one of these sheets, spread on the ground. In the hospitals we find rubber sheeting, air cushions, hot water bottles, ice bags, drainage tubes and many other surgical instruments.

"But now let me come to the point where rubber must be used; where it is absolutely essential. There is no explosive made from rubber, but I am quite safe in saying that without the assistance of rubber no explosives could be manufactured. In the manufacture of dynamite, which is an infusorial earth saturated with nitro-glycerine, rubber is very essential. Nitro glycerine is both a poison and a tonic, and in the hot weather the operators perspire freely, and, unless they use rubber gloves, the tonic exudation enters the system and it is quickly poisoned. In addition to gloves, they must wear rubber boots.

"The manufacturer of "Smokeless" calls for the use of rubber in almost the same way. The base is cotton waste, which when saturated with nitric acid undergoes a chemical change. It becomes an explosive, and is called gun cotton. The cotton is cleaned in an alkali bath, to remove all traces of grease, and then all moisture is removed, and the cotton placed in air tight cylinders to prevent it re-absorbing atmosphere. Rubber gaskets have to be used on these cylinders. There are, I am advised by competent authority, about one hundred and forty thousand men manufacturing ex-



Two of the very latest—The novel treatment of the top is secured by punching medium small holes through the leather and then backing it up with white calf or kid, in this manner securing the black and white effect.

plosives for use in the war; everyone of whom is forced to wear rubber boots, coats, gloves, etc.

"The use of balloons in the war is well known to us all. Here again rubber is used extensively; also in the inner construction of Zeppelins, Parseval and Lebaudy balloons. The Zeppelin is filled with gas bags, which are made of rubber. The outer coat of the balloon is also covered with rubber. The Parseval and the Lebaudy are really immense gas bags, with balloonet chambers on the inside.

"But, it is in the use of automobiles, ambulance cars, guns, trucks, etc., that the use of rubber comes into notice as to quantity. I have been at great pains to obtain figures as to the consumption of all the armies on the continent now at war, and it would seem that between three and four thousand tons of rubber goods are destroyed daily, and it is unquestionably growing larger. One firm in England received an order for two million (2,000,000) pairs of rubber

hip boots weighing about seven thousand (7,000) tons. When you consider the armies of other nations, you are astounded at the tonnage which must be in demand.

"Then every man is supplied with one of these ground sheets. They are used for numerous purposes; to lie on when firing in a prone position, to wrap up other equipments, etc. If the British force is three

million (3,000,000) men, and every man had a sheet, the weight would be thirty-seven hundred and fifty (3,750) tons.

"Crude rubber is obtained from a latex or milk, which in turn is obtained from the bark of trees, of which there are numerous species. The one best known is the Hevea; the home of this tree is Brazil, Peru, Bolivia and other parts of South America."

Advertising That Is Different

On other pages of this issue we show the advantages of using the right type of cut, whether half-tone, electro, line cut, and so on, in newspaper advertising. There is also big room for improvement in the design from which these cuts are made. Some of the best known ad writers are of the opinion that the public are more susceptible to "action" in an advertisement. For instance, in advertising school shoes a great deal more life can be given to the ad by showing the picture of a healthy lad romping to school, than with just the bare cut of a shoe. Supposing you're going to advertise tennis shoes—the figure of a man right out on the tennis courts in the middle of a game is bound to be more effective than the cut of a sporting shoe alone. The same thing applies to evening or dress shoes. We reproduce herewith a cut used by an Ontario retailer (Fig. 3). It's just a simple, inexpensive, little line-cut, but so different from the ordinary run of cuts used in shoe advertising, that it attracted our attention at once.

Supposing a certain shoe manufacturer kept sending you a circular, the same one, day after day, week after week and month after month. After the first three or four days you'd say "Same old thing, eh?" and toss it into the waste basket. But supposing that manufacturer sent you each day a different circular—bright, breezy and full of ginger. You'd read it, every time. You'd find yourself looking forward to it.

Just so with your newspaper advertising. The purpose of an advertisement is to appeal directly to the individual reader. If he has seen that same old appeal with the same old cuts in the same old way day after

day and week after week, he's not going to read it any more than you are going to read a circular twice. Isn't that so?

When Elbert Hubbard was once asked for a recipe

REGAL

Astor \$4
Full Dress Boot
Patent Leather Vamp
Plain Toe
Black Cloth Top
Military Heel

MOST of us don't jump into our evening clothes every time the sun sets. But all of us sooner or later have to go to a wedding or a funeral, fuss up for some function between a church social and a cabaret—and we all wear shoes.

We don't like to be told what to wear, but we have just enough pride not to embarrass those who invited us, or were invited by us.

The Astor Patent leather, plain toe, cloth top, button boot is the authoritative dress shoe for a gentleman to wear in any country or climate.

The Astor feels comfortable in any company, and the best of it is, your worst enemy can't tell whether it cost *Fourteen or Four Dollars.*

Sixty Styles at \$4
Sixteen Specials at Five Dollars

REGAL SHOE COMPANY

Fig. 2—An adv. that makes you look again.

ASK FOR THE SENATOR

CHICAGO'S OFFICIAL SHOE WITH BUCK TOPS \$4.00

OTHER \$3.00

THE HUB
Henry C. Lytton & Sons
N.E. Corner State and Jackson

A New Type of Retail Advertising Found Most Effective in Chicago

for ad writing, he replied: "Write as you feel—but be sure you feel right."

It's a good idea, when your new styles come in, to size them up and jot down your first impressions in a little book. Then when you come to write "copy" for an advertisement you have something to work on. You don't need to talk much.

Don't overcrowd your space—talk little but say much—be truthful—don't exaggerate. However artistic and striking the layout of your ad is, unless your statements are truthful you are only advertising to your business destruction.

Lay aside your "copy" for awhile after writing and then read it—with the eyes of the public.

Your profits do not come entirely from the result of advertising, but from a well built and firmly established business policy that exists only where con-



Fig. 3.—Put life into your ads.

fidence—the outcome of truthful advertising, faithful service and sound values—is felt.

Advertising, stock and service form the tripod of any successful business—remove any one and the result is disastrous.

Retailers Visit Factory of Canadian Footwear Company

At the invitation of the Canadian Footwear Company, Limited, a large party of Montreal retailers and representatives of leather and shoe findings firms on November 24 visited the company's new factory at Pointe-aux-Trembles. They were conveyed by special car from Montreal, and were welcomed by Mr. L. E. Gauthier, president; Mr. Adolphe Lecours, secretary-treasurer and managing director; Mr. Emile Larose, sales manager; J. B. Royer, superintendent; and Mr. A. Martineau, Montreal representative. The visitors spent considerable time inspecting the factory, which was in full operation. This is one of the finest shoe factories in Canada; it is of brick construction, 150 x 40 feet, and equipped with machinery by the United Shoe Machinery Company of Canada, Maisonneuve; the Peerless Machine Company, Boston; Boston Shoe Machine Company, also with the Union Special, Singer, and Reece Button Hole machines. These are electrically driven. The building is of four storeys, heated with hot air, and laid out to permit of a large output. The progress of the company may be judged from the fact that although operations have only recently been started, 14 new machines have been added to the initial equipment for making women's, misses' and children's McKays. There are excellent facilities for shipping goods, the C. N. R. and the Montreal Tramways Company having sidings direct to the factory. The first floor is devoted to the stock room, the second floor to finishing and packing, the third to making, and the fourth to cutting and fitting.

After the visitors had inspected the factory there was a little speech-making. Mr. R. Prieur, representing the Mayor of Pointe-aux-Trembles, reviewed the history of the establishment of the plant and the granting of a bonus to the company, and also spoke of the advantages of a shoe industry in the town, giving employment to a large number of hands. Mr. A. Lecours, on behalf of the company, welcomed the visitors, and pointed out how well equipped the company were to handle orders. The initial difficulties had now been overcome, and the company were in a position to promptly deal with business placed with them. Mr. Gauthier also made a few remarks thanking the visitors for their attendance. Mr. Versailles,

mayor of Montreal East, replied on behalf of those present, expressing their pleasure at the opportunity of inspecting such a fine plant, and stating that his own town were hoping to secure industries.

Among those invited were: Messrs. F. W. Knowlton, A. R. Hector and F. Van Gorter, representing the United Shoe Machinery Co. of Canada; M. Dartois, representing J. A. Scott; J. G. A. Decelles, of Mark Fisher & Sons; S. T. Duclos, of Duclos & Payan; H. Sauve, of Sauve & Perras; R. Locke, of Dufresne & Locke; M. Boyden, A. S. Lavallee, L. Adelstein, S. Shein, R. Carter, A. Wexler, P. Vinet, F. Leroux, J. Meunier, J. F. A. Alain, A. Taschereau, A. Lecompte, M. Bordeleau, Aime De Montigny, Max. Singer, N. Yaphe, J. O. Boulerice, Jack Rivenovitch, Ed. Cote, A. L. Desmarais, Ed. Belanger, Jos. Perras, F. Marcoux, M. Devilliers, H. Audette, A. Dosogne, I. Bernstein, A. Day, (Almy's, Ltd.), Romulus LaSalle, J. Smithers, A. Langlois, Ls. Girard, F. A. Theriault, H. Pepin, A. L. St. Louis, J. G. Watson, F. Power, P. Robitaille, Ls. Cohen, L. Mendel, Jos. Herman, A. Brunet, M. St. Onge, A. LaSalle, N. Chicoine, Jos. Beaudin, H. Hayeur, Ars. Lamy, J. O. Gareau, Jos. Normandin, E. Sansfacon, J. Lefebvre, E. J. Traynor, E. J. Laurendeau, O. Lamontagne, Jos. Corbeil, L. J. Forte, L. Leclerc, D. Paquin, Ls. Bellemare, Z. Touchette, A. S. Many, J. Courteau, Paquin, P. Chicoine, Jas. Paterson, Jos. Plante, A. Gastonguay, R. Leroux, A. Ladouceur, P. Burman, D. Moise, W. West, A. Dion, R. Metayer, J. A. Pinet, R. Lefebvre, P. Moise, A. Lecompte, J. T. Lemire and J. A. Rodrigue, D. Brunet, H. Gariepy, Geo. Leclerc, and Nap. Dorval.

Well Known Retailer Passes

The death of Mr. William F. Smardon, at Aurora, Illinois, on October 27, removes a retailer who for many years held a leading position among the shoemen of Montreal. He was born 61 years ago in Markham, Ontario, and went to Montreal as a young man, spending the larger portion of his life in that city. Mr. Smardon was the proprietor of a large store at the corner of St. Catherine and Bleury Streets, and later one on St. Catherine Street, where he did a considerable and high class trade. Fifteen years ago he retired from business and took up his residence in Chicago. The Smardons are a well-known shoe family in Montreal; Mr. Walter Smardon, president of the Smardon Shoe Company, is a brother of the late W. F. Smardon, while the late Richard Smardon, who at one time owned a shoe factory at Three Rivers, and who later was in the shoe findings business in Montreal, was an uncle.

Canadian Columbia Counter Co.

The Canadian Columbia Counter Company is about to open a factory at 348 Delorimier Avenue, Montreal, for the manufacture of shoe counters of all grades, including the "Columbia Fiber Counters," so well and favorably known in the States, and almost exclusively used in South America.

They will also deal in shoe supplies of other kinds. The promoters of this business are Edward C. Hood and Charles D. Malaguti, both of Boston, who are the principal owners of the Columbia Counter Company. Mr. G. J. Trudeau, of Montreal, is the selling agent of this concern.



