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THE SHOE & LEATHER JOURNAL

THIRTY-THIRD YEAR

4370

TORONTO, JULY 1, 1920



PRE-CONVENTION
NUMBER

SHOE AND LEATHER JOURNAL—BOOTH 126

ACTON PUBLISHING CO., LIMITED
TORONTO MONTREAL



Quantity Production of Quality Leathers

PUTS THE HIGHEST MERIT AND
GREATEST VALUE INTO

BREITHAUPT SOLE LEATHER

Hemlock, Union, Oak

Visit our Booth, No. 21, at the Shoe
and Leather Fair, Montreal. You
will be given a hearty welcome and
will have a splendid opportunity of
learning all about

The Standard of Canadian Sole Leathers

The Breithaupt Leather Co. Limited

Manufacturers of The Standard of Canadian Sole Leathers

SALES OFFICES

Kitchener Toronto Vancouver Montreal Quebec

TANNERIES AT

Penetang Hastings Kitchener Woodstock Burks Falls



THE HEEL



BENNETT

TRADE MARK

DEPENDABLE HEELING

Trim, shapely heels, can best be made from BENNETT HEELING.

Your heels will mould readily, trim cleanly and be uniform. BENNETT HEELING will give light-weight, serviceable heels if rightly used.

MADE IN CANADA from clean fibres of Canadian tanned leather.

BENNETT LIMITED
MAKERS OF SHOE SUPPLIES
CHAMBLY CANTON, P.Q.
CANADA

ONTARIO OFFICE
28 KING ST. EAST
KITCHENER

SALES OFFICE
59 ST. HENRY ST.
MONTREAL

Made in Canada by the largest shoe fibre makers in the British Empire

C.H. ALDEN CO.



THE ALDEN FOOTWEAR FOR MEN

Speaks a language of its own. A language that particular, appreciative consumers understand.

LA CHAUSSURE ALDEN POUR HOMMES

Elle parle sa propre langue, une langue comprise par les clients scrupuleux et appréciatifs.

ABINGTON, MASS.

U.S.A.

Dominion Calf



MADE IN CANADA



FLAWLESS QUALITY
ALWAYS UNIFORM

Davis Leather Co. Limited
NEWMARKET ONTARIO

Mention "Shoe and Leather Journal" when writing an advertiser



THE TRADE-MARK DOES NOT MATTER, SO LONG AS THE UNION STAMP IS THERE

That's what the Union people look for when they are buying shoes. They recognize a trade-mark and know it as the manufacturer's official stamp, but they are more interested in seeing if the shoes are made by fellow Union Workers. That's why it makes no difference whose shoes you are carrying, provided the Union Stamp is there.

You do not want to antagonize the great Union buying public—you want it coming to your store. Why not make sure of it by having the Union Stamp on all the shoes you buy?

BOOT AND SHOE WORKERS' UNION

246 Summer Street Boston, Mass.
Affiliated with the American Federation of Labor

COLLIS LOVELY . . . Gen'l President
CHAS. L. BAINE . Gen'l Sec'y-Treas.





“CHROMOK” Colored Sides

are in particularly good demand by manufacturers of popular-priced footwear.

“CHROMOK” Patent Sides

are made from selected grains, tanned by an absolutely unique process.

Oak Tanned Flexible Innersoles

We are one of the largest producers of these innersoles and cut them from flexible splits especially tanned and finished for innersole purposes. Cut in Men's and Women's sizes and thickness suitable for Welts and McKays.

Oak Tanned Flexible Bends

W. D. BYRON & SONS
LEATHER CO.

22 SOUTH ST.,
BOSTON, MASS. - U. S. A.



ROBERT H. FOERDERER

PHILADELPHIA

INCORPORATED

PENN., U.S.A.



Mention "Shoe and Leather Journal" when writing an advertiser



TENAX SOLES

Will Bring You New Customers

The reputation you build for your store when you use Tenax Soles is soon heard by everyone in your community. You are looked on as a first-class repairman, and as such will get most of the repairing there is to do.

The absolute satisfaction your customers are sure to get from Tenax Soles will delight them. Soft, pliable, waterproof and noiseless, they make ideal soles. Put in a stock now and recommend them to your customers.

TENAX SOLES WILL NOT CRACK

Gutta Percha & Rubber, Limited

HEAD OFFICES AND FACTORY, TORONTO

BRANCHES: HALIFAX, MONTREAL, OTTAWA, FORT WILLIAM, WINNIPEG, REGINA, SASKATOON,
EDMONTON, CALGARY, LETHBRIDGE, VANCOUVER, VICTORIA



THESE shoes are made on leather inner soles, and the Neolin soles have been applied in a manner approved by us. If the soles of these shoes fail to give you *longer service than you are accustomed to receive* from Soles other than Neolin, return them with this tag to the dealer, or to any Goodyear Branch, and another pair of Neolin soles will be applied free.

The Goodyear Tire & Rubber Co.

Of Canada, Limited

Max, St. John, Quebec,
al. Ottawa, Toronto,
on, Winnipeg,
n, Calgary,
ver.



GOOD  **YEAR**
MADE IN CANADA

Mention "Shoe and Leather Journal" when writing an advertiser

“Longer Wear Than Any Other Sole”

Neolin Guarantee Clear-cut Statement

The Neolin Guarantee states clearly that Neolin soles will outwear any other kind of sole or a new pair will be furnished free.

It is an absolute guarantee, printed in black and white, and is the outcome of the faith we have in Neolin Soles.

We want you to share in this confidence—we want you to profit by it.

We want your customers to know that the responsibility for Neolin-Sole wear is ours—that we will gladly replace any soles which do not give wear in accordance with the printed guarantee.

Read the Neolin-Sole guarantee on the opposite page.

The opportunity presented for the promotion of shoe sales is very apparent.

Neolin-Soled Shoes, with Guaranteed Tag attached, displayed on your counter will awaken immediate interest.

Carry Neolin-Soled Shoes as part of your regular stock. See that the Guarantee Tag accompanies every pair.

Our Sole and Heel Department will gladly supply you with the names of shoe manufacturers issued with Guarantee Tags.

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

Neolin Soles

Mention "Shoe and Leather Journal" when writing an advertiser

CINCINNATI

*The City of
Fine Womens Shoes
are keeping up the
Quality with
"FAMO KID"
Known as Reliable*



Fine Shoes
are made from
Fine Kid

Famo Kid

meets the demand of Shoe Manufactur-
ers for a

GLAZED KID
of Super-Fineness

that makes the consumer happy and
brings the customer back.

"A Little Better than necessary,"
but not too good for our clients.

Henwood & Nowak, Inc.
95 South St., Boston, Mass.

IN CINCINNATI—
George W. Newman, Lea. Co.

IN CHICAGO—
J. K. Reynolds Co.

IN NEW YORK—
Wolfenstein & Shanahan



Model
SHOE

W.B.H.
SHOE
ALL SOLID LEATHER



STRICTLY
IN IT

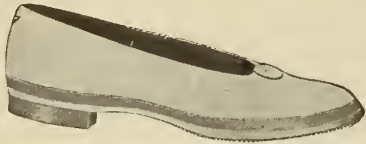
*The Largest Combined Manufacturing
and Shoe Jobbing House in the Province*

W.B.H.
SHOE
ALL SOLID LEATHER

W.B. Hamilton Shoe Co.
TORONTO *Limited.*

Model
SHOE

Mention "Shoe and Leather Journal" when writing an advertiser



Mid-Summer Selling Is Hot !!



Now is the time of year when your customers will be planning to depart on their vacation. They will want Speed Kings to take along which means steady and heavy selling for you—if you have the goods. It is necessary that your stock be kept up in styles and sizes if you are to successfully meet this increased demand. If your stock is low, sort up and send your orders to any of the following wholesalers who will give you QUICK SERVICE and SATISFACTION.

INDEPENDENT WHOLESALERS

Amherst Boot & Shoe Co., Limited	-	Halifax, N.S.	C. Weaver	- - - -	Trenton, Ont.
Amherst Boot & Shoe Co., Limited	-	Amherst, N.S.	The London Shoe Co., Limited	- -	London, Ont.
Brown, Rochette, Limited	- -	Quebec, Que.	T. Long & Brother, Limited	- -	Collingwood, Ont.
Fraserville Shoe Co., Limited	- -	Fraserville, Que.	Kilgour Rimer Co., Limited	- -	Winnipeg, Man.
James Robinson Co., Limited	- -	Montreal, Que.	H. G. Middleton Co., Limited	- -	Winnipeg
Dufresne & Galipeau	- -	Montreal, Que.	Amherst Central Shoe Co. Limited	- -	Regina, Sask.
A. W. Ault & Co., Limited	- -	Ottawa, Ont.	E. A. Dagg & Co.	- - - -	Calgary, Alta.
J. A. McLaren Co., Limited	- -	Toronto, Ont.	Dowers Limited	- - - -	Edmonton, Alta.
White Shoe Co., Limited	- -	Toronto, Ont.	The J. Leckie Co., Limited	- -	Vancouver, B.C.

The Independent Rubber Co. Limited
Merritton - - - - - Ontario

“LEVOR LEATHERS”

The trials, the disappointments, the *successes* of forty years of experiences back the brand, bulwarked by a long-standing well-guarded good reputation.

Levor Leathers Lead!

Ask Your Neighbor

LEVOR MAT KID - The Black Mat Shoe Topping

Economical—durable—satisfying.

LEVOR GRAIN KID - - - Colored and White

Firm and upstanding leather.

Stylishly snug on the foot.

Colors? All that Dame Fashion demands.

White? Yes; *pure* white—the *whitest* white.

LEVOR BUCK - - - An Ooze (Suede) Finish

Black—white—browns—greys—as good as the best] at a lower price.

All tanned from only the best classes of Cabretta raw stock the world provides by

G. LEVOR & CO., Inc.

AT GLOVERSVILLE, N.Y.

BOSTON
ST. LOUIS

Export Department
88-90 Gold St., New York

NEW YORK

The N. C. R. Printing Plant

One of the largest and best private print-shops in the world

THIS big plant occupies one of the 21 buildings of The National Cash Register Company's factory at Dayton.

It is maintained by the Company to make supplies which will enable users of N. C. R. systems to get the utmost service from their National Cash Registers.

The demand from hundreds of thousands of merchants who are using National Cash Registers keeps this big plant busy, day in and day out, printing statement books, saleslips, and other supplies.

It is a big industrial plant in itself.

The building where it is housed has a floor space of more than 81,000 square feet. It employs hundreds of men and women. It includes a complete photo-engraving and electrotyping shop, and a bindery. It is equipped to print anything from a salesman's name card to the most intricate color printing. The machinery is valued at many thousands of dollars.

Every year it turns out nearly 6,000,000 pounds of printed matter.