Seasonable advertising—Mr. Mark Mundy, Galt, Ontario, makes you long for summer time and summer footwear.

J. H. Porter Found Guilty But May Appeal

Credit men throughout Canada, and particularly the boot and shoe wholesalers and manufacturers, will note with interest the conviction registered against James H. Porter of the J. H. Porter Shoe Stores, Toronto, when he was brought before Judge Winchester in the Criminal Court at Toronto on November 3rd, on a charge of failure to keep books. The section of the Criminal Code under which he was charged reads: "Everyone is guilty of an indictable offence and liable to a fine of eight hundred dollars and to one year's imprisonment who, being a trader and indebted to an amount exceeding one thousand dollars, is unable to pay his creditors in full and has not, for five years next before such inability, kept such books of account, as, according to the usual course of any trade or business in which he may have been engaged, are necessary to exhibit or explain his transactions, unless he be able to account for his losses to the satisfaction of the court or judge and to show that the absence of such books was not intended to defraud his creditors." While a number of cases have been brought under this section, there have been no convictions of any moment. In the case of Porter, the warrant for his arrest was issued by the Canadian Credit Men's Association, Limited, Toronto, after a very thorough investigation and examination before a special examiner had proved that Porter had not kept books, though he knew that it was necessary to do so, and that it was impossible for a man to properly conduct his business unless he kept books.

The case came up before Judge Winchester, T. C. Robinette, K.C., the well-known criminal lawyer of Toronto, acting for the defendant. The evidence being submitted, Mr. Robinette presented

a strong argument that the indictment should be quashed as the section had no application in the case of Porter, as Porter had only been in business for approximately ten months, and according to Mr. Robinette's interpretation of the Code, the section could not be made effective until a man had been in business for not less than a period of five years. Judge Winchester over-ruled this contention and held that his interpretation of the Code was that it was only necessary for a man, who had been in business, say, for a period of ten years, to be able to show his book-keeping records for a period of five years. Mr. Robinette urged very strongly his contention but the Judge said that in his opinion the Code was as he had interpreted it and that it was his intention to find the prisoner guilty and to grant a conviction. Mr. Robinette then pressed for the right to place the case before the Court of Appeal and the Judge agreed to allow him an opportunity of placing before the Court of Appeal the question of the validity of the interpretation which he (Judge Winchester) had placed upon the Statute. Accordingly, Mr. Robinette will undoubtedly ask the Court of Appeal if the law is not intended to mean that it is unnecessary for a man, who has been in business for a less period than five years to keep proper books of record or account. Sentence was reserved until the decision of the Court of Appeal is given.

Our advertisers are always pleased to answer further inquiries in regard to their goods if you do not get all the information you require from their advertisements. They cheerfully answer such letters, and do not consider a request for a catalog as an iron-bound contract to buy. Get in touch with them and see how human they are.

People of Australia are Poorly Shod—Both Manufacturer and Retailer are Years Behind Time

The other day the Vancouver representative of Footwear in Canada had an interesting chat with Mr. T. A. Baxter, of Baxter & Baxter, proprietors of the American Boot Shop, 541 Granville Street. Mr. Baxter voiced the opinion that trade in Vancouver had held up remarkably well all season and was already feeling the effects of the advance demand for wet weather footwear. Mr. Baxter has spent some time in the shoe business in Australia and his remarks covering conditions in that colony are full of interest,—

"Having operated two large retail stores in Australia (Sydney and Melbourne) for three years, I observed conditions there in regard to the manufacturing and also the retail end of the shoe business. In the first place, Australia is fifty years behind the times in comparison with either Canada or U.S.A. in the shoe game. Still, that really does not make so much difference because the people are probably the poorest shod people of any white country in the world. I do not mean they wear ragged shoes—their shoes are good enough—but their idea of style is so antiquated you would think some of their shoes came out of the ark.

"With few exceptions the manufacturer makes only one width (or as they call it, one fitting) and nine-tenths of the shoes are made on one last—the old English last—so that a little man wearing a size seven looks as if shod with size eleven. They have no character or individuality. Their feet all look alike whether they pay 8/- or 48/- per pair, but they are well satisfied and think they are right-up-to-the-minute. The fact is, they are so far away from the rest of the civilized world that they don't really know.

"Australia, as far as a country goes, is grand, and has a delightful climate, but the labor government has kept it down and will continue to keep it there, so there is not much opportunity for real live wires. As for capital going there, it never will so long as the government is socialistic. Their railway system is a disgrace to any country. Millions of acres of the best kind of land lie dormant for the want of railways to open it up, but the government won't build them, or will they allow capital to do it.

"They have raised the duty on shoes now until the importation of shoes from Canada or the U.S.A. is almost out of the question. My advice to any one contemplating either the retailing or manufacturing of shoes in Australia is to study the conditions there very closely before embarking."

Mr. Baxter sold out his two stores in Sydney and Melbourne soon after the declaration of war, foreseeing that hard times or at least a very serious disarrangement of business in that isolated Dominion would be the natural outcome of the world struggle. The fact that the Vancouver store (in charge of Mr. B. H. Baxter) had been steadily winning custom and was in need of additional supervision, had something to do with Mr. Baxter's decision to transfer his activities from the Antipodes to Vancouver.

At the beginning of the year La Parisienne Shoe Company, Maisonneuve, will show an additional fifteen styles made on a new last. They will be in velvets and in four colors in kid, and will be high cut lace boots.

Mr. McCuag Joins 79th

Mr. A. M. McCuag, who has been a salesman for Browns' Limited, shoe retailers, Portage la Prairie, Man., for three years, has joined the 79th battalion,



Mr. A. M. McCuag

now stationed at Brandon. On his departure he was presented with a wrist watch by the staff accompanied with wishes for his speedy return.

An Old Idea But a Good One

We have just been reading a report of a pumpkin contest held by a shoe retailer in Iowa. It is not the first time this idea has been used but it contains a few new features. \$50 in premiums were offered for the largest specimen submitted on a given date, the seed being supplied. Some of the seeds used were imported from Italy and others were bought from farmers who had raised specimens weighing from fifty pounds upward. Five thousand packages of seed were mailed to the farmers living within a radius of thirty-five miles. During the summer, however, whenever this dealer sent out any advertising, he called attention to the contest and made particular inquiries as to how pumpkins were getting along. Occasionally he would call up the farmers on the phone and tell them to watch the big fellows, look out for pumpkin thieves, and similar messages. One hundred of the specimens received weighed from eighty to one hundred and twenty pounds. He is saving all the seeds and will again distribute them. The attractive feature about this sort of advertising is that there were enough pumpkins taken in to pay for both the premiums and all advertising and at the same time the dealer secured enough seeds to distribute next season. Of course this is a form of publicity more applicable to the retailer in a small town or city doing a good country trade. However, we pass it along for what it is worth.

Here and There with the Traveller

J. G. A. Pontbriand has been appointed representative of Parker-Irwin, Limited, Montreal. He was recently with the Royal Stain and Varnish Company, Montreal, whose brands will now be made by Parker-Irwin, Limited, they having absorbed the former concern. Mr. Pontbriand has been associated for some time with the blacking and stain business, at one time representing K. J. Quinn, of Boston, and is very well and favorably known among the trade.

Mr. T. W. Hart, representing the Nugget Polish Company in Western Canada, has enlisted in the 95th battalion, Toronto. He has been with the company for 17 years, 7 years of which have been spent in Canada. On first coming to this country he represented the company in the Maritime Provinces and



Mr. T. W. Hart.

covered the territory from coast to coast some years later. He has had charge of the firm's exhibits at all the exhibitions held throughout Western Canada. Mr. Hart is a highly respected and valued employee and his position will be waiting for him on his return. The Nugget Company state that in England two-thirds of their staff have enlisted.

Mr. S. J. Anderson, representing Getty-Scott, Limited, in Toronto and a portion of northern Ontario, has just completed a very successful trip.

W. G. Fallen, of Getty-Scott, Limited, Galt, Ont., has just returned from his western trip after working the territory through to the coast, and reports trade very much improved. He says that the newspaper reports of crop conditions have not been exaggerated. A great many farmers are averaging fifty bushels of wheat to the acre and threshing will be in progress all through the winter months.

H. C. Lecky, representing Getty & Scott, Limited, in Saskatchewan and Alberta, has just returned from his regular trip and reports business excellent. He says the farmers in some cases are not able to find



Mr. H. C. Lecky.

room to store their enormous crops. In one field a pile of 37,000 bushels of wheat was seen covered with tarpaulins.

J. A. L. Leclair has been appointed sales manager for the Montreal district of the Columbus Rubber Company of Montreal, Limited. The company have



Mr. J. A. L. Leclair.

now an office at 221 Notre Dame Street East, Montreal.

Wm. Edwards, 20 Garnock Avenue, Toronto, for fourteen years with Chas. Tilley & Son, as city trav-

eller, is severing his connection with that firm and joining the staff of McLaren & Dallas as Toronto representative.

Major L. W. Johnston, eastern representative of Scott, Chamberlain Limited, and who also conducts a retail shoe business in Galt, Ont., is selling out his stock to enlist in the 111th battalion which is being recruited in Galt. Major Johnston wishes us to say to his customers in the Maritime Provinces that he



Major L. W. Johnston.

appreciates and values very much the splendid way in which they have always treated him and the friendly feeling they have always shown during the seven years he has been calling on them, and that when he returns from his little "overseas trip" nothing will give him more pleasure than to pack his grip and go back to them again.

Gordon McClelland, 237 Bartlett Avenue, formerly with Geo. E. Boulter & Company, shoe manufacturers, has joined the staff of Chas. Tilley & Son as city traveller.

Mr. J. Halpenny, North Bay, formerly with Percival Bros., Montreal, has joined the travelling staff of the J. A. Johnston Company, wholesale shoes and rubbers, Brockville.

Geo. Crosby, a member of the travelling staff of J. M. Humphrey & Company, shoe manufacturers, St. John, N. B., has enlisted for overseas service.

Travellers from the Maritime Provinces report an improvement in business and that buyers generally are more cheerful than they were at this time last year.

A. Gibeau, formerly with the Star Shoe Company, Montreal, has joined the office staff of the Tetrault Shoe Manufacturing Company, Montreal.

W. A. Karney, representing Getty-Scott, Limited, in the Maritime Provinces, has just completed his regular trip and reports business conditions much

improved. He was accompanied by Mrs. Karney on the trip.

F. C. Smith, of the John Ritchie Company, Limited, Quebec, has returned from the West, and reports that trade is picking up in a splendid way.

Fred Lashbrook, second vice-president of the Galt Shoe Manufacturing Company, has returned from his western trip and reports business conditions much improved.

United Footwear M'fg. Co.

The United Footwear Manufacturing Company has been registered, and has equipped a factory, office, and sample room at 66 McGill Street, Montreal, for the manufacture and exhibition of women's, misses', children's and infants' McKays. Mr. M. Sloan is the acting superintendent. The company has purchased the equipment of the Crescent Shoe Company, of Tetraultville, and this has been installed in the McGill Street factory. The company is allied with the Ritz Shoe Company, which also now has its office in the same building, having removed from 256 Lemoine Street. The Ritz Company will sell to the retailers and the United Footwear Manufacturing Company to the jobbers.

Many Repair Outfits Sold

The United Shoe Machinery Company of Canada have recently sold a large number of repair outfits. Among the orders so filled are Model N Goodyear shoe repair outfits to the Royal Shoe Hospital, 1671 Church Avenue, Montreal; C. H. Tremblay, 1105 Mount Royal Avenue East, Montreal; Joseph Sagar, 100 Victoria Street, Toronto; and Joseph Guilmette, 1993 Notre Dame Street West, Montreal. A Goodyear outsole rapid lock stitch machine complete for repair work has been sold to G. E. Stentiford, 119 Granville Street, Halifax.

Thirty-five thousand additional sales in a large department store were made in six weeks as the result of special instruction in salesmanship. How it was done is set forth in an article by Raymond Welch, in "Printer's Ink." A few of the points touched are:

Sell to the person who controls the decision when two or more persons are discussing the same purchase.

Introduce goods that belong to a complete line of similar things, so more than one article may be sold.

Show two or three styles in rapid succession rather than showing one and waiting till it is decided upon.

Immediately stop showing other styles when the customer has found something that pleases. Avoid any semblance of forcing goods, but do everything possible to help the customer in buying.

Never argue with a customer.

The repair man who undertakes the business of dyeing and coloring shoes should make quite a nice little profit in addition to his regular work during the next few months. Colored shoes get shabby-looking very quickly and the owners get tired of the same color and want to have them dyed. Their popularity during the past summer should mean considerable to the enterprising repair shop.

Mr. C. N. Drolet becomes Superintendent of James Muir Co's Factory

Mr. C. N. Drolet, who has succeeded Mr. C. A. Brouillard as superintendent of the factory of the James Muir Company, Maisonneuve, is a French-Canadian who spent the greater part of his business life in the United States. He has travelled extensively in that country, and worked in some of her best shoe factories. Born near Quebec City, he commenced to learn the trade when thirteen years of age; those were the days when the work was done by hand, and when helpers acquired a more intimate knowledge of shoe making than is now usual under the machine regime. After working in Quebec, Montreal and Toronto, Mr. Drolet decided to cross the border, and for the first few years worked in various cities, earning the reputation of a very skilful worker. For seven years he was foreman at a factory in North Abington, Mass., and from there he was appointed superintendent of



Mr. C. N. Drolet

Thomas White and Company, Holbrook, Mass. His next position was further west, staying seven years with Pingre and Schmidt, Detroit, Mich., as superintendent of the making and finishing department. Mr. Drolet then decided to return to Canada, and for four years was foreman for Geo. A. Slater, Limited, Maisonneuve. Another stay in the States followed, this time in Virginia, but it only lasted a year, and then he took the position of superintendent of Geo. A. Slater, Limited, where he remained for seven years. As he was not in the best of health, Mr. Drolet resigned, and spent three months in Gaspé, hunting and shooting—the first long holiday for many years. He is now back in harness again, not far from his old factory.

Mr. C. Drolet, son of Mr. C. N. Drolet, has been appointed foreman of the making room of the James Muir Company, in succession to Mr. Frank Brouillard, who has removed to London, Ont., with his brother, now superintendent of Scott, Chamberlain, Limited.

Coast Shoe Reporter suggests having a children's day once a month. Looks as though it might be a good idea, confining premiums to that one day.

A "Skating" Window

For the shoe retailer who includes a line of sporting goods in his stock some excellent suggestions are contained in the description of a "skating window" which appears in a recent issue of the Shoe Retailer.

The pond, with surroundings, took up a space about five feet square. It was set up about a foot from the floor of the window, the sides covered with moss which gave every appearance of just being taken from the wintry woods. The pond was set close in against a scenic background of mountains, which were covered with pine, hemlock and other evergreen trees, the irregularity of the hills being carried out. The ice was very natural, a whiten glass, with scrolls as though made by the skaters. On the pond were three or four miniature doll skaters, dressed in skating suits of the minute, with the fall's leading fashions in footwear. In one corner sat a skater with a youth at her feet adjusting her skates. Mica gave the scene the snowy, frosted look.

At either side of the pond, the latest fashions for skating or other sport wear were displayed, with accompanying window cards reading "The Vogue of Skating." Several kinds of skates were displayed, both for women and men, while serviceable tan skating shoes were also shown.

Good Cause for Optimism

Inquiries among the Montreal and Maisonneuve shoe manufacturers show that there is good reason for the optimism which existed a month ago. Apart from the very large war orders, there is a general improvement in business, orders received from all parts of Canada being very much ahead of those at this time last year, both as regards sorting and spring buying. The better business is affecting practically every class in the shoe trade. The jobbers have come into the market more freely, being apparently now satisfied that the retailers are likely to take more stock than they have done during the last two years. The military orders, amounting to about 700,000 pairs, were somewhat in the nature of a surprise, so far as the volume is concerned. They will keep the factories running, and thus bring down overhead charges, but as the price was figured very closely, there is probably not a very large amount of profit in it for most firms. The United Shoe Machinery Company of Canada state that their works are very busy and that all indications point to considerable activity in the shoe factories for some time to come. Naturally the leather firms are feeling the benefit of this revival, and one representative of a Canadian house states that his turnover is the highest for fifteen years, a very small percentage of this being due to army requirements. The shoe findings houses report that there is an increased output, and that the demand for gaiters cannot be met as promptly as retailers require.

Trade Inquiry

For name and address of inquirer apply to Department of Trade and Commerce, Ottawa.—

1194. **Belting, thread and cotton waste.**—A firm of manufacturers' agents in Buenos Aires desires to purchase the following articles from Canada: Balata belting, 1½ inches to 12 inches in width; show and saddle thread; white and coloured cotton waste.

New Superintendent of Rena Footwear Company, Montreal

Mr. J. A. Cyr, formerly general manager of the O. B. Shoe Company, Limited, Drummondville, P. Q., and now superintendent of the Rena Footwear Company, of Montreal, has had 14 years' experience in the manufacturing and selling ends of the shoe business. He was previously with the Regina Shoe Com-



Mr. J. A. Cyr

pany, and also had some connection with the leather trade, being for a time on the Montreal staff of Duclos and Payan. The Rena Company are manufacturers of men's, boys', youths', and little gents' McKays and women's McKays, specializing on the latter goods. The company have representatives covering the entire Dominion.

Shoe Factory for Owen Sound

A by-law will be voted upon in Owen Sound at the January elections to grant a loan of twelve thousand dollars to a company to be called the Owen Sound Shoe Manufacturing Company, which is being promoted by W. E. Wilson, late of the C. N. W. Shoe Company, London, Ont., and Getty & Scott, Limited, Galt. Mr. Wilson is a practical shoeman, having had experience in all branches of the trade.

The company will have an authorized capital of \$50,000, and the factory will have an initial output of not less than two hundred pairs a day, with the necessary room and building capacity for 800 pairs a day. The building and plant, according to the agreement, are to be ready within six months after the passing of the by-law.

Twenty-one Millions for Shoes

A current issue of *The Shoeman* estimates that of the half-billion loan recently placed by the Allies in the United States, some twenty-one million dollars will be used to pay for shoes, leather, and leather goods that have either been purchased already or for which orders are in sight. That *The Shoeman* appreciates the humorous side of Henry Ford's ridiculous attitude is indicated in its concluding paragraph: "It

has not been learned that representatives of the shoe trade in America have voiced any conspicuous protests, on high moral grounds, against making the loan."

More Army Shoes

The Dominion Government is reported as having placed recent orders, amounting to about 700,000 pairs of shoes. Some of the larger orders are as follows,—

Ames-Holden-McCready, Montreal, 200,000 ankle boots, 105,000 rest shoes; Dufresne & Locke, Maisonneuve, 60,000 ankle and 60,000 rest; Corbeil Limited, Montreal, 10,000 ankle; Tebbutt Shoe and Leather Co., Three Rivers, Que., 20,000 ankle; The John Ritchie Co., Quebec, 50,000 rest; Plessisville Shoe and Leather Co., Plessisville, Que., 25,000 rest; J. A. & M. Cote, St. Hyacinthe, Que., 8,000 ankle; The Regal Shoe Co., Toronto, 25,000 ankle; King Shoe Co., Toronto, 25,000 ankle; Western Shoe Co., Berlin, 15,000 ankle; John McPherson Co., Hamilton, 35,000 pairs ankle; Brandon Shoe Co., Brantford, 20,000 pairs ankle. It is understood that orders have also gone to Aylmer Shoe Co., Aylmer, Ont.; Amherst Boot and Shoe Co., Amherst, N. S.; Hartt Boot and Shoe Co., Fredericton, N. B.; J. M. Humphrey & Co., St. John, N. B.; J. Leckie Co., Vancouver, and others.

Signs of the Times

Mr. C. F. Walker, department manager of Browns' Limited, Portage la Prairie, Man., in a recent letter to *Footwear in Canada*, stated: "Business has been extra good for the past month and there is every indication of a good winter season's business."

This is only what one would expect from a district which produced 340,000,000 bushels of wheat this year.

Why, of Course!

A foreman who recently came to Canada from the United States and is now connected with a Montreal firm has written the following letter to a United States trade paper:

"I am associated with a Canadian firm that is extremely busy. Having been with numerous firms in the United States, making ladies' footwear and, having been very familiar with this line of work, it surprised me somewhat to find in Canada, firms able to cope with the modern styles of shoes produced in the United States. This firm is fully equipped to produce anything in the shoe line, from comfort turns to the most exclusive styles in welts, including all leathers and fabrics. Expert pattern men follow the new creations from the cutting to the treeing room, therefore getting best results in fit."

A salesman in a certain well-known shoe store vouches for the following: An airy maiden rustled in and asked to be shown some "classy" shoes of the high heel variety. "Here is quite the thing," he told her, producing a pair of high-heeled dainties. "These are the Louis XV style of heel." "Very nice," chirped the miss, "but they're just a little high. If you have a Louis XIII it will be about right."

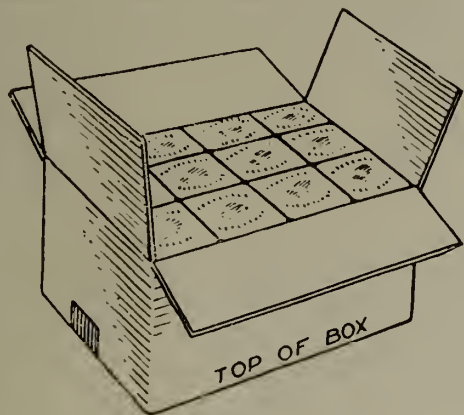
Growing Importance of Repairing Business

A shoe man recently expressed his opinions of changing conditions in the footwear trade as follows:

"I wonder how many shoemen realize the tremendous change in the shoe industry that is coming from the development of the shoe repairing business? A woman buys a pair of shoes to-day. The thin soles on them quickly wear out. Then, if she is thrifty, and if the uppers are still good, she takes them to the repair shop and has new soles put on them. Then she begins to get some real wear from them. A man buys a pair of shoes. He will take them around to the repair shop and have an extra tap, perhaps a rubber sole, put on them before he wears them—then he gets real service from them. The soles the cobbler puts on are thick enough to keep out cold and wet. The modern cobbler is not sticking to leather. He is showing his customers rubber and fibre soles as well as leather soles. The customer can surely get a pair of soles at the repair shop that will protect his feet against cold and wet. If the present state of affairs keeps up, I would not be surprised to see a time when people will buy uppers from shoe manufacturers and take them around to the repair shops to have the soles put on."