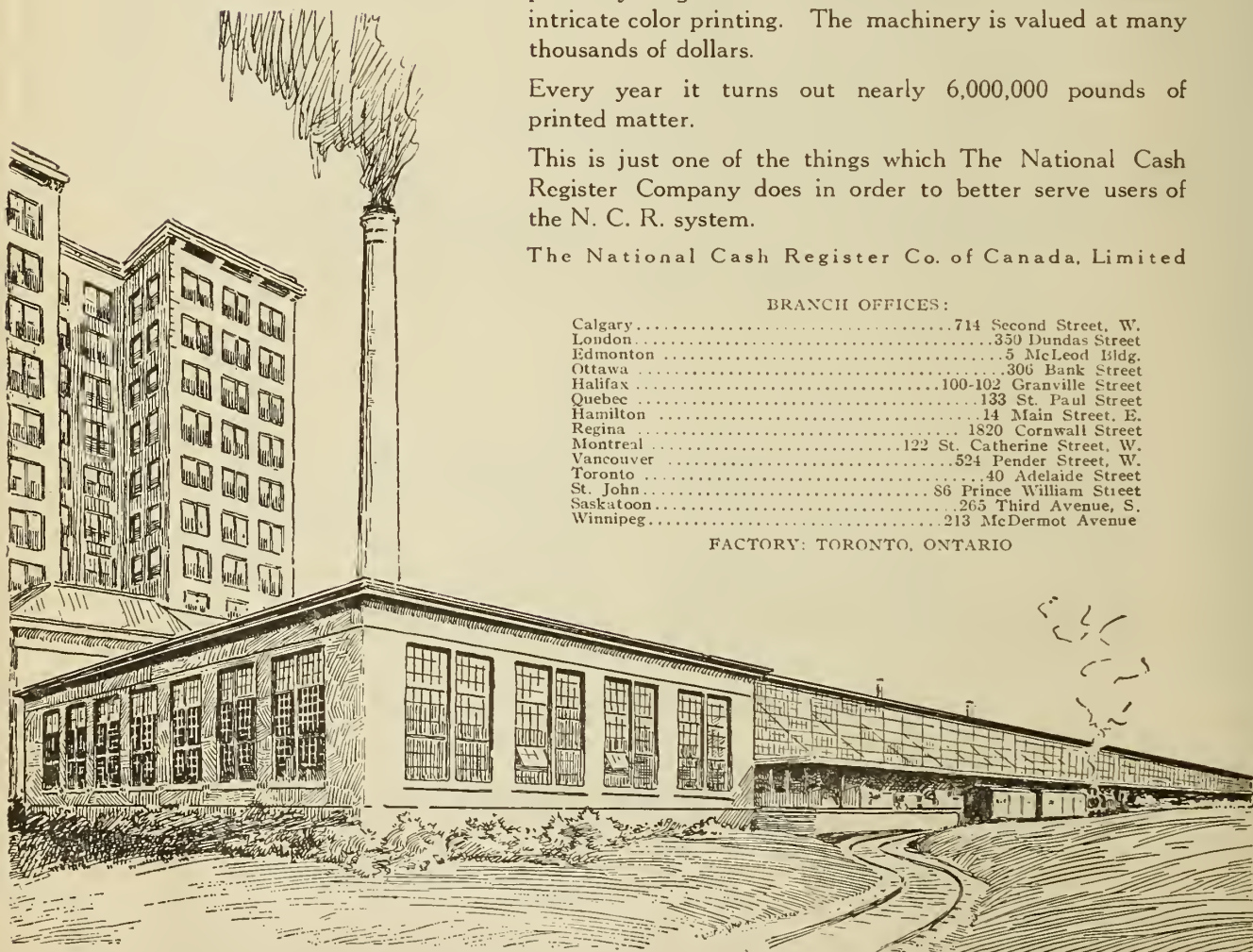
This is just one of the things which The National Cash Register Company does in order to better serve users of the N. C. R. system.

The National Cash Register Co. of Canada, Limited

BRANCH OFFICES:

Calgary	714 Second Street, W.
London	350 Dundas Street
Edmonton	5 McLeod Bldg.
Ottawa	306 Bank Street
Halifax	100-102 Granville Street
Quebec	133 St. Paul Street
Hamilton	14 Main Street, E.
Regina	1820 Cornwall Street
Montreal	122 St. Catherine Street, W.
Vancouver	524 Pender Street, W.
Toronto	40 Adelaide Street
St. John	86 Prince William Street
Saskatoon	265 Third Avenue, S.
Winnipeg	213 McDermot Avenue

FACTORY: TORONTO, ONTARIO



Mention "Shoe and Leather Journal" when writing an advertiser

Montreal Convention



A showing of special lines at attractive prices will be shown at our Montreal Office

210 DRUMMOND BLDG.

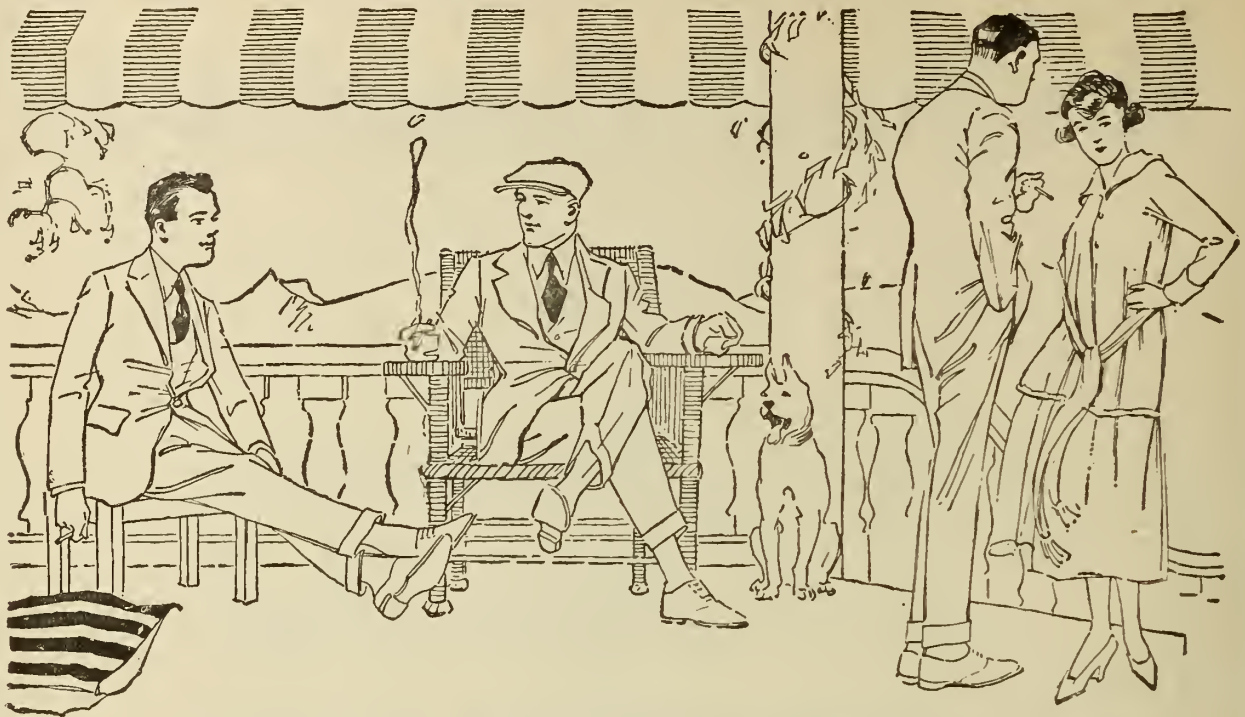
L. M. SAVAGE
Representative

We will be glad to see our many friends when passing through Toronto.

THE
DAVIES FOOTWEAR CO., LTD.

Formerly

BLACHFORD DAVIES CO., LIMITED
60-62 Front St., W. Toronto



HOLIDAY TIME MEANS

FLEET FOOT

FLEET FOOT Shoes are summer necessities. They are out of the luxury class, both in price and practical use.

People now include several pairs of Fleet Foot in their summer wardrobe, and wear these sensible, attractive, economical shoes throughout the warm weather, both at home and on their holidays.

How is your stock of Fleet Foot for styles and sizes? Have you plenty of Fleet Foot Display Cards and Window Trims? Are you mentioning Fleet Foot in your own newspaper advertising?

Right NOW is the big season of the year for Fleet Foot. Take advantage of it and connect your store with the Fleet Foot advertising in the leading newspapers and magazines. Our nearest Service Branch will fill your orders promptly from the most complete line of summer footwear ever offered in Canada.



Dominion Rubber System Service Branches

ARE LOCATED AT

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

Shoe and Leather Journal

Published Twice a Month

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545-549 KING STREET WEST, TORONTO		
Acton Publishing Company, Limited		
JAMES ACTON, President		
Montreal Office: 510 Coristine Building	Boston Office: 161 Summer Street	

<p>TO ADVERTISERS</p> <p>The <i>paid</i> circulation of the SHOE AND LEATHER JOURNAL is <i>more than double</i> that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.</p>

BLUE SKY MERCHANDIZING

WE all knew the "day" was coming but everybody was hoping that the frenzied buying would last a few months longer or that at least the process of returning to normal conditions would be more gradual. The pressure of the banks a couple of months ago brought matters to a head and wholesalers and retailers began the effort to unload. The result has been not only a cessation of buying but a general tendency to cancel orders given in good faith for fall goods.

In the United States a serious crisis has been precipitated in the clothing and shoe trades where manufacturers and jobbers have been compelled to go direct to the public to get rid of their surplus stocks, with the result that the market has been still further demoralized and the consumer confirmed in the idea that the bottom has not yet been reached. Retailers have in many of the large centres found themselves thus enabled to move their stocks, even at the low prices announced in their advertising.

Canada has not as yet experienced to the same extent the results of the frantic efforts of dealers to get from under and it is to be hoped that we will not witness here the violent antagonism that has resulted between two sections of the shoe trade through the unfortunate conditions that have prevailed. Retailers are not altogether to be blamed because they have had dinged into them continually the statement that prices for goods were going up. Living for over a year in a market that was constantly upward, the tendency to overbuy was natural, as is also the disposition to get rid of surplus stocks before prices took a disastrous tumble.

The manufacturer on his part has acted in perfect good faith. He has bought carefully as a rule and only added to his prices as he was compelled by the advancing leather market. It was only to be expected that he should base his selling price on the actual cost of his materials and labor, and he has done this consistently.

About eight months ago the SHOE AND LEATHER JOURNAL sounded a note of warning, and suggested that tanners and shoe manufacturers get together and adopt a policy of gradually getting leather and shoe costs down to a basis where the trade would not be subjected to the anger of a sudden and disastrous slump. It would have paid at considerable sacrifice to have anticipated the present situation, which every sane person felt was imminent months ago.

The whole situation evidences the necessity of placing the shoe trade on a more stable footing. There is too much looseness in the manner the shoe business, now of such magnitude, has been done. A policy should be adopted of shortening the period between ordering and receiving goods, and there will doubtless be an effort made to establish the custom of signed orders as safer and more businesslike.

The question of improved business methods, and above all of the more general realization that an order is something more than "a scrap of paper," should be faced by both manufacturer and retailer. The forthcoming Convention at Montreal should see an honest effort made to face the issue.

Retailers Face Serious Situation

Manufacturers, Forced by Banks to Liquidate Stocks Which Have Accumulated Through Cancellations, Open Retail Stores and Disturb Regular Business in U.S.

IT is to be sincerely hoped by the entire shoe and leather industry in Canada that the serious situation which has developed in certain sections of the United States where manufacturers have been forced to open retail stores to merchandise their stocks, will not crop up in this country. If by chance it should, the retail merchants will be the ones to suffer and they can take what consolation they can get out of the fact that they themselves were largely responsible for the catastrophe.

The action on the part of the manufacturers started in Boston, the heart of the U. S. shoe trade, within the last two weeks. Three large manufacturers from Lynn and Haverhill rented for a short period prominent locations and placed on sale the greater part of the output of their factories consisting of oxfords, brogues, ties and pumps. These were offered at prices of \$2.95, \$3.95 and \$4.95. Almost before this store was under way a still larger emporium was opened by a firm calling themselves the "Associated Manufacturers of Lynn" to dispose of a stock valued at over \$1,000,000. All the shoes were marked at the one price of \$5.50. These shoes were welts and turns and advertised to have been made to retail at from \$12.50 to \$18.00. At the latter sale it was necessary to have a special detail of policemen to handle the crowds.

The reasons for these sales by manufacturers are clear, and their course seems absolutely justified, regardless of how unjust it may seem to the retailers whose business was injured.

About a month ago the first reports were heard of cancelled orders piling up at different New England factories. Some cities were hit hard, particularly Lynn and Haverhill, although more than the normal amount of cancellation were reported from every town in the country. Many reasons were given for the cancellations, the chief being that merchants were sure that prices must drop during the present summer.

Some manufacturers, those who were able to do it by buying leather at lower prices, announced reductions in their fall price lists. Others were forced into the same procedure by competition. But even this did not stop the cancellations and thousand dollars worth of shoes were piling up in the factories.