Fibreboard Containers for Shipping Footwear

Footwear manufacturers are showing increased interest in the use of fibre board containers for shipping their products. The evident advantages are that the fibre box is both cheaper and lighter in weight, and the experience of several years has now proven that



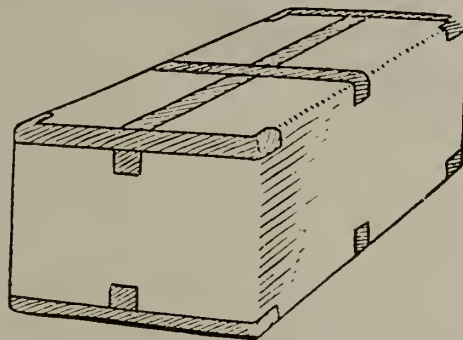
Fibre container before closing.

the damage to the goods contained is certainly not greater, and is probably less, than that sustained in the use of wooden boxes. One prominent manufacturing firm recently stated that in six months' use of these containers they had been advised of only two punctures.

Where the manufacturers of fibre containers claim the greatest gain is in freighting considerable supplies over long distances. For example, it is said that a shipment from Toronto to Port Arthur saves the retailer in freight an amount equal to the cost of the containers. This on account of the lesser weight of the fibre boxes is an item the retailer might well look into. It is true wooden boxes in certain cases have a re-sale value equal to anywhere from 25 to 50 per cent. of their cost, but there are many towns outside of the larger centres where it is difficult to give these containers away. From the retailer's point of view, too, there is a further gain, we understand, in that manufacturers in general appear to have adopted

the plan of not making any charge for fibre containers. Even where this has been done we know of instances where the containers have been resold by the retailer at a price which covers about 50 per cent. of the original cost. If on looking into this matter the retailer finds he stands to gain by the use of fibre containers he should lose no time in bringing pressure to bear on the manufacturer to ship his goods in this way.

The use of wooden boxes seems to be another case of following the custom established by our forefathers.



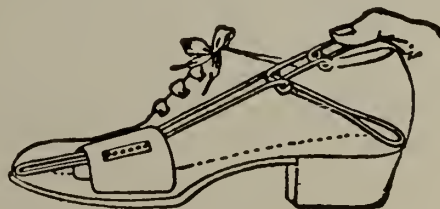
Fibre container ready to ship.

As a matter of fact, they are not so light, so neat in appearance, or so easily opened, as the fibre boxes. Where goods are shipped by express—a plan which is becoming increasingly popular with many of our retailers—the lesser weight is again a favorable factor, reducing the transportation charges. We have spoken to different retailers and manufacturers on the use of these boxes, and find that all are favorably impressed. The retailer claims that he handles his stock more easily, and has less trouble cleaning up after his packing-cases have been emptied.

The cuts reproduced herewith are shown through the courtesy of the Hinde & Dauch Paper Company, Toronto.

A Useful Sideline

The shoe tree shown herewith is manufactured by the Kloo Manufacturing Company, New York. This is a most ingenious and efficient tree. It automatically adjusts itself to any size or shape and is quickly and easily inserted. It can be folded up in a very small compass for travelling and weighs only five ounces per pair. Two standard patterns and sizes, one for women and one for men, meet every require-

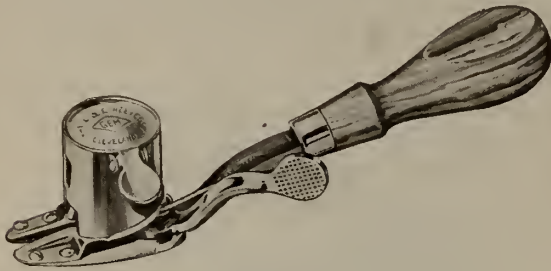


ment, so there is no need to stock a range of various sizes, shapes and widths. This is an excellent sideline for the shoe retailer's findings department.

Manufacturers of white rubber soles report that the European war is having a serious effect on them. The imported pigments, used in their manufacture, are of a much superior quality to the American pigments and not only is the European supply very scarce but American pigments have doubled in price.

Handy Button Detacher

The illustration herewith shows the new Gem button detacher being placed on the market by L. & E. Reeves Company, Cleveland. With this instrument buttons may be removed from a pair of shoes



in a jiffy. The shoes are fully protected from being cut or torn and all the buttons are collected in the cup when cut off.

Two New Tetrault Lines

The Tetrault Shoe Manufacturing Company, Montreal, are showing two new lines—one an ankle boot, in black and tan, made of winter calf, on a military last, but of a higher grade than called for by the Government specifications. It is a boot which will give satisfaction from the point of view of hard wear and comfort. It has a double sole, one being a viscal; the boot is fitted with a half ballast tongue. The other line is a dress (or "after hard work") boot, with a light sole, and is lined with heavy brown duck, the boot being built to keep its shape during its life. It is made on a military last, in medium tan colored leather.

Peerless Co. Doing Active Business

The Peerless Machinery Company have just made a shipment of five of their latest eyeletting machines to a large Canadian shoe manufacturer to be used in the manufacture of army footwear. This is the second recent shipment made by this firm to the Dominion. Business in the United States is good in all their machinery lines.

Boston Last Co.'s Electrical Bulletin

The Boston Last Company is publishing each month a house organ called the "Electrical Bulletin," devoted to the interests of electrical heating in shoe factories. This publication has a lot of interesting matter relative to the various uses of electricity in shoe factories, explaining the various methods and illustrating the Simplex machines. Those interested in this matter would do well to write the company at 44 Binford Street, Boston, for a copy of the publication.

Black and White

The Royal Shoe Store, Toronto, a short time ago devoted their ladies' window almost entirely to the display of black boots. On almost every shoe, however, there was some suggestion of white. For instance, one had white kid tops; another was stitched with white thread; a pair of pumps had a fine edging of white; laces of black and white, and so on. Two or three pairs of black and white hosiery, and white spats, tastefully arranged, completed a display of pleasing contrast to the average window.

Every Shoeman Can't Become Premier But It Just Shows the Possibilities

The late Sir Charles Tupper began life as a cobbler and rose to the Premiership of the Dominion of Canada. At the time of his retirement in 1900 he had served Canada for forty-five years, always in important positions. Ambition was the mainspring of his existence in his earlier days as well as when he became great.

A Handy Device

Just as in the clothing business, where goods often have to be pressed after being unpacked or used in window trimming, it often happens that shoes have a creased or rumpled appearance. To overcome this difficulty there has been placed on the market a small electrical device which "re-lasts" the shoes—that is, it smoothes out the creases and makes them look as good as when they left the factory. This little device attaches to any electric light socket and is very economical in operation and remarkably efficient.

Ornaments Increasing in Favor

Bows and ornaments are increasing in public favour, and the manufacturers are placing a greater variety on the market. Some of the latest designs in ornaments are very small, with a tendency towards black and white and a combination of these. Mr. G. J. Trudeau, of 365 Ontario Street East, Montreal, is making a large quantity of both bows and ornaments.

Rubber Heels for Canadian Soldiers

The Walpole Rubber Company of Canada, Limited, recently received the following letter regarding the use of "Cat's Paw" Heels by Canadian soldiers:

Nov. 21st, 1915.

Sergt. S. Allen, 37 Batt. C. E. F.,
Headquarters Staff, Exhibition Camp,
Toronto, Ont.

Dear Sirs:—

Just a few lines in praise of your famous "Cat's Paw" rubber heels. I have been mending boots for the 37th Battalion for the last ten months, and I have tried a lot of different makes of rubber heels, but I have never come across any that can beat the "Cat's Paw," and they are a cheap rubber heel which will suit any person's pocket.

Some of my men in the 37th Battalion have worn your famous rubber heels on their boots for four and five months, and they have done between fifty and sixty miles a week route marching, besides ordinary everyday walking.

They marched from Niagara-on-the-Lake to Toronto, a distance of ninety-two miles, and some had worn rubber heels for six weeks before the march, and I can safely say that they would last another month. You can use this letter to do what you like with. I only hope I can get them in England, when we go there, which will be on the 25th of this month.

Hoping to use your famous rubbers always, I can safely recommend them as a good rubber heel, as I have put them on hundreds of pairs, I remain,

Yours truly,

Sergt. S. Allen.

A patent has been taken out for an attachable outer sole for shoes which consists of a comparatively thick layer or outer sole of felt, rubber, or other flexible non-conducting material, provided with a metal or other skeleton frame to preserve its shape, which can be fastened to the shoe. This is designed for the use of nurses, shop assistants, etc., who are required to stand on cold floors.

FOOTWEAR FINDINGS

Happenings in the Shoe and Leather Trade

Beal Brothers, shoe manufacturers, Toronto, are working on an order for 6,000 pairs of long legged shoe packs which are to be worn by the Canadian Soldiers in the trenches. These packs are stitched by hand, as no machinery can be secured to do the work.

The Regal Shoe Company, Limited, are increasing their output to 600 pairs per day, having leased considerable space in the Brunswick Balke Building, Hanna Avenue. They recently received an order for 25,000 pairs of Canadian army shoes.

We were sorry to learn, a few days ago, of the illness of Mr. A. Chisholm, the well-known West Toronto shoe retailer. Mr. Chisholm will shortly leave for a few months in the South on the advice of his physician.

The Galt Shoe Manufacturing Company now report that their spring run is in full swing and a busy season is assured.

The Aylmer Shoe Company, Aylmer, Ont., have just completed an order for 3,000 pairs of army shoes.

On November 6th the Feinberg Shoe Store opened in Peterborough, Ont. Mr. Charles Feinberg, the proprietor, is a progressive young man and with the knowledge he possesses will undoubtedly meet with good success.

In many places in Germany it is absolutely impossible to secure leather for shoe repair purposes, as the government has requisitioned the available supply for army purposes. It is said to be the custom of people in these districts to send their footwear to Holland to be re-soled and mended.

On November 6th Johnston's shoe store re-opened in Vancouver. In July last a disastrous fire broke out at their store at 409 Hastings Street West, which necessitated the closing up of the store until extensive repairs could be made. In the meantime the business was moved two doors west. Mr. Johnston states the sum necessary to fix up the old store was \$30,000.

The Canadian Consolidated Rubber Company are placing on the market a range of 58 patterns of stitched canvas goods, made with Goodyear and McKay welts. These comprise a large variety of patterns, and will be in competition with goods which have been mainly, in the past, imported from the United States. They are made in women's, men's, children's, and infants' lines, and are manufactured by the Canadian Consolidated Felt Company, Berlin, Ont.

Heavy orders for boots are being placed in Canada by the French Government. The Department of Trade and Commerce, a short time ago, requested different manufacturers to have their representatives meet the French Purchasing Commission in New York. Mr. John Ritchie represented the Quebec manufacturers.

The United Shoe Machinery Company, Toronto, have recently made the following installations of new machines: Snedcor & Hathaway, Tillsonburg, C. H. M. lasting machine; Valentine & Martin, Waterloo, Pluma skiving machine; Milton Shoe Company, Milton, Apex channeling machine; Oscar Rumpel, Berlin, Apex grinding machine; Brandon Shoe Company, Brantford, Ont., Pluma skiving machine; Regal Shoe Company, Toronto, Gem flexible insole machine; Murray Shoe Company, London, Rex pulling over machine; Kemmel Felt Company, Berlin, Ideal clicking machine; Aylmer Shoe Company, Aylmer, Goodyear universal rounding and channeling machine; Ideal Shoe Company, Preston, C. H. M. lasting machine; Brandon Shoe Company, Brantford, Apex channeling machine and stitch down staple lasting machine; W. H. Thorne, 645 Dundas Street East, London, skate grinding machine.

At the recent annual meeting of the C. N. W. Shoe Company, Limited, London, Ont., the following officers were elected: E. S. Hunt, president and general manager; G. H. Nichol, vice-president, and E. R. Dromgole, secretary-treasurer. W. E. Wilson, formerly vice-president, has severed his active connection with the company.

J. Walter MacKay and Annie C. G. MacKay, who for many years have been carrying on a shoe business in Fred-

ricton, N. B., under the firm name of MacKay & Company, have dissolved partnership, J. Walter MacKay continuing under the same name.

Horace Coon, of Peterborough, Ont., has joined the artillery and is now at Barriefield camp, Kingston, and will shortly leave for the front. Previous to enlisting Mr. Coon was head salesman with Robert Neill, shoe retailer, Peterborough.

John McCrudden has resigned his position as superintendent of the Perth Shoe factory, Perth, Ont.

A new shoe repair shop has been opened in Shakespeare, Ont., by Joseph Critz.

Robert Hard, who has been for the past two years acting as manager and buyer for the men's, women's and children's shoe departments of the C. W. Sherwood Company, Regina, has accepted a position with J. F. Cairns, of Saskatoon, and will have charge of their shoe department.

M. J. Sheehy has been appointed superintendent of the Perth Shoe Company, Perth, Ont., and has entered upon his new duties. Mr. Sheehy has had twenty years' experience with some of the large factories at Lynn, Mass.

A new in-stock department has been opened at Regina, Sask., by E. T. Wright & Company, St. Thomas, Ont., in order to facilitate the handling of their western trade. This department will be in charge of C. W. McFarland, who also handles the Williams Shoe and represents Williams Shoe, Limited, of Brampton, and the Nursery Shoe Company, of St. Thomas.

Ed. Blais, shoemaker, Sorel, Que., was burnt out recently.

A. W. Featherstone, Mayor of Listowel, Ont., and J. H. Gunther, president of the Listowel Board of Trade, recently paid a visit to Rochester in the hope of interesting Rochester capital in the possibilities of Listowel as a manufacturing centre. It is said that the town council are offering bonds to manufacturing plants that will locate there.

The Woodbridge-Rudd Harness Company, Limited, Toronto, has been incorporated "to carry on the business of making and dealing in all kinds of leather goods, harness and saddlery." The new company is an amalgamation of G. A. Rudd & Company and T. Woodbridge & Company, Toronto.

George Thacker, shoe retailer, Renfrew, Ont., has moved into handsome and more commodious quarters.

Saillant & Lessard will establish a shoe factory on Fourth Street, Limoilou, Que. They have been granted ten years' exemption from taxes. The factory will be a two-storey one, 25 by 30 feet, and will employ about twenty-five hands.

Jasper Knight, who for some time conducted a shoe repair establishment in Truro, N. S., has returned to his home in Hampshire, England.

Lieut. Percy M. Rising, late of the firm of Waterbury & Rising, St. John, N. B., has been appointed to the position of quartermaster in the 104th battalion.

The Police Committee of Brandon, Man., have recommended that each constable be given the sum of \$5.00 and allowed to purchase his own boots. Heretofore it has been the custom to award a contract for supplying the entire force but it is thought that the men would be able to buy boots more suitable to their feet if allowed to make the purchase themselves.

Major A. E. Medcalf, founder of the Nursery Shoe Company, St. Thomas, Ont., will shortly proceed to the front with the 91st Battalion, being organized in St. Thomas from Elgin and Kent Counties under Lieut.-Col. W. J. Green, of that city. He has had considerable military experience, having been for five years a private in D Company Queens Own Rifles, two years sergeant 12th York Rangers and four years captain in the 25th Regiment, St. Thomas. In 1907 Major Medcalf started manufacturing the Nursery Shoe in the old King Building, Wellington Street, Toronto, and moved to St. Thomas in 1910, where he built a new factory. He is at present a member of the Board of Education there.

Five years' experience in the Yukon at the time of the big rush in '98 will stand the Major in good stead in the trenches. Mr. W. E. Fry, present accountant of the company, will have charge of the office and buying and Mr. E. E. Boyc, superintendent, will look after the factory during Major Medcalf's absence.

The Leckie Shoe Company, Vancouver, B. C., was recently awarded a contract for 20,000 pairs of boots for the Militia Department, delivery to be made within two months. This is the second order received by this firm, the first being for 6,000 pairs. Extra hands were added in the factory, bringing the total number of employees up to 100, and the shoes are being delivered at the rate of 2,500 pairs weekly.

The Huns have sent back to Germany all hides and skins they found in Warsaw. These pelts will be made up into leather for army equipment.

The Yale Shoe Store, Limited, Winnipeg, Man., has been incorporated.

Charbonneau and Deguise, makers of boys', girls' and infants' shoes, 636 Craig Street East, Montreal, report a considerable increase in business. The firm went into the Western field for the first time this year, and Mr. J. Dunbar, their traveller in the Western provinces, has sent in some excellent orders.

During the absence of Captain L. C. Lockett, who has joined the overseas forces and is now with the 8th battalion at Napanee, M. W. H. Mack, Jr., will be acting manager of the Lockett Shoe Store, Kingston, Ont. Mr. Mack has been with the firm for over ten years, and is well fitted to carry on the solid, straightforward business principles that have always characterized the Lockett Shoe Store.

Fred Sutherland, shoe retailer, St. Thomas, Ont., was in Toronto a few days ago and reports business ahead of last year.

A patent was granted a short time ago for a boot with an elastic fabric upper with an imitation button fly.

G. J. Trudeau, of 365 Ontario Street East, Montreal, informs us that the sales of fibre soles are increasing, and that manufacturers of shoes are becoming more alive to the value of this sole, not only as a substitute for leather, but as a material which possesses several additional advantages. It is light and also waterproof.

T. H. Rieder, vice-president and general manager of the Canadian Consolidated Rubber Company, has been on a visit to the West, and Mr. R. E. Jamieson, general sales manager, to the Maritime Provinces.

Major Traill, secretary-treasurer of the Maple Leaf Rubber Company, Port Dalhousie, is now in command of the 19th Lincoln Regiment.

A plaque, designed by F. Coates, Toronto, has been placed in the main hallways of all divisional offices of the Canadian Consolidated Rubber Company. This shows on the right side a figure of Victory handing the laurels to a soldier on the left side, the intervening space being utilized for the long list of names of the company's employees who have joined the colors.

The Robson Leather Company, Oshawa, Ont., are beginning again to make chrome patent side leather. This firm has been very busy for a long time on army leather for England.

Mr. Geo. A. Slater, of Geo. A. Slater, Limited, Montreal, was one of the representatives of the Canadian Manufacturers' Association at the formal opening of the Forests Products Laboratories, 700 University Street, Montreal, on December 3rd.

Joseph Patchell, on the staff of Waterbury & Rising, Limited, has joined the 104th battalion.

Cole Blewett, of the R. Neill Shoe Store, Lindsay, has received a promotion and joined the staff of the headquarters store in Peterborough.

Leslie C. Holder, St. John, N. B., formerly on the staff of Weizel's Cash Shoe Stores, has enlisted for active service. Beverly R. Allan, of the same firm, is also in the ranks.

At a recent meeting of the Leather Manufacturers' Safety Association in Toronto, Mr. A. Brandon, of the Brandon Shoe Company, Brantford, was elected chairman, and Mr. E. King, of the Dunlop Tire & Rubber Goods Company, vice-chairman.

John McLeod, boot and shoe dealer, Sudbury, Ont., has been appointed postmaster of that town. His brother, Archie McLeod, has taken over the business.

Reginald F. Shamper, of the Canadian Consolidated Rubber Company, Limited, and Rupert Crocker, St. John, N.B., have joined the overseas forces.

A. J. Smith, 1346 Queen Street West, Toronto, purchased the shoe stock of Campbell & Winn, Limited, which was recently sold by auction, for fifty-six cents on the dollar. The stock and fixtures amounted to about \$4,000.

J. Chalton, for eight years a foreman in the factory of Charles A. Ahrens, Limited, Berlin, Ont., has been appointed superintendent of the Woelfle Shoe Company, Limited, Berlin. Before leaving he was presented with a handsome chair by the employees of the Ahrens factory.

The young women in the fitting department of the Weston Shoe Company at Campbellford, Ont., are providing a fund for a cot in the Queen's Base Hospital at Cairo.

J. P. Cote, of Maisonneuve, Que., will construct a shoe factory in Verdun, Que., at a cost of \$25,000, exclusive of land, and will employ about fifty people. The council have passed a by-law granting Mr. Cote exemption from municipal taxation and water rates for ten years, and agreeing to supply electric power and lighting at the lowest possible rates.

J. W. Deegan, shoe dealer, North Bay, Ont., has installed a new front in his store.

The stock of the boot and shoe store of Honore Charlebois, Hull, Que., was damaged by smoke and water in a recent fire.

William Snelling has purchased the boot and shoe business of T. H. Bigwood, 364 College Street, Toronto. Mr. Bigwood will continue the store at 826 Yonge Street.

H. M. Wilhelm, harness maker, Waterloo, Ont., has purchased the shoe repair business of N. Ginster, and will run it jointly with his saddlery business.

John McCormick has opened a shoemaking business in Weyburn, Sask.

Chinamen are said to be responsible for a robbery suffered by the boot and shoe store of Wm. McDonald, Victoria, B. C. A rear door was smashed in and the premises ransacked. The police afterward raided a building occupied by Chinese and found thirteen pairs.

Kenneth Fraser has taken a position with the Natural Tread Shoe Company, Yonge Street, Toronto. He was for several years on the staff of McLaren & Dallas, Toronto.

Sherin & Son, Lakefield, Ont., are re-opening the premises they occupied some years ago, and will handle a large and up-to-date line of boots and shoes.

Herbert Kilpatrick, who has charge of the rubber department of Ames-Holden-McCready, Toronto, was severely injured a short time ago while on his way home. He was riding a wheel when an auto truck slid and crowded him between it and the curb, crushing his spine. He is now in St. Michael's Hospital.

A painful accident occurred to William Whittendale, an employee of the Muskoka Leather Company, at Bracebridge, Ont., recently. While carrying a pail of sulphuric acid he slipped and some of the liquid was spilled on his face and body. He will be laid up for some time.

W. Hebert has become a partner in the firm of Gagnon, Lachapelle & Hebert, who manufacture women's McKays, exclusively, in Montreal. Mr. Hebert, who will look after the financial and selling departments, was previously chief accountant for Aird & Son. He is one of the younger generation of shoemen and his progressive methods should be a splendid acquisition to the firm which has seen so much success in the past eight years.

G. Campbell, manager of the shoe findings department of the Great West Saddlery Company, Edmonton, was recently married.

John Clarke, a shoemaker living at 7 Maisonneuve Street, Montreal, dropped dead at his bench a short time ago.

Hurlbut & Company's new factory at Preston, Ont., is new completed and several of the departments are already in operation.

The U. S. M. Co. have installed two Ideal clicking machines in the factory of the Western Shoe Company, Berlin, and a Hungarian nailer, a loose nailer and an eyelet machine for their larrigan department in Beal Brothers, Toronto. The Adams Shoe Company, Toronto, have installed a lacing machine.

The \$250,000 libel suit entered by Ames-Holden-McCready, Limited, against Clarence J. McCuaig, will be heard

before an English jury, the date to be set by the Chief Justice. This suit is the result of a comment alleged to have been made by the defendant concerning the bad quality of boots supplied the first Canadian contingent.