The next step on the program was that the manufacturers were forced by their banks to reduce loans and the only way to do that was to get rid of their stocks. The only possibility open to them to liquidate quickly was to market the shoes themselves and this they proceeded to do by renting and opening retail stores of their own for temporary periods.

It is reported that other manufacturers are contemplating similar procedure to dispose of huge stocks which they have accumulated as the result of cancellations.

In the meantime the retail shoe trade of Boston is in a state of commotion as the result of this action. Meetings of the retail associations have been arranged to protest against it and it promises to be the main topic of discussion at the big get-together which is planned for the retailers in the Hub during the third week in July.

Business in the city has been seriously affected by these sales. The public has been undoubtedly getting their money's worth and have come to believe that the regular shoe merchants are charging too high prices for their goods.

They consequently refuse to buy in the regular shoe stores, patronizing these special sales or not purchasing at all.

The most serious aspect of the whole situation as it exists in Boston today is not the present depression in the regular retailers' trade but rather the aftermath which will result.

It is a well known fact that these cancellations have depleted the average retailers' stocks of seasonable merchandise for fall selling. By autumn the public will be demanding shoes. Retailers will start to scurry around for shoes trying to get deliveries in two or three weeks to hold up their ordinary business. Factories will be rushed, their leather stocks will be low, leather will advance as soon as there is concerted buying and the retailers will get the stocks later than they should have them and at higher prices.

All this time the public has been becoming accustomed to shoes at lower prices, such as have been offered at the manufacturers' sales. They will protest strenuously at any advance in prices and the general amount of turnover will suffer depression.

The circle has revolved itself into losses for both the manufacturers and the retailers, dissatisfaction in the minds of the customers and no profit for anyone unless it is the tanners.

No one objects to the tanners getting their just profits but at the same time it would be better business and more healthy for the entire industry if the manufacturers and the retailers were not cutting each other's throats. That is just what has happened in the United States where the retailers started trouble by their cancellations and the manufacturers retaliated by retailing their own shoes.

Just at the present time the Canadian manufacturers are on the whole not in such a serious predicament as is this case in the U. S. There have been heavy cancellations on this side of the line in certain factories, but proportionately they have been much smaller. The Canadian manufacturers had the further advantage, many of them, not of having commenced operations on a large part of their orders. Some of them had not even purchased the necessary leather hoping that with the falling leather market they would be able to buy to advantage at the last moment.

The Canadian retailers and manufacturers should take a warning from the conditions that have developed in the United States and make sure that nothing similar will crop up in this country to destroy the harmonious relations which have been built up in the trade through the two national associations.

FAIR EXECUTIVE TO PUBLISH PAPER

Following several conferences between representatives of the SHOE AND LEATHER JOURNAL, Le Prix Courant and Footwear in Canada, and the executives in charge of the Shoe and Leather Fair, it was definitely decided that the Executive would have charge of publishing the daily paper which will appear during the Retailers' Convention and Fair. It will appear for the first issue Tuesday, July 13th, and will be continued throughout the week. The editing will be in charge of a member of the staff of one of the Montreal dailies.

It may be remembered that the daily newspaper during Canadian shoe trade conventions was started last July at the Toronto convention of the National Retailers' Association, when the SHOE AND LEATHER JOURNAL published a four page daily during the session.

It was deemed advisable to have the Executive handle the paper this year so as to avoid any possible friction among the three trade papers.

Notice that two-thirds of "Promotion" consists of "Motion."

Styles Announced for Spring

Joint Styles Committee at Convention Gives Outline of Fashions in Footwear that will Prevail Next Spring

THE joint Styles Committees of the Shoe and Leather Industry of the United States, met at the Hotel Astor, Wednesday, June 2nd, to shape a program to guide retailers in buying for fall and spring.

James P. Orr, president of the National Shoe Retailers' Association, presided at the meeting. Tanners making upper leather, manufacturers of men's, women's and children's shoes, and retailers, were present.

Retailers Give Out Statement

The morning session developed a feeling on the part of the retailers to put out a statement giving views on present market conditions and policy for retailers to pursue for the coming fall and spring buying. It was in part as follows:

1. Present situation one of doubt caused by tight money market.
2. Breakdown of transportation caused delay in receipt of merchandise.
3. Unseasonable weather caused unseasonable merchandise.
4. **Peak of prices has been reached.** While there are some offerings at present at somewhat lower prices, prices are not going down. Believe orders can be placed and recommend conservative purchases. Now is the time to place orders if retailers want to receive fall merchandise on time.

The afternoon session was given over to the recommendations of the different style committees and the adoption of these recommendations.

Women's Styles

In view of the style demand as applying to the spring season of 1921, the committees reindorsed the style forecast, including colors adopted for fall and presented here-with a forecast for spring of 1921 as follows:

Lace oxfords in welts with straight heels, with wing tips, and imitation effects, including semi-brogues, will continue in vogue. Indications are also strong for Louis heel turn oxfords; stripped pumps with Louis heels, in view of their semi-staple character, will grow in favor. Pattern effects and straps, also ornamental styles including colonials with buckles, will offer a wide variety of smart footwear.

Boots in light weight effects, blacks and colors, including combinations, will possibly be in demand for late winter and early spring. Growing girls will follow the tendency of staples in women's class, largely in welts, leather heel effects, including sport and semi-brogue oxfords.

Lasts

A continuance of present tendency towards medium round toes and medium length of forepart as applying to both welts and turns, leather and Louis heels.

Heels

Louis heels of both wood and leather will be popular in both regular French and Cuban shape and so-called Baby Louis class, with a height on the regular French style not exceeding two inches. For street wear, with leather military heels, heights will vary from one inch to 1¾ inches. Sport effects for spring line to 1½ inches.

Men's Styles

In better grades: calf, kip and side leathers, morocco, chippendale and gold brown colors. In the medium grades:

Chippendale, morocco, chestnut colored kid leathers, chippendale and gold brown.

Black kid, calf, cordovan and side leathers will be sold freely as lighter shades of tan become more used.

Colored tops in buck, kid and fabrics in following shades: smoke and camel.

Lasts continue along present line with tendency for shorter foreparts and slightly wider toes. Button shoes with colored topping and dress boots will be sold in a limited way. Plain toes for full dress in all patent leather oxfords. Brogues and their modifications for fall.

Misses' and Children's

No change in existing shape of lasts of approved models.

Patterns: To continue the lace and blucher styles of boots and discourage button boots. Heights to be regular. Low shoes in lace and blucher oxfords, play oxfords, straps, ties and sandals. Advice retailers to cut their investment to fewer styles and carry sizes for accurate fitting.

Leathers: Side, so-called elk and veals with a tougher grain have proven their worth in juvenile footwear.

Colors: Golden brown or medium tan, black and white. Patent leathers in dress ties and boots.

Boys' Styles

No radical change necessary. In lasts and patterns, styles include English and medium wide toe.

The above are only the high spots on the style recommendations.

It is intended that another meeting shall be held in about 60 days to go into the style question for spring more thoroughly.

It has been recommended that President Orr, of the National Retailers' Association, appoint a committee to meet with the Textile Color Association about the first week in July in regard to colors for spring.

GETTING THE BOYS' TRADE

Out in Topeka, Kas., where The Pellitier Stores Co. has a chain store, the boys of that city have stopped playing baseball and are spending their spare time writing advertisements. The incentives are three prizes offered by the company to the boys who write the three best advertisements about the store's boys' wear department. First prize is an \$18.50 suit, second price \$12 worth of merchandise from the department, and third prize, \$6 worth of merchandise.

The contest is designed not only to furnish "copy" that will be read by the younger generation, but also as a business building proposition. The contest is furnishing the store with the names and addresses of a large number of Topeka boys, interests the parents in the contest and keeps before them the fact that the store caters to young men. In order to get in touch with as many boys as possible the rules stipulate that each contestant must come to the store and look over the department before he writes his adv. On the other hand the human interest idea of the contest will assure careful reading of the prize-winning advertisements when they are printed.

HONESTY FIRST

"No," said the old man, sternly, "I will not do it. Never have I sold anything by false representation, and I will not begin now."

For a moment he was silent, and the clerk who stood before him could see that the better nature of his employer was fighting strongly for the right.

"No," said the old man, again. "I will not do it. It is an inferior grade of shoe, and I will never pass it off as anything better. Mark it, 'A Shoe Fit for a Queen,' and put it in the window. A queen does not have to do much walking."—London Tit-Bits.

Luxury Tax Now 15% on Excess of \$9

Finance Department Makes Much Needed Amendment in Shoe Tax—Cumbersome Sales Slip Method of Collection Abolished and Stamps Substituted—Trade Associations Responsible for Change

THE amendment to the luxury tax on shoes, after little or no discussion in the House, was passed June 16th and went into effect the following day. The tax as it is now in force is as follows:

A tax of 15 per cent. on boots, shoes, pumps and slippers of any material, (not including shoes or appliances made to order for persons having a crippled or deformed foot or ankle, or to top boots not less than ten inches in height, such as are used in lumbering, mining and fishing industries or to river-driving boots) in excess of \$9.00 per pair.

Beginning July 1st the old cumbersome method of collection, whereby the retailer was forced to make out a duplicate sales slip for each sale and forward it to the finance department, has been abandoned. The future method of collection will be by means of tax stamps issued in denominations ranging from one cent to \$50. Stamps above the \$2.00 denomination will be rarely used by shoe retailers, and the higher denomination stamps are issued for the convenience of jewelers, furniture men, etc., whose sales will run into large figures. The only work entailed in making the collection will be to affix the stamp and then cancel it so it cannot be used again.

These amendments are a virtual triumph for the National Shoe Retailers' and Shoe Manufacturers' Associations, whose co-operation to have the original tax changed was almost entirely instrumental in the new arrangement.

When the luxury tax first went into effect, the Retailers' Association took a definite stand with regard to having the tax on the excess above \$9.00, and not on the gross price. They also objected strenuously to the arduous method of collection imposed. Both changes that were desired have been made. The trip which the delegation from that organization took to Ottawa, their interview with the Commissioner of Taxation and the practical demonstration which they gave him with actual shoes of various prices, has undoubtedly borne fruit. One of these demonstrations was to cut into the heels, soles and uppers of certain shoes, non-taxable under the regulation, to show the minister the quality of leather of which they were made.

When the Retailers' Association was formed a year ago, there were a few shoe men who knocked the idea, and some of them still stand aside and take no part in the organization's work, not even taking out membership. There is no doubt, however, that these same shoe men will accept the benefits of the new tax thankfully, while, if it had not been for the organization, the former luxury tax would have remained in effect.

There was some slight confusion in the trade when the amendment to the tax went into effect, principally on the part of the customers, who either had not learned of the change or did not understand it. The confusion was only temporary and any trouble that was caused was more than offset by the benefits derived by the change.

The amount of the tax which the public has to bear is considerably lessened. With the former tax in effect it amounted to \$1.20 on a \$12.00 pair of shoes, and now it has been reduced to 45 cents on the same pair. While the present tax will not bring in as much revenue as did the

former, it is expected that it will supply sufficient federal income to meet demands.

The removal of all taxation from top boots used in mining, fishing and river-driving will meet with general approval, because these are fundamental industries on which much of the prosperity of the country depends. The citizens of Cobalt, Ont., held a meeting last month, with the mayor presiding, to object to the tax being placed on these top boots and sent in a resolution to the finance department covering the protest. Just how much influence this resolution had in putting up boots on the non-taxable list is not known.

There is no doubt but what the amendment will meet with the approval of almost every individual who is retailing boots and shoes. Although it is not perfect, it is a big improvement over the tax which was in force for several weeks. The SHOE AND LEATHER JOURNAL sent out recently a trade letter to about 200 of the representative merchants coast to coast, regarding trade conditions, and one of the questions in it referred to the effect of the tax on trade. With very few exceptions the answers showed that the tax was having a serious result, particularly on the sale of high priced footwear. Customers in many cases refused absolutely to pay a tax and the only loophole left for the merchant was to make a sale of shoes at \$9.00 or under that figure. The old tax was direct discrimination against both the manufacturers and the retailers of high grade shoes. If this situation had continued it would have reduced the turn over of fine shoes, forced merchants to sacrifice their stocks at reductions and eventually curtailed the factory output of these shoes.

As the tax now stands, the future of the retail shoe trade looks much more optimistic. Those who will refuse to pay the present tax are few in number, and merchants throughout the country are looking forward to a better business in the near future.

FARMERS AFTER SHOEMEN AGAIN

Ever since the Hon. Mr. Crerar, representative of the western agrarians, began to pick on the shoe industry as an example of "over-protection" in his free trade speeches, the farmers have been taking falls out of the Canadian shoe and leather men.

The Saskatoon, Sask., Star carried a special section captioned "Grain Growers' Association," and in a recent issue appeared what they purported to be authentic figures on the profits in boots and shoes. One of the grossest mis-statements in the article was the statement that the retailers figured on 66 2-3 per cent. profit. As it happens there is a law in Canada regulating the amount of profit in retail shoes to be not above 50 per cent. on invoice, and very few retailers are making that.

The writer of the article labels his articles, "The Steer, the Profit and the Profiteer," and "Skinning the Cow and Customer," but the humor involved just salves over the mistaken ideas which the articles are intended to convey.

Sufficient is said when it is known that this section of the paper is edited by J. B. Musselman, secretary of the Grain Growers' Association.

A SHINE SHOP NOVELTY

The shine parlor opposite the North Shore Hotel, at Evanston, Ill., is one of the busy little business locations of that busy town. The shop is conducted by Robert Logan, who recently bought a phonograph and a lot of records and now has the patronage of most of the Northwestern University Co-eds and a lot of guests of the hotel. The Co-eds dance while waiting for their turn to have their shoes shined, and it often happens that the Co-ed brings an escort, which means additional business for the shop. The price for service has not been raised.

Women in the Retail Shoe Business

Mrs. John Patton, of Halifax, N.S., One of Small Number of Women Who as Managers or Owners have Made a Success in a Shoe Store

MORE women are appearing in business life every year, and this is true of the retail end of merchandising as well as any other phase of business. But even with the added influx of women employees and women proprietors there is one type of business that few women have the nerve to tackle, and fewer that make a success of it after they have once gone into it. This is the store whose stock is boots and shoes.

There is undoubtedly a number of excellent reasons for this situation. The shoe business, with its multiplicity of styles, its complex buying problems, its unusual merchandising difficulties, makes it a business that requires the highest kind of retail acumen to survive the keen competition which exists. Where a dozen women could make a moderate success at least in groceries, a news stands, a millinery store, or a butcher shop, they would probably end up with eleven failures in shoes. Consequently the woman who does tackle shoes, and comes out on top, is worthy of the highest commendation for her business's ability.

One of the best known travellers, in discussing the matter recently, said that in the entire Dominion there were probably not more than two dozen shoe stores owned or managed by women, and out of that number there were not more than a dozen that could be counted as successful even though the rest had managed to keep their business running along from year to year.

Asked for specific names, the traveller mentioned Miss M. O'Malley, of Ottawa; Mrs. John Patton, of Halifax, N.S.; Mrs. Gertrude Keeler, of Deseronto, Ont.; Miss E. S. Keeler, of Mitchell, Ont.; Miss Phoaper, buyer for the Wright house of Hamilton, Ont., as among those who were making good. Miss Clara Barraclough, of Ingersoll, Ont.,

had a particularly fine business for ten or twelve years, which she disposed of recently.

Mrs. John Patton, whose store is situated at 21 Gottingen street, Halifax, N.S., has done for several years one of the best community businesses in the Maritimes. Left by the death of her husband with "a large family and a small income," she decided to go into business for herself. Picking the shoe game as the one that was most suitable, she has since justified her confidence in her own ability. Today, after twenty years of hard work and faithful attention to the many details of the store, she is in a position to spend the rest of her life on Easy Street.

Mrs. Patton started in business with a very modest amount of stock, but for the last few years she has been carrying an extensive line of medium and fine grades for both men and women. A large part of her trade has been built up on the idea that "service" is one of the most important, if not the most important, feature in retailing shoes. In this way she has developed a neighborhood clientele who have been coming to her store for a number of years for their footwear.

At several different times Mrs. Patton has had difficulty in meeting her financial obligations, but she weathered the storm each time, and today her credit is A No. 1. During the past six months she has had three opportunities to sell out, but business being good she decided to stay in the game. Of her plans for the future, whether or not she will continue to run the store, she has nothing to say.

One of the most enjoyable things that Mrs. Patton has met in her experience in the shoe business, has been the courtesy that has been shown her by the manufacturers she has done business with. In this respect she has many words of appreciation for Mr. R. McCulloch, of the Amherst Boot & Shoe Co., of Amherst, N.S., where she has been buying for many years.

Mrs. Patton's original motto when she started her business, and which she has kept before her up to the present time, is "Honest Dealings with All My Customers," and to this she attributes much of her success.

The fellow who isn't fired with enthusiasm is apt to be fired.

Store managed and owned by Mrs. Patton, 21 Gottingen Street, Halifax, N.S. One of the few successful shoe stores in Canada run by a woman.



Combining Vacation and the Convention

Every Merchant Needs Holidays if He is Going to Stay in Trim Mentally and Physically, and the Convention Offers an Opportunity to Get a Vacation and the Benefits of the Trade Meetings at One Time

IT is getting to be a well accepted retail axiom that every merchant needs, and is entitled to, an annual vacation. Time was in the past when it was believed that the only road to success was a close application of the nose to the grindstone of business, but that belief is proving just as fallacious as that of our not far remote ancestors, who went out of their way to be sure that no fresh air was admitted to sleeping rooms.

The coming National Shoe Retailers' Association convention at Montreal, with the Shoe and Leather Fair, and the many associated possibilities of entertainment and instruction offers the best possible opportunity for combining both a vacation and a new outlook on the various merchandising methods.

Reports from various parts of the country indicate that business this spring has been uniformly below par. For that reason some merchants may deem it inadvisable to leave their stores even for the one week that will be necessary to take in the convention and fair. That conclusion is absolutely wrong, as a close inspection of the situation will show.

At the present time most large business organizations have efficiency departments; they may not be labelled with that name, but their work is to increase the efficiency of the employees, to decrease the number of changes on the pay roll, and other work of a similar nature. Without exception these departments recommend a two weeks' vacation at least, for all those in their employ who are engaged in mental work. It has been proved by experiment that the vacation, if it is used at all wisely, benefits the man mentally and physically and increases his efficiency. He is given a new lease on life, a new supply of mental and physical energy and is renovated and rebuilt in a way that permits him to put more into his work.

The greatest benefit that comes from the vacation is from the change in the daily routine. A man may run along from year to year, never taking a vacation, and he may not get into a rut. The chances are that he will. If he does, he is in greatest need of a new outlook, an opportunity to take his mind off his business temporarily, and to see how others are conducting their business. From the comparison he can sift the wheat from the chaff, retain the good methods for his own use and eliminate that which is wasteful.

New surroundings, new faces, new scenery, new topics of conversation and an opportunity to meet people with a different viewpoint is a tonic that cannot be equalled by anything that is put up as a medicinal preparation. If a man is in a rut it takes an absolute change of his habits of daily life to pull him out of it. Once out it is up to him whether or not he lets himself slide back.

But even for the man who is not in a rut a vacation is absolutely essential. This is particularly true of a man who has any amount of responsibility on his shoulders. In the retail shoe business today there is not a man who is doing any business at all that does not have to shoulder a large load of it. The shoe store covers such a multitude of merchandising methods, and requires such an intensive knowledge of business details in connection with the business that the average merchant is constantly on the jump men-

tally to keep up with the quickly changing conditions. While the position is not one that necessarily should result in a broken down nervous system or any calamity of that nature, it is nevertheless one that demands constant brain work, and that kind of work is the most tiring of all.

One of Ontario's best known merchants, in discussing this matter recently, told of his experiences in connection with last year's convention, as follows:

"At the time the convention was held last summer, I had not had a vacation in the previous two and a half years. During that time I had been working constantly six and sometimes seven days a week. I don't suppose I would have gone to Toronto at all if my wife had not insisted on it. She evidently could see that I needed a rest.

"I went to the convention, had the most valuable two days from a standpoint of trade information that I can remember since I have been in the shoe game, and also met some men whose acquaintance and friendship it is a privilege to have. Not content with that I went up to the Muskoka Lakes for a week, and came back home a week later with a totally different prospective on business and life in general.

"When I left home I was in a more or less nervous, irritable state. There was nothing wrong with me organically, but my temper had been shortened, and my nerves put on edge by the continual day after day battling with problems in my store, without having sufficient rest. Two and a half years is much too long to go without a vacation, and I have made up my mind that in the future I will take a holiday twice a year, if it is only for five days or a week at a time.

"By the time I returned the cobwebs had been blown out of my brain, I felt refreshed and invigorated by the change, and I was able to tackle my business with a vitality that I had not felt in a year. Further I absorbed several suggestions from those business sessions and round table discussions that proved very valuable in the conduct of my business.

"Am I going to Montreal next week? Just watch me."

This retailer is one of those who tried the experiment and found out just how valuable and necessary a vacation is. Furthermore, he endorses the idea of the retail men combining their usual holidays with their attendance at the annual convention of the National Shoe Retailers' Association.

You, Mr. Retailer, if you have not already made up your mind about taking a vacation this year and also attending the convention, buy your ticket to Montreal, combine the two in one and you will never regret it.

There is a program of entertainment that should satisfy even the most fastidious and that will provide a varied nature of events that covers a wide scope of amusement. In the business sessions and round table talks all of the important features of shoe retailing will be discussed by experts in their respective lines, and the exhibits at the Shoe and Leather Fair will give the retailer an opportunity to see the latest and newest in all kinds of footwear and allied industries.

INSTITUTES "FREE SHINE" SERVICE

Clark & Schindler, Monroe, Wis., dealers in shoes and men's furnishings, have instituted a unique service in their store which is attracting wide attention. Advertisements say: "Free shine service for the whole family at Clark & Schindler's. We have started to do our bit in cutting down H.C.L. by installing a free shine parlor in our store, the home of the most up-to-date lines of shoes and men's furnishings. This is only a continuation of our motto—Service—and we extend an invitation to the public in general to accept this service. Shoes shined on the feet only."

U.S. Retailers Advised to Buy Now

Similar Conditions Constitute Present Situation in Canada — Retailers can place Reasonable Requirements on Present Price Levels Without Hesitancy

AT the Executive Meeting of the Joint Conference Committees of the Shoe Trades held at Atlantic City two weeks ago, the President of the National Shoe Retailers' Association, James P. Orr, issued the following statement apropos of trade conditions in the U.S.:

"The present situation, which is one of doubt and uncertainty, has been brought about, first by a tight money market, causing caution as to future commitments; second, to the breakdown of transportation, causing the tieup of one to two months' supply of merchandise and the delayed receipt of seasonal merchandise; third, to unseasonable and rainy weather since March 1, causing a temporary overstock of seasonable merchandise in the hands of the retailer. All of these factors have been beyond the merchants' control, and what has taken place has been a perfectly natural and healthy result, namely, a desire to unload, a hesitancy and a lack of desire to purchase until conditions are more settled.

"It is a fact that peak of prices has been reached and that prices now quoted are generally lower, based on a lower leather market, but there is nothing to indicate that a further radical decline is imminent.

"We believe, therefore, that orders can be placed for Fall at this time, with a reasonable assurance that the present price level has been stabilized, and we feel justified in recommending conservative purchases. The time has now arrived when it is necessary for the retailers to place their reasonable requirements for Fall in order to guarantee prompt deliveries.

"In our opinion this period of doubt and uncertainty is only temporary, as the basic conditions of our country are fundamentally sound and a pessimistic outlook relative to our industry is not justified."