Clarke & Clarke, Limited, leather manufacturers, 331 Christie Street, Toronto, swore out a warrant recently for the arrest of their Montreal representative, George S. Hubble, claiming shortage of some \$3,000 worth of stock.

George G. Lennox, wholesale shoe dealer, Winnipeg, has assigned, and at a meeting of the creditors it was decided to hold a trade sale of the stock for fourteen days, giving a twenty per cent. discount off cost price. The financial statement showed assets of some \$316,000, of which \$130,000 consists of real estate, \$86,000 book accounts and the balance in stock. The liabilities to the trade are about \$153,000, and to the Bank of Ottawa \$123,000. The indirect liabilities are \$160,000, consisting of paper discounted, etc.

C. S. Sutherland, manager of the Amherst Boot and Shoe Company, Amherst, N. S., received a cablegram a short time ago that his son, Norman Sutherland, had been wounded and was in a hospital. He had enlisted with the Kingston Engineers and had been in France about six weeks.

Ed. R. Lewis, leather dealer, 21 Scott Street, Toronto, has been appointed Ontario representative for Paul Galibert, Montreal, who specializes in glazed and chrome kid.

Clarence F. Smith, formerly general manager of the Ames-Holden-McCready, Limited, was created an honorary colonel a short time ago by General Sir Sam Hughes, as the result of his untiring efforts in patriotic work since the outbreak of war.

The Davis Leather Company, Newmarket, have purchased the old Eagle Hotel property, adjoining the G. T. R. station. It is not known yet to what purpose the premises will be devoted.

The McCall Shoe Company, Toronto, have opened their fifth branch on Queen Street East, near Logan Avenue.

Robert Sloan, of Sydney, B. C., has opened a boot and shoe store in James Island, B. C.

The stock of the Murray Shoe Company, London, Ont., in the Read Building, Montreal, was slightly damaged in the large fire there recently.

Harry Pepper, formerly with Underhills, Limited, Aurora, Ont., has secured premises at 714 Ossington Avenue, Toronto, and has begun the manufacture of children's shoes.

R. W. Asheroft, publicity manager of the Canadian Consolidated Rubber Company, has been elected vice-president of the Montreal Publicity Association.

Mr. Adolphe Lecours, secretary-treasurer of the Canadian Footwear Company, Limited, Montreal, has been re-elected president of the City Hockey League.

Mr. Runstein, Hammond, B. C., is considering opening a shoe store in that place.

Gilbert's Bootery, 412 Hastings Street West, Vancouver, B. C., recently conducted a sale, 10 per cent. of the proceeds of which were donated to the Red Cross Society.

Boot and Shoe Specialties, Limited, have registered and will carry on business in Montreal.

The firm and employees of Getty, Scott, Limited, shoe manufacturers, Galt, Ont., responded in a splendid manner to the Canadian Patriotic Fund's appeal for \$60,000. The subscriptions were: Getty & Scott, Limited, \$1,000, F. S. Scott, M.P., \$500; employees, \$1,105.

Alec Angus, of Ames-Holden-McCready, Limited, is expected to arrive in Montreal from England at a very early date. Mr. Angus has been negotiating, on behalf of Canadian manufacturers, for a very large order for the Italian Government.

General Store News Throughout Canada

Where the Shoe Manufacturer or Jobber May Find a Customer

Ontario

The stock of the general store of the estate of J. A. Valley, Quibell, has been purchased by M. Faurer.

The general store of W. J. McCart, Emo, has been purchased by L. Goldman.

W. J. Stephen has purchased the general store of W. J. Gilroy, Mount Forest.

The Northland Trading Company, Limited, Sault Ste. Marie, have obtained a charter.

J. Hooper, Toronto, has succeeded to the boot and shoe and dry goods store of Vilna Cowling.

The stock of the general store of the Earle Company, Limited, Creemore, has been purchased by McJannett, Limited, of Gravenhurst.

L. S. Parkinson, Thedford, has purchased the general store of W. C. Tudor.

Quebec

The general store of Baker & de Gruchy, Cape Cove, suffered loss by fire recently.

Narcisse Goulet has registered to conduct a general store at Notre Dame de Ham.

M. Felid has registered to conduct a general store at Cowansville.

David Weiser, dealer in drygoods, boots and shoes, Montreal, is moving to Windsor Mills.

Rochette & Freres have registered and will conduct a general store business at St. Raymond.

The general stores of J. L. Gagne and C. Rahal & Company were destroyed in a recent fire at St. George, Que.

Saskatchewan

The general store of Inglis & Gall, Canora, was burnt out in a recent fire.

Robert Thomson, general storekeeper, Guernsey, is moving to Cereal, Alta.

Dimmock Brothers & Chapman have purchased the general store of O. H. Ruggles, Tompkins.

It is stated that H. E. Clinite & Son, Swift Current, are negotiating for the sale of their general store to David Wadlinger.

J. N. Beaubien & Company, general storekeepers, Gravelbourg, are negotiating for the sale of their business to the Farmers' Cause Co-Operative Company, Limited.

A. A. Scollo has purchased the stock of the Lestock Trading Company, Lestock.

The stock of the general store of R. B. Aldous, Loric, has been sold to J. Wineberg.

The general store of Feinstein & Company, Sceptre, has been dissolved, S. Feinstein continuing.

N. M. Whiteford, Hyas, has sold his general store to the Melfort Trading Company.

The general store of D. H. Pollock, South Fork, is reported to have been sold to A. Hornstein.

J. W. Ribinson, general storekeeper, Strassburg, is reported to be moving to Moose Range.

The R. M. Trading Company, Fort Qu'Appelle, have succeeded to the general store of Geo. R. Boylan.

The general store of Mrs. D. E. Beers, Palmer, Sask., has been discontinued.

The Levernick Mercantile Company, Limited, grocers,

Saskatoon, are adding boots and shoes and dry goods to their stock.

The stock of the general store of Thompson, Lee and Anderson, Shaunavon, has been sold to H. Otterson.

D. Brownstone's general store, Main Centre, Sask., has been succeeded by the Main Centre Trading Company.

Alberta

Halliday & Company have opened a boot and shoe and dry goods store in Bowden.

Manitoba

The Cunningham Company, Limited, Foxwarren, have been incorporated to conduct a general store business.

The Lundar Trading Company, Limited, Lundar, have been incorporated.

The general store of Nacht Brothers, Winnipeg, has been dissolved, M. Nacht continuing.

Obituary

Sidney G. Gunton, chief accountant of the Acton Tanning Company, is dead.

Thos. Hackett, a shoemaker by trade, residing in Hockley, Ont., died a short time ago at the age of eighty-seven.

The death occurred recently of Edward Pease, a pioneer tanner, of King Township, and wholesale leather merchant, of Toronto. The late Mr. Pease was born in 1824 and remembered the stirring days of the Mackenzie rebellion.

The death occurred recently of James Gibson, at Snelgrove, Ont., in his 102nd year. He was a native of Antrim, Ireland and came to Canada over eight-one years ago. A tanner and shoemaker by trade, he was remarkably active, and when ninety-nine attended an Orange parade and beat the snare drum.

William Williamson, Sr., Watford, Ont., died a short time ago in his 80th year. He was for many years a shoemaker in Warwick and Watford.

W. S. Smardon, a brother of Walter Smardon, of the Smardon Shoe Company, Montreal, died recently in Aurora, Ill. Although in the electrical business at the time of his death, he was an old shoe retailer in Montreal, having a store on St. Catherine Street, and was widely known at the time he left the business, some fifteen years ago.

Mr. John Allen recently passed away at his home in Upper North Sydney, at the age of 84 years. For many years Mr. Allen conducted successfully a tannery at that place.

S. Cathcart, general storekeeper, Courtright, Ont., is dead.

A Mason, boot and shoe dealer, Toronto, is dead.

J. J. Clegg, general storekeeper, Charlo Station, N. B., died recently.

Department of the Naval Service

Tenders for Boots

Sealed tenders, addressed to the undersigned and endorsed "Tender for Boots," will be received up to noon on January 18th, 1916, for 5,000 pair of Seamen's Boots.

Specifications and forms of tender may be obtained on application to the undersigned or to the Naval Store Officer, H. M. C. Dockyard, Halifax, N. S., or Esquimalt, B. C.

G. J. DESBARATS,
Deputy Minister of the Naval Service.

Department of the Naval Service,
Ottawa, December 4th, 1915.

Unauthorized publication of this advertisement will not be paid for. 12

Satisfaction Guaranteed

The quality of our products assures you that you will give satisfaction to your customers. Why not ask for the following brands.

All
Lengths



All
Colors

Manufactured by Manhattan Lace Company, Brooklyn, N. Y.

Canadian Representative

365 Ontario St.

G. J. Trudeau

MONTREAL



Good Wishes

For

**X
M
A
S**

and

1916

To the Retailer

We cordially extend to you our heartiest Xmas Greetings and assure you of our best wishes—wishes for your prosperity in the coming year.

For on your prosperity depends ours. This prosperity will not be lacking so long as we both stick to the "Yamaska" brand of footwear, that brand which the shoe trade knows never becomes unfashionable and obsolete.

The satisfaction of your customer too, will always be assured; for he gets from you—at moderate prices—the best solid leather footwear designed for comfort wear, and he knows the workmanship is thorough and lasting.

Prices submitted on application.

J. A. & M. COTE
St. Hyacinthe, Quebec

YAMASKA

We are making a complete
line of———

Cements
Dressings
Finishing Waxes
Bottom Stains
Blackings

For all kinds of leather and for all factory conditions. Our line is complete and you need have but one account as we can furnish you with everything used in finishing shoes, both the bottoms and the uppers.

BOSTON BLACKING COMPANY

152 McGill Street

Montreal, Canada



Foremost in Felts for Fifteen Years

"Elmiras" hold the place of merit as the embodiment of what is newest and best in felt footwear. A glance at our catalogue or, better, an inspection of the nearest jobber's stock will convince you that the "Elmira" line can satisfy the most fastidious. There is a style for every taste, a shoe for every age.

The Elmira samples for 1916 are far ahead of anything that has ever been shown before, containing a large range of new styles and designs.

It will pay you to see these new lines before placing your order.

Elmira Felt Company, Limited
Berlin, Ontario

Snappy Sport Shoes



for

1916



A visit to any one of the jobbing houses listed below will convince you that every item in our 1916 Range of "Royal" and "Bull Dog" Sport Shoes can be depended upon to "go" with a brisk, steady, sale. For finish, appearance and workmanship they are beyond criticism.

Every year increases our well-grounded reputation for reliability. You can confidently take up "Royal" and "Bull Dog" in your next season's stock of outing shoes, knowing that they have stood their trial and come through successfully.

"Royal" and "Bull Dog"

Sold by the Following Jobbing Houses:

The Amherst Boot & Shoe Co., Limited,
Amherst, N. S.
The Amherst Central Shoe Co., Regina, Sask.
The A. W. Ault Co., Limited Ottawa, Ont.
White Shoe Co. - - - Toronto, Ont.

Kilgour, Rimer Co., Ltd., Winnipeg, Man.
The J. Leckie Co., Limited, Vancouver, B. C.
The London Shoe Co., - London, Ont.
McLaren & Dallas, - - - Toronto, Ont.
James Robinson, - - - Montreal, Que.

THE INDEPENDENT RUBBER CO., LTD.
MERRITTON - ONTARIO

Wishing You
All You Wish
Yourself



Francis
Reynolds

"NUGGET" SHOE POLISH

THE NUGGET POLISH CO., LIMITED

TORONTO, ONTARIO

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No. 205. 3 inch size \$1.10.
Post paid \$1.25.