Very similar conditions have prevailed in the shoe trade in Canada during the past few months, an unseasonable spring and an accumulation of seasonable stocks with a natural desire to unload and a hesitancy regarding fall placing. The upshot of it all has been that purchasing for fall and winter requirements has been extraordinarily light. At the present time there are many merchants who have not enough shoes on hand for fall and winter selling to meet their requirements for half of that season.

Present conditions point strongly to the fact that the judgment which the president of the U. S. Retailers' Association passed on to the trade is applicable to shoe merchants in Canada.

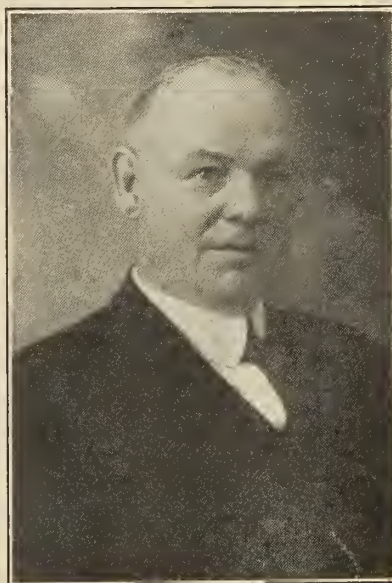
In the opinion of those who are following the market closely, present price levels, those which are in force during July, are well stabilized and retailers can place reasonable requirements for fall without fear of overloading on a variable market. Further, they are positive that the period of depression in retail business which has been in evidence from coast to coast during the last three months is but a temporary one. The shoe and leather trade in Canada, from hide men to retailers, is on a sound financial basis and there is no reason for anything but an optimistic outlook at this time.

Calf, kid and side leather is selling now at prices considerably below last January quotations but there is little indication that there will be further reductions in the next six or eight months. At present quotations it might be argued that tanners could make good leather more cheaply out of 10, 12 or 14c country hides. Those quotations are

theoretically correct, but as soon as the tanner goes into the market to buy them up jumps the price to 22 to 25c. The farmer has learned the trick of the packers to hold his hides in reserve for higher prices and now that the average farmer is in a hitherto unknown condition of prosperity he can afford to salt his hides away and hold them for weeks or months. There are not any surplus stocks of leather on hand. Tanners have not been buying hides appreciably for weeks and consequently they have not been accumulating leather. Once the demand for shoes is accelerated, the manufacturers will have to buy leather, the tanners will have to buy hides and the prices on these will strengthen. The result will be that present level prices on the manufactured article, shoes, will not drop.

NEW BRANDON CO. SALES MANAGER

L. J. Trethewey, for the past 12 years the representative of the Brandon Shoe Co., Limited, of Brantford, Ont., in the southwestern part of Ontario, Toronto to Windsor, has recently been appointed sales manager of that company. The newly appointed head of the selling force is well known in the shoe trade. He has been selling shoes in Ontario for



L. J. TRETHEWEY

nearly 30 years, and was a member of the staff of J. D. King Co. for 10 years, when that firm was in its greatest period of prosperity.

Mr. Trethewey is at the present time taking a vacation at his summer home on the Temagami Lakes, but, like all the other live shoemen, he will be on hand at Montreal next week for the Fair. It is safe to say that there will be a large number of the trade who will be waiting at that time to congratulate him on his new position.

BOOTMAKERS' SUPPLIES REQUIRED IN ARGENTINA

B. S. Webb, Canadian Government Trade Commissioner in Buenos Aires, Argentine Republic, writes that there is a demand in Argentina for boot-stiffenings, heeling boards and cardboard for boot making. Boot-stiffenings formerly came from Austria and Germany but are now being received from Canada and the United States. Heeling boards are being imported from Canada, the United States and Norway. Cardboard for boot making is received in sheets. Anyone interested in exporting these supplies to Argentina may receive particulars regarding size and prices by communicating with the Commercial Intelligence Branch of the Department of Trade and Commerce, referring to File 19236.

Present Conditions in Retail Trade

Correspondence with Merchants in Various Cities and Towns Show Business Generally Low this Spring—Many Stores Overloaded and Buying Light for Fall—Style Leaders and Price Ranges in Different Localities

WITH a view of ascertaining present conditions in the retail trade, the SHOE AND LEATHER JOURNAL has written 200 of the prominent shoe merchants in different cities in the country and asked for their personal opinion on the present situation. The response was hearty and proved conclusively that the last two months' business, which was below normal, was not confined to one section of the country, but was more or less universal. An occasional exception can be found, individual merchants here and there reporting their turnover to be equal to last spring, but the majority report a falling off that they believed was largely caused by a sudden disposition on the public to stop buying in the hope of reduction in prices. Indications point to a pick-up in business in the last two weeks which will be exceedingly encouraging to the retail trade.

On stocks the consensus of opinion seems to be that the majority of merchants have found themselves overloaded. This was a consequence of the heavy business of the last two years and the difficulty in getting deliveries. Buying for fall has been unusually light in view of this situation, many retailers refusing to do any placing except on a few staple lines until later in the summer. Another evidence of the heavy stocks has been the large number of sales in April and May which have been in evidence in almost every city in the country.

Oxfords are proving the leaders in both men's and women's lines for summer, with pumps in many patterns and designs coming second in the latter division. White goods are selling well. This coincides with the situation in both New York and Boston, where the shoe stores are having their biggest oxford season in the history of the trade, with pumps second in women's. Certain sections like Cobalt, where the summer season is a short one, report a fair business in high cuts, while on the other hand, the cities like Toronto and Montreal report little or no business in that line. Brogues are in for a good run all over the country, although whether their popularity will continue through the winter is a question. Cuban heels are coming into more favor every day and patent leather seems to be losing strength for street wear. One prominent Ottawa dealer says that most of his customers would welcome a wider last. Comment from other towns shows that the narrow toe is going out in men's and that the toothpick last will soon be a thing of the past.

There are very few calls for anything approaching the French vamp and the long narrow last, which has predominated Canadian and American women's shoes for years, seems to continue in favor. On the other hand Louis heels are less and less in demand, the newest idea in heels being a very low, one inch high heel, that will be out on certain fall lines.

General price ranges show that from \$9 to \$12 is the most popular figure, with fine women's lines up to \$15 in demand. In men's there is little call for shoes over \$12 unless in some special line.

Considerable difference of opinion is evident on the subject of the effect of the luxury tax on trade. One of the largest dealers in medium and fine grade footwear in Toronto says that it has made a big dent in his business, the public wanting to escape, if possible, paying a tax. Another Ontario merchant, who has stores in several of the larger

towns, figured up that on the second week the tax was in effect, that his sales on shoes retailing over \$9 had been cut 50 per cent., taking the average of all his stores. At the same time several other merchants report that it has had little or no effect. An unusual situation crops up in this regard as the result of reports from two of the most prominent merchants in Ottawa. One says that while people are kicking about the tax they are buying as well as ever, while the other writes that more and more customers are determined to purchase shoes that are not taxable. The general consensus of opinion is that the tax has injured the fine shoe business and that it will result in the demand for cheaper, hence poorer quality footwear.

As there is always a tendency to voice the opinions of Toronto and Montreal shoe men on trade conditions, principally because the SHOE AND LEATHER JOURNAL is more closely in touch with the situation in these two cities, we are purposely passing these cities up on this occasion and giving excerpts from other cities and towns in Canada. The following quotations, taken from different centers, will give a comprehensive outline of general retail shoe trade.

Ludlow Brothers, Brantford, Ont.:

"The volume of business this year compares favorably with last, but conditions are too unsettled to judge the year from the last five months.

"The present long vamp continues in favor with a slight tendency on the part of the public to look for and accept a trifle shorter, but we believe that any sharp deviation from the present styles would not be favorably received. The Cuban heel is favorite, with the Louis practically taboo.

"The luxury tax has and undoubtedly will affect business. We believe nothing will be accomplished by the retailer cutting prices and profits to meet the public with a painful smile and 'No tax on this pair.' Either let organization and public opinion demand and get a modification, or pay it with as good grace as possible."

Rodd & Deacon, Cobalt, Ont.:

"Trade has been good this spring with sales ahead of last year at this time. The styles most in demand are oxfords in black kid, gunmetal and dark brown with military heels predominating. Pumps have sold fairly well considering the big demand for oxfords. We are anticipating a big white season with more favorable weather. As the summer season is short in this part of the country there has been a fair demand for high cuts.

"We find the most popular prices range from \$8 to \$12 for oxfords and pumps with high cuts from \$10 to \$15. Few men care to pay more than \$12.

The Hurlbut Shoe Co., Barrie, Ont.:

"There is a little more caution displayed by the buying public, but nothing to be alarmed about. The public want good shoes but do not seem crazy after freak lines, preferring good staple styles.

"Oxfords have had an extraordinary run, \$7.50 to \$10.00 being the popular sellers.

"From what we can learn, retail stocks are somewhat larger throughout the country than a year ago and the tendency will be with merchants to reduce stocks as far as possible, even though the present outlook does not warrant lower prices for fall."

A. J. Stephens & Sons, Ottawa, Ont.:

"April and the first part of May were very dull. I have no accurate figures on volume in Ottawa but am sure that it has been much behind 1919.

"The styles most in demand are oxfords in various shades of brown. Cuban heels have the call and Louis heels are falling behind badly. Patent leather is losing

favor for street wear. There is an enormous demand for white goods at present.

"The public is objecting to high prices and since the new tax there is an enormous demand for shoes which are not taxable.

The Two Macs, Ottawa, Ont. :

"In men's shoes the volume does not compare favorably with last spring, due mainly to the large amount of business received at that time from soldiers returning from overseas.

"We think that if the luxury tax were collected at the source of supply it would be much better for all concerned. The government would receive more and it would cost much less for collection."

Gales & Son, Ottawa, Ont. :

"Up until May 1 there was no spring business, due largely to the backward season. During April there were only four days that it did not rain or snow. From the first of May business has been good, although trade lost is seldom made up.

"The styles in demand are black kid, tan and brown oxfords and toes and everything in white.

"Shoe stocks, as far as we can gather, are large and merchants are doing very little buying for fall.

"We found that even before the tax came into effect the public were tightening up on prices and asking for lower priced shoes. If the public wants cheap or low priced shoes give it to them, but at the same time take care of your trade who do not buy according to prices alone.

H. Grey Hodges, Chatham, Ont. :

"April business has been ahead of last year in money but about the same in pairs sold. May has shown considerable increase.

"In women's shoes our best sellers are kid oxfords with the majority of sport heels, ranging in price from \$6 to \$12. Kid pumps next, with brown calf and patent about equal.

"In men's shoes we are selling everything in the way of shapes. The English styles are leading, but we are selling a large number of wide toe shoes, popular prices from \$9 to \$12.50. I believe with large dealers that stocks are heavy and you will see light buying for fall."

Alley & Co., Limited, Charlottetown, P.E.I.

"Retail business has been very good, but not up to last year, and it would appear now as though there would be a falling off in trade during the summer months.

"Styles most in demand are oxfords with medium heel and pointed toe for street wear for women, and patent and kid pumps for evening wear. White canvas oxfords and pumps will be strong for warm weather. For men, pointed toes and recede lasts.

"The majority are now looking for shoes under \$9.00 and the luxury tax has played havoc with sales on more expensive shoes.

"Retail stocks are generally heavy."

Golf Bros., Limited, Charlottetown, P.E.I.

"The two factors which made 1919 such a prosperous year are gone, namely, the returned soldier trade and the extravagant spirit which was so predominant.

"The few who still want high grade shoes have been almost knocked out by the luxury tax, which we think will eventually fall on the shoe dealers instead of the consumers. It looks as if reductions in high class stock must come, or the stock will remain on the shelves.

"There seems to be enough stocks, and perhaps more than enough, on hand for present conditions."

Grim's Shoe Store, Winnipeg, Man.

"Business has not been nearly as good this year as last, due, largely, to unseasonable weather and the lack

of returned soldier trade, which featured last year's business.

"In many cases customers will absolutely refuse to pay the new luxury tax and it certainly put a lull on business.

"The rent proposition is getting to be a serious problem in Winnipeg. One of my stores, the Tru Form Shoe Co., has received 90 days' notice, as they are remodelling and building. They gave me an option to rent one of the new stores, raising the rent \$700 per month above the former figure. I have also had a notice of an increase of \$600 per month on the rent of this store.

Wilkinson's Boot Shop, Windsor, Ont.

"Conditions in Windsor are, I believe, different from any other town in Ontario. There has been an immense demand for labor, and a large number of people are moving in continually from outside points. They are bringing money to the town and settling here, and trade was never better. A number of shoe stores have started business recently, and they as well as the older stores all seem to be doing well.

"The new luxury tax has created, however, an unfortunate situation. The American stores across the river in Detroit are able to poach on our legitimate trade by advertising the absence of any such tax as we have, except on more expensive goods.

"There has been some demand here for the French last, but I believe it is only a temporary fad. The newer modified French last, shortened in the vamp and forepart, should be very popular in the future. The extreme French toe is not a good fitting shoe, and if it is not good fitting will never be a strong factor in the trade.

A. J. Gahagan, Woodstock, Ont.

"My own business has had a bigger turnover this year than any time during the last fifteen years, and I think the same conditions would apply to the other shoe stores here, as Woodstock has been considerably more active industrially this spring than in former years.

"The limit for 95 per cent. of the people seems to be \$12.00, and lots of them are looking for shoes under that price. About \$10.00 has been the most popular price.

"The luxury tax has its effect on some trade, but many are paying the tax without protest.

"Stocks do not seem to be particularly heavy but merchants are displaying more caution than formerly in buying."

Leading Store in Halifax, N.S.

"Business has been fair this spring although some dealers are complaining. The labor strike here, involving several thousand men, has had an unfavorable effect.

"Oxfords are selling well, but the demand for pumps and Colonials is not startling. Rubber soled outing shoes for boys and girls are going particularly well. All the men's trade is considerably behind last year's volume.

"The luxury tax is affecting retailers seriously."

James Maynard, Victoria, B.C.

Trade this spring has been only fair. The closing down of the shipyards a year ago made a difference, and the backward season has been a further hindrance.

"Pumps and oxfords are getting all the women's business. Men are calling for a wider toe and more sensible last.

"The luxury tax affects business. Although some pay it willingly, others absolutely refuse."

After all, you've got to give full, fair value, or you won't last.

British Shoes in Canadian Markets

"Shoe and Leather Journal" Takes Exception to Statements that the Shoe Industry is Not Well Organized Here, and that British Competition is Especially to be Dreaded

IN a recent issue of our English contemporary, the Shoe and Leather News, published in London, appears an article discussing the possibilities of the Canadian market for British shoe manufacturers. The article says in part:

According to recent information there should be a good opening for British-made footwear in Canada. At one time strong competition used to be met with from the big United States houses, who looked upon the Dominion as a kind of annexe. Things have changed somewhat, for the Republic is not exactly popular at the moment in Canada, added to which the Canadian dollar is at some discount, and this makes purchases from over the border expensive.

There is a rebate on the Customs duty as regards imports from England, which gives our boots and shoes a decided preference over American imports, and should be enough of a preference to enable our manufacturers to establish a healthy trade. There is, of course, a boot industry in Canada of some standing, and in the past it claims to have been able to supply the greater part of the home requirements. Apparently, however, it is not well organized, for in the report of a State enquiry which was held, the significant admission is made that British competition is especially to be dreaded. It is stated that the cost of production is much lower in the United Kingdom than in Canada, that the organization is better, and that with these advantages and the position of the exchange, there is every chance that British manufactured shoes can make a strong position for themselves in the Canadian market.

Canada is not very remote, and on the face of it there seems to be a good case for investigation on the spot. Perhaps our manufacturers, who are seeking for bigger export outlets, will bear the matter in mind.

The SHOE AND LEATHER JOURNAL does, and the vast majority of men, in the Canadian shoe industry will, take issue with at least a part of this article. That is the statement that "There is, of course, a boot industry in Canada of some standing"; "Apparently, however, it is not well organized," and "the significant admission is made that British competition is especially to be dreaded."

For the information of our contemporary and the large number of shoe tradesmen in Britain who accept the Shoe and Leather News in its position as one of the leading English trade journals, as expressing the opinion of the majority of the British trade, we will state that the shoe industry in Canada is of quite some standing in our humble opinion, and in the opinion of the large number of Canadians who are engaged in either the manufacture or retailing of shoes.

At the present time there are 160 factories in Canada, representing an investment of \$35,000,000, giving employment to over 14,000 people, paying annually over \$10,000,000 in wages and buying materials annually to the value of over \$27,000,000, the greater part of which is made by Canadian labor.

Moreover, the possibility of any foreign manufacturers being able to cut in on Canadian manufactured shoes is becoming less and less possible, each year. At the present time approximately 95 per cent. of all the shoes worn in Canada are manufactured in the Dominion, and we have

developed an export trade that far exceeds the five per cent. of consumption that we are importing each year.

Contrary to the statement that the industry is not well organized in Canada, we might call attention to the fact that both manufacturers and retailers have their individual national associations, that for the brief time they have been in existence have accomplished more than some similar organizations have accomplished in ten years in other countries. One of the most important issues is the influence exerted by the National Shoe Retailers' Association, and the Shoe Manufacturers' Association on the Finance Department at Ottawa, resulting in a much needed change in the luxury tax on shoes which came into effect with the new Budget a month ago. The change is that the tax on shoes will now be 15 per cent. on the price in excess of \$9.00, instead of 10 per cent. on the gross price.

If any doubt still exists of the efficiency of the shoe organizations in this country we might call attention to the Retailers' Convention and Shoe Leather and Allied Trades Fair which is scheduled for the current month in Montreal. The plans for this week call for a six day gathering of every branch of the trade, a series of business meetings and an elaborate program of entertainment which we are quite positive has never been surpassed in the shoe industry in England or any other country. A glance at the program in this issue will fully outline the week's events.

The statement that "British competition is especially to be feared" reported to have come from a "state inquiry," will be news to shoemen in this country. Just at the present time Canadian manufacturers have as much fear of British competition or competition from any other country as they have of the wooden shoes which are being shipped into the U.S. from Holland.

The writer of the article in question may have been influenced in his remarks by the fact that Canadian manufacturers at the present time are spending \$50,000 in a publicity campaign to acquaint Canadians with the superiority of the home manufactured footwear. Their idea in this was never aimed at stopping competition from Britain. If at all it was aimed at competition from the U.S., whose fine shoes still constitute a large portion of the footwear that is imported yearly into Canada. In the past the great difficulty that British manufacturers have had to contend with in marketing their wares in Canada has been that the lasts which are prevalent in England are not suitable to Canadian tastes, except in work shoes. Even if they change the shape of their lasts, as it is reported they are doing so as to get a slice of American trade, they will have a difficult time in making much of an impression on the amount of shoes manufactured and marketed in Canada.

YALE SHOE CO. ORGANIZED

The latest entrant in the field of Canadian shoe manufacturing companies is the Yale Shoe Co., which starts operations this month in Galt, Ont., capitalized at \$40,000. This company will occupy the building formerly used as the Riverside Silk Mill and will be the fifth shoe manufacturing company that is at present in operation in Galt. The other four include Getty & Scott, Limited, the Galt Shoe Mfg. Co., Limited, and Scroggins Bros.

The officers of the Yale Co. are: K. Serviss, president; Foster Scott, vice-president; G. Malcolm, secretary-treasurer, and F. Englert, superintendent.

NEW BUILDING FOR DOMINION RUBBER CO.

The Dominion Rubber System of Montreal has purchased the building formerly occupied by the Northern Electric Co. on Guy street. Extensive alterations are being made, and machinery is now being installed which will be in operation in three months as a footwear factory.

Show Cards for July and August

Emphasize Outing Shoes for These Hot Months—The Holiday Going Away Season Should Keep Goods Moving

THE two hot months of July and August used to have a stagnating effect on the shoe business. It was considered a between-season period when everything and everybody in the shoe retailing business was dead. But things change quickly these days. A few years ago there arose on the shoe trade horizon a new trade booster that works well, if not best, in the hot months of July and August. This trade booster was the introduction of Outing and Sport Shoes. Every shoe retailer should make a strong point of booming this trade, for it is one that helps out in a period that is otherwise slack. There are many people who do not go away until August, and they also put

lettered in black or white, but white is preferable. The shading can be in a subdued color of grey or green. The size of this card should be the same as the other. Using a two color card, that is, a dark card mounted on a white one has a stronger effect than a plain card.

The New Fall Lines card is a suggestion for August. No retailer should be slow in showing his fall stock. He should have it on display by the latter part of August and this card is for this display. It is not necessary to devote the entire window to the fall goods, but a portion of it can be utilized for the new goods. Every window that is large enough should have portable partitions or dividers which are not only attractive as a piece of window decoration, but are exceptionally serviceable in displaying goods. For example, one side may show women's lines while the other side can have a display of men's shoes. This card is for such a display. It is on white stock and the large lettering is in blue and the outlining in grey. The small letters may be in blue also. With a little care in the execution of the lettering this card can be made very attractive.

The Up-to-the-Minute card will look well on white or buff stock, and can have the large letters in red, and the



Sample Cards for present use

off their buying until the last minute. These people will be found good customers during these two months.

Two of the card suggestions offered are for these lines of sport shoes. They are not difficult to make and will attract attention. The one has a very catchy picture that can be drawn or cut out of a magazine or newspaper and pasted on to the card. If you can draw the picture it will be better, but colored pictures from posters or magazines will not be hard to obtain. This card is on brown stock and is lettered in white and shaded in gray. This card may be mounted on a white card if desired, and a margin of one and a half or two inches should project all round. The size of this card is eleven by seventeen inches, but it can be made larger or smaller according to the size of your window. This proportion is one that looks well.

The other card is on gray stock and is for summer wearing shoes, that is, shoes for present wear. This can be

small ones in black. The shading can be in grey or pale green. This card can be used for lines you are showing for present wear. These will include high grade white goods as well as white canvas outing and sport shoes. The size can be eleven by seventeen or that proportion according to the size of your window.

It should be understood that these cards are merely suggestions, and you can elaborate on them to suit your own inclination. The wording may be altered as well as the sizes to suit your particular window space. The idea is to help you open your idea box or suggestion chest, from which you may extract something that will help in the selling of more boots and shoes during the months, when the weather says it is quiet in trade circles.

The highest form of salesmanship is nothing but service.

Training Retail Shoe Salesmen

The Retail Shoe Store of Today and the Future will have "Service" as Its Best Asset—By ARTHUR L. EVANS, President Retail Shoe Salesmen's Institute

EVERY public speaker and writer on economic questions in recent months has pointed out the changed conditions of doing business, resulting from the war. There has been much talk of abnormal conditions and a return to normal. What will that normal be? When will it come?

All are agreed that matters will never be as they were before the war. There is lack of agreement in the ways in which this difference will develop. The manufacturer has his special problem in this respect, so has the wholesaler. The retailer is not free from it.

It is not now my province to discuss the difference in the situation facing the shoe retailer at the point of his financial, buying, style, and other problems. I am to talk to you on Service, and, because conditions of service have radically changed for the shoe dealer, and will never return to the status of 1914, I am sure that the subject merits your earnest attention.

For the past few years the war conditions made the sale of shoes at retail good price and profit comparatively easy. Your big problem was securing goods. Conditions were such that the public were not very critical. Everything could be attributed to the war.

When supply of goods is under demand, selling is easy. When this condition changes there is the responsibility of putting the stress on salesmanship and service. The store giving best service will do the best.

Business flows to him who serves best. The wise retail shoe merchant of today, trimming his sails to a declining business breeze, getting ready for the even keeled conditions that are certain to come, is recognizing that he must be up to the minute in his service. He must discard his pre-war conceptions and build as the foundation of his business a service that will be, not his last resort, but his first line of defence and support.