No. 209. Post paid 85 cents.

If You Pay

for newspaper space, or send out dodgers, blotters or letters,

You Can't Afford to be without the Flater Service

Bright, snappy illustrations will double the drawing power of your Ads.

For the retailer who uses a small newspaper space, we recommend our three inch cuts at \$1.10.

The latest proof sheets will be furnished upon request.

When remittance is made by cheque add 15c for exchange.

The Flater Service

34 Yonge St. - - TORONTO

Illustrating-Ad-writing-Designing-Engraving



No. 208. 3 inch size \$1.10. Post paid \$1.50.

A Record Shipment of



A Whole Carload of Blackening, Dressings, Box Gums, Etc.

A FEW OF OUR
OTHER LINES:

Shoe Felts
 Sewing Wax
 Dry Paste
 Fish Glue
 Patent Leather
 Repairer
 Polishing Wax
 Rubber Cement
 and a
 Complete Line of
 Shoe Findings

Recently shipped to a shoe centre in
Ontario West of Toronto.

WE ARE SPECIALISTS IN THE LINES MENTIONED
ON THIS PAGE

GOODS—PRICES—SERVICE are right.
That is why we made the shipment.

Proprietors

“WAXOL”

Sole Waterproofing, as used by most shoe manufacturers on army shoes.

Herman Behr
& Co., New York

Famous the world over
for their

Carborundum,
Carbicon and
Ruby Paper

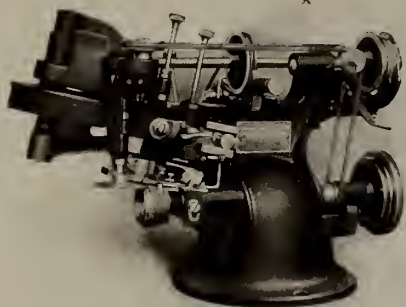
For which we are
Canadian Agents

PARKER, IRWIN (Limited)

Leading Shoe Manufacturers' Supply House in Canada

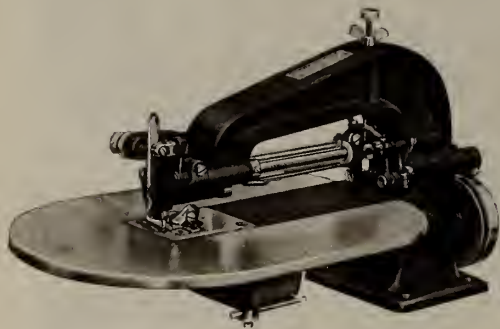
Montreal

PEERLESS MACHINES



Universal Skiver

Acknowledged by the shoe manufacturers everywhere as the most reliable Skiver made. Gives greater production at minimum cost.



Peerless Folder

No matter what the shape of the upper this machine will fold the edge over perfectly. Turns over seams and back stays. For rapid clean work this machine is without a rival.



Automatic Perforator

Spaces evenly on any curve without the use of knee or any other attachment. 30 to 50 per cent. more output at a minimum cost.

The Peerless Machinery Co.

44 Binford St. BOSTON, Mass.



A Louis Heel Breast Trimmer that finishes the job

from edge to edge following line of sole
requiring no hand work or rough scouring

SAFE and RAPID

Every pair of heels like template used.

Manufactured and sold by

The Louis G. Freeman Co.

Cincinnati, U. S. A.

Champion Shoe Repair Machinery

Simplicity of construction—Ease of operating—Working efficiency and high speed have made Champion Machinery—“Best by every Test.”

Champion Standard Straight Needle and Awl Stitcher, expressly prepared for the Repair Shop.

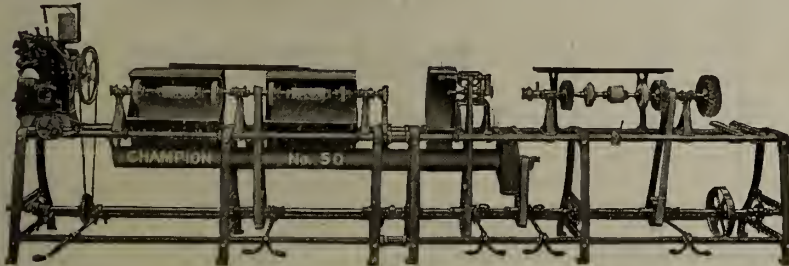
Champion Ideal Curved Needle and Awl Shoe Stitcher, especially designed for new custom work and for repairing.



Standard Shoe Stitcher



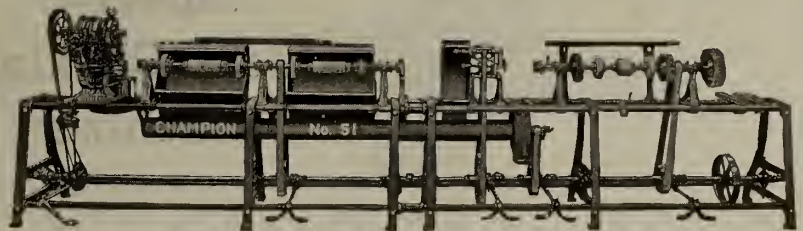
Ideal Curved Needle and Awl Stitcher



Champion Repair Outfit equipped with Standard Stitcher

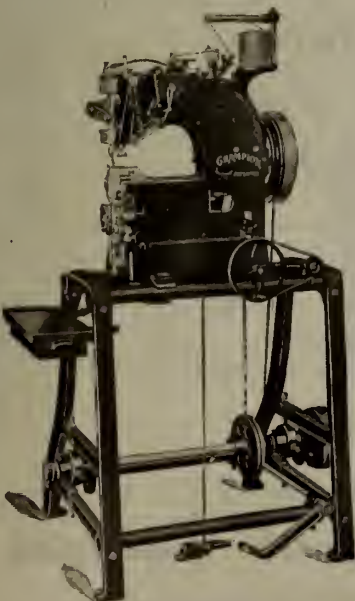
Champion Shoe Repair Outfits Constructed on solid lines. Over twenty models to select from.

Stitcher can be set on either end of Finisher frame as may be desired.



Champion Repair Outfit equipped with Ideal Stitcher

Champion Combination Harness and Shoe Stitcher. Especially adapted for Harness Stitching and Shoe half soling.



Combination Harness and Shoe Stitcher

Champion Clincher Fastener Machine, Champion Power Loose Nailers.—Indispensable and Profitable machines.

Champion machines are not royalty machines. They are sold outright for cash or time payments.

Write us for new Catalog prices and terms.

Champion Shoe Machinery Company
3723 to 3741 Forest Park Blvd.
St. Louis, Missouri, U.S.A.

CUT THIS OUT

Champion Shoe Machinery Co., St. Louis, Mo.
Give particulars on.....
Name.....
Address.....



Clincher Fastener

Shoe Machinery

For Every Department from Lasting to Finishing

TRADE  MARK

**Goodyear
Welt and Turn
Systems**

**Consolidated
Hand Method
Lasting Machines**

**Model-C
Ideal Clicking
Machines**

**Rapid Standard
Screw
Machines**

**Davey
Horn Pegging
Machines**

Heel Protector, Driving, Heel Compressing, Loading and Attaching Machines, Heel Trimming, Breasting, Scouring and Finishing Machines; Loose Nailing and Slugging Machines; Cementing, Buffing and Skiving Machines; Gem Insole Machines; Eyeletting Machines; Eyelets, Shanks, Brushes, Etc.

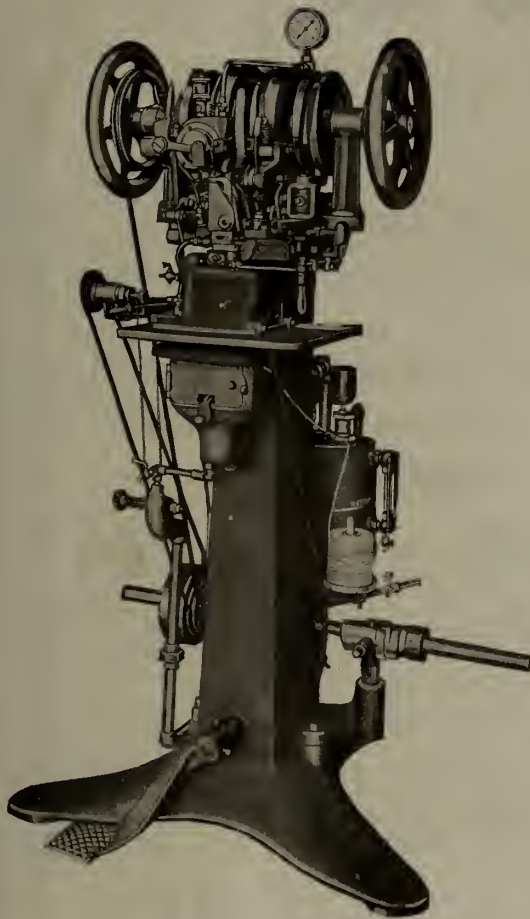
United Shoe Machinery Company of Canada

122 Adelaide Street West, TORONTO

MONTREAL, QUE.

492 St. Valier St., QUEBEC.

Landis Curved Needle and Awl Shoe Soling Machines



PRICE AND TERMS
LANDIS NO. 12 STITCHER

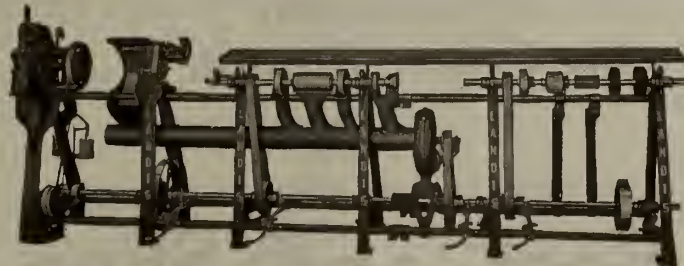
Weight, crated—About 750 lbs.
Head only, crated—About 500 lbs.
Price—Complete with Stand, power only, \$500.00, F. O. B. St. Louis.
Head only, \$475.00, F. O. B. St. Louis.
Terms—15% discount for cash.
Time Payments—\$50.00 cash and \$15.00 per month.
Deferred payments to be closed by notes without interest.

Sold Outright—No Royalty



PRICE AND TERMS
LANDIS NO. 10 STITCHER

Weight, crated—About 700 lbs.
Head only, crated—About 300 lbs.
Price—Complete, with Stand, foot-power or power, \$400.00, F. O. B. St. Louis.
Complete, with Stand, combination foot-power and power, \$410.00, F. O. B. St. Louis.
Head only—\$375.00, F. O. B. St. Louis.
Terms—15% discount for cash.
Time Payments—\$25.00 cash and \$10.00 per month.
Deferred Payments to be closed by notes without interest.



Model 22 Landis Shoe Repair Outfit, Left Hand
Manufactured by LANDIS MACHINE CO., St. Louis, Mo.

Landis Machine Company

St. Louis, Missouri, U. S. A.

WE ALSO MAKE THE LANDIS HARNESS MACHINES. ASK YOUR HARNESS MAKER ABOUT US.



The Shoe FOR YOU is the Union Stamp Shoe



Only one shoe is Union Made and that shoe bears the stamp of the Boot and Shoe Workers' Union.

Only one shoe has the backing of the American Federation of Labor, with its millions of members and their families—the Union Stamp Shoe.

Only one shoe is made in factories governed by the sane and equitable principle of arbitration—the Union Stamp Shoe.