Success will come to those concerns that render service earning success. Certainly this is so of retail shoe stores. The United Shoe Machinery Corporation, that great organization of which you all know, has, during the twenty years of its existence, made the element of service its greatest asset in producing business. In my judgment, if you take away from such a concern a large part of its own rights, such as patents, it would still have a wonderful success because of the remarkable service that it gives. I know that it has never lost sight of this feature during the trying war period, and it is today an unflinching guide of its conduct.

When you have adjusted your business to the new normal basis in every other respect there will remain the service problem to be fitted into the changed order.

After every great war the condition of the so-called working class, and the professional and semi-professional, has been bettered and has remained so. Recognition of this fact places upon the merchant the duty of harmonizing himself with it, and, instead of trying to devise ways and means to keep down this element of his business, he should readily agree that the best-paid salesman is the cheapest, just as the most expensive salesman is he who earns the least.

The problem of the dealer is the management of this situation. He cannot combat it; he must adjust himself to it. How? By so handling his business that the sales-

people can produce for themselves a sufficient income to gratify their reasonable needs. The owner and manager must still do the heavy thinking and planning to provide the goods and the trade that will enable the salespeople to work steadily, and profitably, to themselves and to him. The best brains the owner and manager has must be put in at this point. It is really his largest problem.

These things will not just merely happen. They must be thought out.

Normally competitive conditions will in due season prevail. This is true among the manufacturers, of whom there are 1300 competing with each other for the trade of the wholesalers and retailers. There are over 500 shoe wholesalers engaged in the same interesting contest. There are something like 1,000 tanners and leather houses, and I don't know how many hundreds of various producing concerns making materials of manufacture which the shoe manufacturer utilizes in producing shoes. Finally, there are over 100,000 retail shoe distributing points, great and small, in the United States, and here the last battle of competition takes place—the fight for public favor.

In time, labor, capital, transportation, politics, national and international, all the varied elements of our disturbed present-day conditions, will have adjusted themselves to what we will then call normal. When that time comes, and in my judgment it will come rather quicker than some imagine, the retail shoe dealer will find his greatest asset in securing and holding trade and making the profit to which he is entitled, squarely in the sort of service he renders the public.

When this status comes store service will assert itself as the deciding factor.

What is good service? Some one has described it thus: "Putting yourself in the state of mind of the one with whom you are dealing and endeavoring to render the service from his or her standpoint. The golden rule is a good measure for your service efforts."

Service in the retail shoe store is, of course, founded upon the sales force. The sort of sales force that your store has, or will have, is to be the determining factor in your relation to the public.

Good service by your store depends of course upon your salesforce. You can reduce to a science practically every element but this—the human equation.

Let me touch upon the personal side of your selling problem—the salesmen themselves. People in all middle and lower walks of life are demanding a better standard of living. They are asking for a little more, and a little better of everything with rather less working hours. It is their right to have all of the comforts, luxuries and happiness that their abilities can produce for them. Those who can produce the most will have the most of things.

The old relation between employer and employee has, of course, been superseded by the new, in which the partnership-of-interest idea has come to the front. I am not of those who believe that, either now or in future, that labor in any of its middle-responsible phases at least, will ever be admitted to full sharing of executive management. They are not qualified, excepting in rare instances, for such management of enterprise. But a recognition of mutuality of interest and interdependence is good gospel. And where individuals show signs of latent executive ability they must be afforded opportunity for its exercise. That is the inexorable law. It cannot be changed arbitrarily for or against any special class. Merit must still be the only basis for reward and promotion. Lack of this quality can never permanently receive reward and advancement through organized or other effort.

A competent salesforce is a benefit to any store, any way you consider it. The merchant thus situated has the time for thinking out other vital problems; time for leisure, time to keep healthy; time to keep happy; time to give of

himself and his talent, as all should give, to the service of his home, his church, his city and his country; time to enjoy the fruits of his industry.

I am here to urge you to do that which will thus benefit you, personally and in a business way; will give you a competent, intelligent, earnest, loyal salesforce—in other words, trained salesmen.

Do you really control your business or does your business control you? Service is the answer.

Such a trained salesforce helps you fight your battles with public opinion. Have you enjoyed being "the goat" of adverse, malicious, unfair criticism in the past few months? You have had the complete answer to these attacks right in your own stores. Your salespeople, if you had taken the trouble to inform them of the truth, could and would eagerly have been your "living wall of defence" in this situation. They are **you** to the public. They have the personal ear of the public. The right sort of salesmen have the confidence of the public; an important thing to remember in future emergencies, as well as daily routine.

You do so much need the goodwill of the public. You must have it. You are in business, not to make a "killing" in one season, but to stay in business on a long-time basis. It's hard to build customer goodwill. It's easy to lose it. Counsel and educate the public through your salesforce. Your salesmen hold the fort or lose it, for you.

I never knew of a really successful retail shoe merchant who did not seek to have a strong salesforce.

Of course, I understand that you all recognize the truth of all that I have thus far said. But you say: "How, how, how, am I to have such salespeople?"

Well, having them doesn't merely happen. Desire alone doesn't bring them, nor even determination.

You yourself must make them.

This problem consists in taking the raw material of salesmanship, that is the untrained salesman, and by instruction, advice, counsel and example, fit him to do his work intelligently and competently.

What do you know about training your salespeople? No doubt you know everything needful. But do you really do it?

What do you expect of your salespeople? How do you think that they will meet your expectation? Have you any responsibility in the matter?

The shoe salesman is a personality—physical, mental, moral, spiritual—he or she is in your keeping to some extent. I suspect that some of the ignorance and indifference among retail shoe salesmen is chargeable to employers' neglect.

Here are some suggestions in training your salespeople: Many salesmen fail to do their best because of the conviction that the employer gets all the benefit. It is up to you to iron out this wrinkle—by frank discussion, face to face clearing away of misunderstandings; by instilling confidence in you in all your salespeople.

Do your salespeople have to fight you for their just rewards? The laborer is worthy of his hire. Make sure that he knows what that reward honestly is, and that you are just in your judgments. "He who governs must first of all be just." In this connection I unhesitatingly recommend a commission system of compensation with bonus plan.

Make your people feel and know that advancement in position and earning is invariably on the basis of merit. Another house is very little likely to be disposed to engage and advance a man with a record of less-than-his-best service in the previous employment.

Point out to your workers that no man can really be held back or advanced by anybody but himself. Not one employer in a hundred will lay a straw in the way of advancement of any of its salespeople. He is anxious to advance them in his own business as fast as their merit and producing ability warrant—up to the limit of the employer's oppor-

tunity to do this in his own store. When this limit has been reached in his store by any salesman, no merchant expects the worthy salesman to hold himself back from better opportunities elsewhere. That is the law of business. All merchants know it and respect its workings. I have heard retail shoe dealers speak with pride of the salesmen who have gone out from their stores or departments to higher positions.

Many good retail shoe dealers believe it wise to "sell" their own salespeople on their ideas and ideals, to acquaint them carefully and comprehensively on store policies and standards. In reality they are "selling" the public on these things, through the salesmen.

Instruct your salesmen on the all-important element of correct fitting. I cannot lay too great stress on this tremendously important thing. It is unquestionably the greatest single factor in shoe store service, and the soundest basis of customer goodwill. It isn't wise to leave the salesmen's efforts in fitting merely to the chance that they, of their own volition, will become good fitters. It is wonderfully worth your time and effort to give them this splendid knowledge. It is a fine "silent salesman" working day and night for you.

Take a real interest in your salesmen's personal lives. Lead them into the saving grace of good living, good health, self-improvement, the blessings of thrift and industry.

Make your salesforce a unit instead of a collection of individuals. Get them together often. Create an "esprit de corps." Institute a co-operative spirit. You can do it, by showing them that it is to their interest to do all these things. If you have their complete confidence, what can be accomplished will be a revelation to you.

Above all, if you can, get your salesfolks into the habit of using their heads; of being thinking people instead of automatons. The quality of work depends on the quality of thought. The quality of thought depends upon what is funneled into the brain. For the brain of itself creates nothing. It is an instrument that organizes, utilizes, shapes, and puts forth, from what it receives through the five senses.

You want your salespeople to know their profession; to be posted on all the more or less complex details of the goods they handle and all the range of the daily work.

Where are they to gather this information? Here is too much of it, even in its barest fundamentals to be just "picked up" at random. You cannot easily take each salesman and give him full and adequate instruction. Life's too short. It's monotonous work. You are none the less responsible for their having this essential knowledge.

The way to go about it is to organize a series of regular meetings in which all participate. Take up, under your direction, the various elements of the profession of retail shoe salesmanship, discussion of store ideals and policy and welfare of salespeople and store.

In these group meetings lies your opportunity to ring your salesforce to a satisfactory working basis, to instil and maintain a genuine store spirit, in short to achieve your deepest desire for a loyal, enthusiastic, intelligent service. You yourself will receive undoubted personal reciprocal benefit in doing this.

It will pay you as an employer in money profit to do these things. Such trained salesmen do positively sell more pairs of shoes per day, and sell them right. They nail down your permanent customers and create new ones. It is easily your greatest advertisement.

You can't do all this in a minute. You will find it worth while to think about it, hard, and so thinking, put gradually into effect some or all of those ideas, supplemented by your own.

A wise man said: "The reason most men do not accomplish more is that they do not attempt more." It isn't

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Newspaper Advertising for Retailers

Some Interesting Samples of Advertising of Progressive Retailers—Shoe Men are Fast Learning the Value of Newspaper Space

WE are presenting a number of shoe retailers' ads that cover territory from St. John's, Nfld., to Vancouver, B.C., as far north as Cobalt and south to Windsor in Ontario. These samples should be of universal interest to retailers all over the country, for they will give some idea of the prices that are being obtained in the different parts of Canada. The Parker & Monroe ad, in the top left corner, is from St. John's, Nfld. It is five columns wide by about fifteen inches deep. This ad should have attracted business, but we feel it could have been made equally as effective had it been ten inches deep instead of fifteen. Many stores do not use such large type for an ad of this kind. In fact, if smaller reading type is used, it not only looks better but reads easier, and the prices stand out much more prominently. The fact that large stores do not use this so called "display" style is pretty good proof that it is not necessary. The ad of Wilkinson's, immediately beneath it, is much neater and will read very much easier. The prices, too, stand out in a uniform way, whereas the prices of the top ad are lost among the big type. Twenty-five single column inches could have been saved in this ad easily with the other style of setting, and that would mean considerable saving in money. The practice of quoting prices with a big range from \$8.50 to \$14.00 is a little too indefinite for the general reader.

The Wilkinson ad is a well set ad. It is three columns wide by a page in depth. If the Wilkinson Boot Shop did not do business with this ad there is something wrong with the people of Windsor. Compare the size and style of type used in the introduction at the top of this ad with that used in the centre column of the Parker & Monroe ad, and see which reads the easier. Of course the reduction of the cut will interfere with a true comparison, but the Wilkinson ad reads exceptionally easy. The items are well arranged and the lay-out is good and they have not left out polishes and repairing, and now the travelling season is here, it was a wise move to advertise trunks. Prices are given in every case except the repairing, and it is a wonder they forgot that.

The Agnew ad is one of those that stands out strongly. In fact it might have been just as strong with not quite so large type, but some people prefer this large style of letters. When one is holding a paper in one's hands reading it, such large type does not read so easily as smaller, but as an arrester of the attention the large letters will attract. The various lines are well laid out, and one can see quickly where is to be found the shoes he requires without having to wander all over the page.

The "K" Boot Shop ad is very similar in style and people question its style of advertising, claiming that it has a "cheap" look more like a bill for fence posting. The very heavy border and heavy lines detract from the real reading matter of the ad. But the prices are brought out well, and there seems no reason why the ad should not have drawn business. If set smaller more items could have been advertised.