Only one Shoe is satisfactory to the Union man and his family—the Union Stamp Shoe.

Only one shoe, therefore, can meet the demands of **all** your trade—the Union Stamp Shoe.

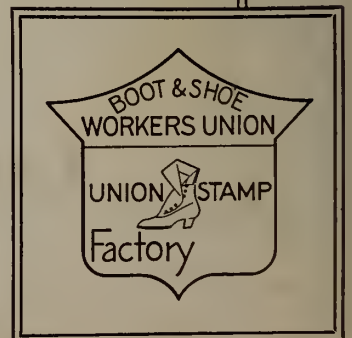
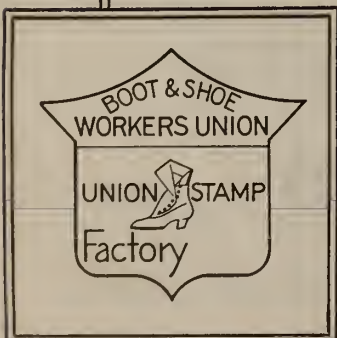
Buy Union footwear, **Sell** Union footwear, because your customers will **demand** Union footwear and **look for the Union Stamp.**

INTERNATIONAL HEADQUARTERS

Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor
246 Summer Street, Boston, Massachusetts

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



Sales that satisfy

A Satisfied Customer is a repeater

Repeating may not be good in politics —but it's mighty good in business.

Satisfaction begets Confidence, and Confidence is what brings the customer back to you.

Selling More Lace Shoes

means more than simply making sales; it means securing your customers' confidence because of the satisfaction received in the permanent fit which is always assured.

No alterations are necessary to make lace shoes adjustable.

Alterations that oftentimes have to be repeated—which mar the otherwise attractive shoes—cause annoyance and create dissatisfaction of which you never learn, because, unfortunately, next time the customer trades elsewhere.

Increase your sales of lace shoes. 'Twill add to the permanency of your customers and your profits.

There is indeed a wealth of distinctive styles in Lace Shoes—styles for your every need.

**United Shoe Machinery
Co. of Canada
Toronto, Montreal
Quebec**



To Shoe Manufacturers

A Reliable Adhesive

**Brodie's
Patent
Flour
Paste**

Spreads easily, covers well, keeps longer than other paste, and is perfumed.

Is an essential to efficient shoemaking. Would-be rivals are on the market but when put to the test of usage they at once show their inferiority.

Is put up in kegs, half-barrels and barrels.
Let us quote you prices.

Prevents "Pulling Away"

Brodie & Harvie, Limited
14 Bleury St. Montreal

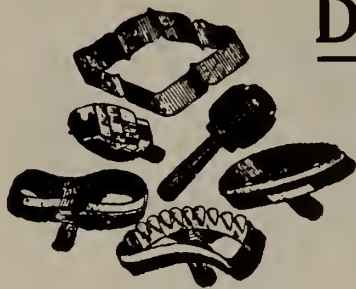
Montreal Box Toes have substance

They outlast
the shoe



Few box toes will outlast the shoes that stand the hardest wear, yet Montreal Box Toes do it. When you want toes that wear write us. We make them for Goodyear and combination work. Also Men's, Boys' and Women's heels in all grades.

The Montreal Box Toe Co.
321 Aird Ave., Montreal



Dominion Dies

**Stand
Hard
Service**

"Dominion" Dies have both essential qualities that cutting rooms desire. They are the best quality steel and they are exact in pattern.

Dominion Dies cut leather, rubber, paper and cloth and they do it right. Let us figure on your requirements.

Dominion Die Co.
36a St. George Street
MONTREAL

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.

EST. 1882
THE COMMERCIAL
THE WEEKLY FINANCIAL COMMERCIAL & GENERAL TRADE NEWSPAPER OF THE GREAT WEST.

Over 33 years in its field

"CANADA'S GREATEST TRADE PAPER."

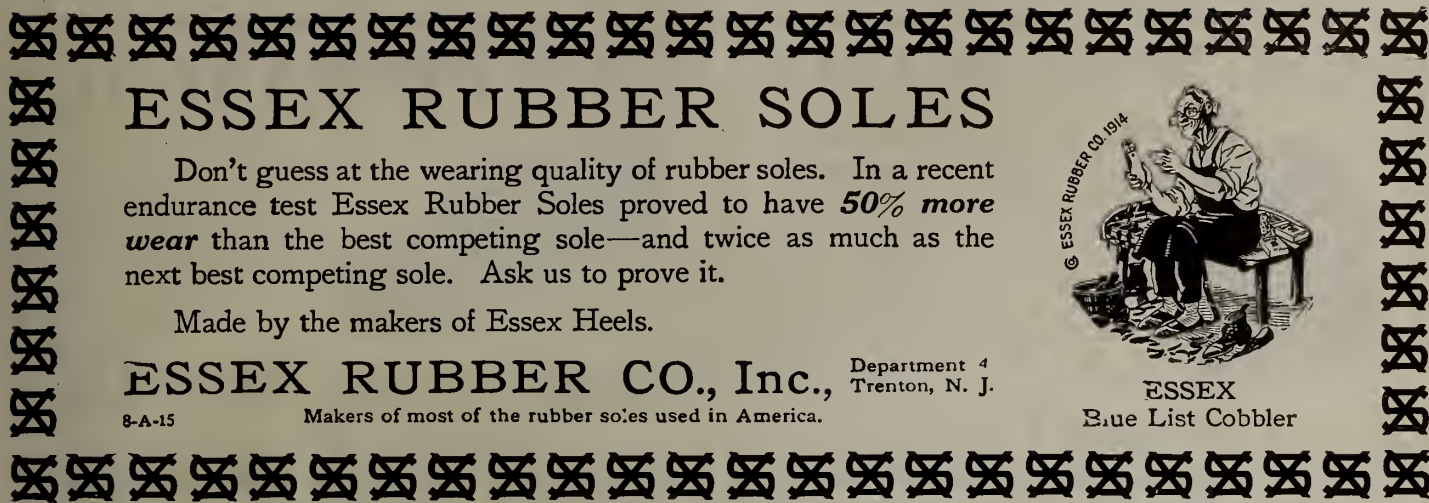
Issued twice a month at WINNIPEG, Canada.

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.



ESSEX RUBBER SOLES

Don't guess at the wearing quality of rubber soles. In a recent endurance test Essex Rubber Soles proved to have **50% more wear** than the best competing sole—and twice as much as the next best competing sole. Ask us to prove it.

Made by the makers of Essex Heels.

ESSEX RUBBER CO., Inc., Department 4
Trenton, N. J.
8-A-15 Makers of most of the rubber soles used in America.



ESSEX
Blue List Cobbler



KID

Glazed and Mat

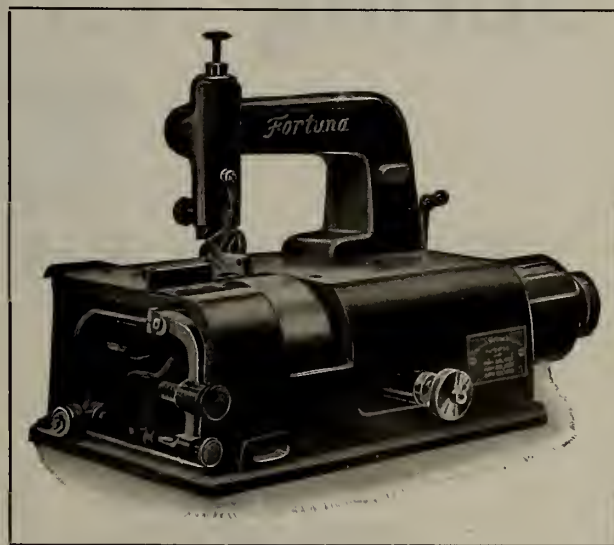
"New Castle" Kid—a staple article requiring no extensive description. Everyone knows it. You can judge it thoroughly by inspecting samples which we will forward you. Better still, examine our Montreal stock which comprises a large and complete assortment in black and colors. Canadian shoe manufacturers can be promptly supplied.

Write or wire for samples.

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

SHOE-STAMP-SPECIALIST

• **W.D. ARMSTRONG** •

ENGRAVER OF FINE STEEL STAMPS & DIES
230 CRAIG ST. W. MONTREAL. PHONE 675
CRAIG ST. W. 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

BOX TOES THAT COME ALIKE

Made in leather, split, combination leather, canvas and felt.

HEELS that will not check. all grades, denominations and heights—a full line.



INDEPENDENT BOX TOE CO., 102 Christophe Colomb, MONTREAL

LION HEEL PLATES



One Pair Sells Another
REPAIR SHOPS, ATTENTION

Lion Heel Plates appeal to both men and women because they look neat, wear well and have no metallic sound. Every satisfied customer is a salesman for Lion Heel Plates.

They are quickly inserted and pay a profit equal to that which you make if you rebuild the heel the second time, while they give you the reputation of doing neat, durable work.

Get our prices and sample plates.

Lion Heel Plate Co., Ithaca, N.Y.

NON RIP SANDAL



The Humberstone embodies the latest ideas in a non-rip sandal. It is built on the latest lasts and and is strictly "Made in Canada".

Write for samples.

Humberstone Shoe Co.
HUMBERSTONE, ONT.

Spring 1916 Footwear

FOR JOBBERS

Aird Shoes Sell
—for many
reasons. Here
are two:—

1. They are produced in an up-to-date factory.

Aird working conditions—a splendidly equipped factory with every facility for expert workmen—mean that Aird shoes are the highest grade in McKays and Turns. Aird expert designers have turned out the latest styles in new heels and lasts.

2. They are made from high grade materials.

We select Aird material carefully and only the choicest leathers are used. You can rely on Aird Shoes to sell at a good profit because the values are right. See our line of Men's, Boys, Youths' and Women's McKays and Turns.

Aird & Son, Montreal

BOOKS FOR SALE

Special Prices

ONE HUNDRED EASY WINDOW TRIMS: All about making the store windows more profitable. 212 pages, illustrated. Price 50 cents.

STORE MANAGEMENT—COMPLETE, by Frank Farrington. 252 pages, illustrated. Price 50 cents.

RETAIL ADVERTISING—COMPLETE, by Frank Farrington. 266 pages. Price 50 cents.

Footwear in Canada 347 Adelaide St. W.
TORONTO

We want to BUY for CASH all the PIECED HEEL STOCK you make

**BROCKTON HEEL
COMPANY**

BROCKTON, MASS.

IF IT BEARS
THIS MARK



YOU CAN RELY
UPON THE QUALITY

United Shoe Machinery Company of Canada

Montreal, Que.

122 Adelaide Street West, Toronto

492 St. Valier Street, Que

EUREKA!

Old Archimedes' exclamation is the correct word when you see Canadian Footwear Company, Limited, shoes.

"I have found it"—"and from a Canadian factory." This is what you'll say when you see our line of McKay shoes. Made in women's misses' and children's.

You need no longer buy imported McKays—pay duty extra and then get no better goods. They are here now. Our own new factory is in full working order, and already turning out more shoes than we expected to this year. The shoes themselves are doing the selling. You'll have to see them and you'll see the reason why. Say the word and our full line of samples will be opened out in your town for your inspection. We are right on the job for the Canadian business with a Canadian shoe.

Sales Office
MONTREAL
44 St. Anidine St.

**CANADIAN
FOOTWEAR
COMPANY**
Limited

Factory
Point-aux-Trembles
Quebec