The two ads, "Doing Our Part" will be of interest to retailers for they may cause some wonder as to how two firms so far apart should have the same wording in their advertisements. These ads are prepared by an ad service house in the United States and copy is supplied to various stores all over the country. Some advertising authorities

question the advisability of using ads of this character claiming they lack directness. They also claim it is a difficult problem for an ad writer to sit down in New York or Chicago and write an advertisement that will lend itself to all the local conditions of two or three hundred towns and cities, widely scattered over the United States and Canada. It is quite possible to write an introduction to an advertisement, but the best kinds of ads are those which tell the people of a town or city just what can be purchased at John Smith's store on a certain street in that town or city. One of the ads shown is nicely arranged and laid out, but had these advertisers gone farther and told in particular something about the individual shoes included in these lines that are being reduced, it would have been more definite and more to the point. The other ads on which we have offered comments above tell something definite. They tell the kind of shoes to be had and the price. Best advertising authorities do not claim that quoting percentages is the strongest kind of advertising. Of course, there was a flurry recently when John Wanamaker quoted a twenty per cent. reduction. But the reason it caused a flurry was because it was Wanamaker. We have no record of its results. To merely vote a certain percentage off the price of goods without quoting the regular price, leaves the reader as much in the dark as ever about the price. Unless the original price is given the percentage cannot be figured. Even then the average person does not care to figure percentages. People prefer to have it told them at once that the price of a shoe is so much and no figuring about it.

Another interesting fact about the Port Huron, Michigan, ad is that it appeared in a Sarnia paper which is a Canadian town situated just across the river from Port Huron, and evidently the Port Huron shoe people are after the Canadian trade. It will be up to the Sarnia shoe retailers to show what they have. It is doubtful if this ad will draw much Canadian trade, for there will be the duty to escape, and it does not tell at what prices the shoes are to be had, for no regular price is given.

The small Higgins & Co.'s ad, shown diagonally on the sheet, stops short of the average ad of this concern. As a rule they have some very fine ads. We showed three of these on page 59 of our June 1st issue. These were particularly good, but this one does what so many ads do, stops with the introduction. This would have been a splendid introduction to an advertisement in which a number of lines were described and priced. Read the Wilkinson ad's introduction and stop there and read no farther, and you will see the effect. The Higgins' ad would have been much stronger possibly, had items followed.

The Rannard ad is specific, but a little fuller description of this shoe would have made it stronger. There is a certain amount of vagueness about it for the general public. Shoe men know what the shoe is, but there may be many readers who will be wondering just what it is. The Rannard people are good advertisers as a rule, and use plenty of illustrations.

The Waterbury & Rising ad introduces something out of the ordinary. It is such little innovations as this that impresses the name on the public. This may be classed under indirect advertising, for it does not advertise any special shoes, but it advertises a special feature in connection with the purchasing of shoes at this store. This feature is unique and will help fasten the store in the minds of the people, because the feature is unique in character.

The No Luxury Tax ad is from Medicine Hat, and shows that Mr. Ireland takes advantage of a situation. The Luxury Tax is in every one's mind just now, and he is prepared to use that fact as an advertising handle. This is a small ad, but it says something. It describes the goods and tells the prices, and that is about all one desires to know about an article one wants to purchase.

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SEASONABLE FOOTWEAR For The Whole Family.

Parker & Monroe, Ltd., The Shoe Men



THE FAMILY SHOE STORE.

Parker & Monroe, Ltd., The Shoe Men.

FOR WOMEN

IN Women's Black High Laced, \$7.00.
Women's Grey Kid High Laced, \$7.00.
Women's Grey Kid High Laced, \$6.50.
Women's Dark Cloth Top, \$10.00.
Women's Tan Vamp Grey Top, \$7.50.

Our Showing of Smart Summer Footwear far exceeds any our previous efforts.

Wear Our Good Shoes!

MEN WHO WEAR OUR GOOD SHOES!
ALWAYS LOOK HAPPY!
We have Men's Dark Tan Boots at \$8.00, \$8.50, \$9.00, \$11.00 to \$13.50.
Men's Black Kid Boots, at \$6.00, \$7.00, \$8.50, \$9.00 to \$15.00.

Men's Black Button Boots in Patent Leather and Dull Kid, at \$7.50 to \$12.00.

Smart Dress Pumps

Patent Leather, Cuban Heel, \$6.50
Patent Leather, Spool Heel, \$7.00 to \$12.00
All Black Kid, Spool Heel, \$7.00 to \$12.00

Right here you will find smart serviceable FOOTWEAR for the whole family at prices away below replacement value today.

Right here you will find any wanted style, any known leather, any new style in Boots and Shoes to be found.

All Black Kid, Laced Oxfords, Spool Heel, \$8.50
All Grey Kid, Spool Heel, Only \$7.00 to \$7.50

Mahogany Brown Kid Oxfords, Spool Heel, at \$8.50 to \$15.00.

Mahogany Brown Calf Laced, Low Street Heel, perforated tip \$8.50 to \$14.00

THE SHOE MEN PARKER & MONROE

Our 2 Stores PARKER and MONROE The Shoe Men

Fire, Smoke & Water Of Shoes Still Cont

We are now reaching the clean up stage and getting most of our stock cleaned up. Last week we had a burning and it means it is difficult with great care to get the goods that we may start with a clean new start. Already we fall short to replace the goods lost going out. The fire and elevator men are working night and day to clean up our present stock, we will start this special:

- On the Ladies' Black Kid Patent Leather Pumps, Reg. \$5.00 to \$7.00. Now \$4.98.
- Ladies' White Canvas Oxfords and Pumps, slightly worn, in fine, Louis heels. All \$1.98.
- White Shoes (Summer)
- Ladies' White Canvas Oxfords, Mc. Kay sole, good shape as reported, in Louis heels. All \$2.48.
- Ladies' White Canvas Laced Shoes, 1 1/2 inch high good shape and fine in Louis heels. 2/6 to 7/7. \$1.98.
- Ladies' Dr. Reid's Cushion Soled Kid Boots, button on. \$4.98.
- Not the latest styles but good styles. Sizes up to 8 1/2.
- 1 Lot of Ladies' Black and Patent Slipper. Fine styles and Cuban Heel, all in all. All sizes, some low heels with compression soles up to 4 only. Regular \$3.00. \$2.48.
- 1 Lot Child's Black Patent and Enamel Sandals, heavy soles and heels. These make splendid slippers for children, both for wear and appearance. Reg. price \$1.75 to \$2.00. \$1.48. Reg. price 8 to 10 1/2 to \$1.68. Reg. price 11 to 2 to \$1.98.
- 1 Lot Child's Mary Jane Pat. Slippers, good sturdy make, with small ornament on top of front. Sizes 8 to 10 1/2. \$2.48. Sizes 8 to 2. \$2.58.

- 88.98-Brogue Heavy Single Sole, English style in all sizes. These are ready to go on. Our prices in shoe fittings.
- 12 Pair Men's Military B. Laced, plain toe, regular \$12.00. \$9.98.
- 140 Pair Men's Military C. Laced, plain toe, single sole, little narrower than the last, in army boots, all sizes, regular \$19.00. \$16.98.
- 150 pair Men's Brown Calf Laced Ankle Boots, in good shape and fine in Louis heels. All sizes. \$19.98.
- Shoe Polish - All kinds reduced, 2 in 1 White Liquid 25c
2 1/2 oz. Heavy Liquid 25c
English Army Blanking each 5c

WILKINSON'S BOOT SHOP

Regular \$45.00 Trunks left on clearance at their wonderful Fire, Smoke and Water Pumps. Trunks from \$2.00 up and Suit Cases and Bags at your own price to clear. Men, if you are going away this summer you had better see here and save your money.

SATISFACTION FIRST

Our policies in shoe fittings.
If you are not satisfied with your purchase, return it to us for a full refund. No questions asked.

WILKINSON'S BOOT SHOP

Regular \$45.00 Trunks left on clearance at their wonderful Fire, Smoke and Water Pumps. Trunks from \$2.00 up and Suit Cases and Bags at your own price to clear.

THURSDAY, FRIDAY AND SATURDAY AGNEW'S

SENSATIONAL SALE - THESE GOODS AT TO-DAY'S PRICES PREVAIL FOR THESE THREE DAYS.

DRASTIC REDUCTIONS ON WHITE BOOTS, OXFORDS AND PUMPS. VALUES SUCH AS THESE HAVE NOT BEEN SOLD AT THESE PRICES SINCE WE WERE FIRST OPENED.

- White High Cut Bals: 324 White Sea Island Dark, medium long camp, walking heel, all sizes. \$3.45. 383 White Sea Island, medium long camp, walking heel, all sizes. \$3.95.
- Newest White Oxfords: No. 403 White Eyes, Oxfords. This is the most correct model, with correct proportions, all sizes. \$3.95.
- Women's White Canvas Bals: 324 White Sea Island Dark, medium long camp, walking heel, all sizes. \$3.45. 383 White Sea Island, medium long camp, walking heel, all sizes. \$3.95.
- Women's White Canvas Pumps: 324 White Sea Island Dark, medium long camp, walking heel, all sizes. \$3.45. 383 White Sea Island, medium long camp, walking heel, all sizes. \$3.95.

AGNEW'S

These Goods At To-Day's Prices Prevail for These Three Days. 87 Hamilton London Kitchener Woodstock Etc.

Geo. G. Gales & Co.

481 St. Catherine Street West

Doing Our Part!

Reductions of 10 Per Cent. to 25 Per Cent. Commencing Monday, June 14. Don't buy elsewhere unless you are looking at ours.

SOUTHERN TIE SHOES

Steve J. Martin

Doing Our Part

Mann & Johnson's Stand Relative to High Shoe Prices. We have a plan to sell about \$20,000 worth of footwear at reduction of 20 per cent.

Two Dollars for Your Old Shoes

Beginning Wednesday morning, June 16, and continuing for three days, Wednesday, Friday and Saturday, any of our Three Stores will buy one pair of your old shoes worth in any one case you buy over \$10 Dollars, no matter what make, no matter how old, in what condition, or whether they are High or Low Shoes, men's or women's, we will allow you Two Dollars on the purchase price of the shoes you like best, in our Men's and Women's Lines.

NO LUXURY TAX

WOMEN'S BLACK KID OXFORDS, with correct proportions, all sizes. \$1.00. WOMEN'S BLACK KID OXFORDS, with correct proportions, all sizes. \$1.00. WOMEN'S BLACK KID OXFORDS, with correct proportions, all sizes. \$1.00.

Stray Shots From Solomon

Wisdom Crieth Without;
She Uttereth Her Voice in the Street

Far fields look green. It is a good thing to be dissatisfied when dissatisfaction leads to an honest struggle to better results. The fellow with the roaming eyes and greed for gain usually runs into something. The stock markets and real estate speculation are better left alone by the business man. They take the mind off the race and oftener still starve or cripple his business. "Better is the sight of the eyes than the wandering of the desire." If some men put into their business the amount of thought and effort they devote to stock gambling and real estate speculation they would soon be on easy street. True some have made fortunes in ventures of this kind, but a simple investigation will show that they are in a very painful minority. We see the glitter of the successful few but seldom hear of the thousands who fall by the wayside. There is as sure success today as ever there was, and always will be for the man who says "This one thing I do." Get your mind on your factory or on your store, and put your hardest licks into the business you have in hand, and you will not need to worry about the fellows who go about in diamonds and drive expensive cars. The best gold mine in the country is right on your premises, and it will pan out more to the square yard than any Eldorado that the wily promoter can shove under your nose. Keep your eye on your job.

* * *

We all want to live long, and still we go on shortening life's span by acting the fool. There are plenty of men and women under the sod who might to-day be happy in the bosom of their families or completing a life of usefulness in the world if they had only used horse sense. We know it, and yet we go ahead committing the same foolish suicide. Of course, we make excuses for our careless living and still more careless lack of living, but we keep right along the inglorious path that leads to the grave. Here is a recipe for long life given by a man four thousand years ago, "He that hateth covetousness shall prolong his days." Scientists say that there is a poison engendered by simple anger that has a direct physical effect upon the system. The result of temper in a mother nursing a young child has been known to cause its death. Now anger was not given a place in the decalogue, and we are even told to "be angry and sin not." But covetousness is again and again mentioned as a mortal sin, and it is indeed deadly. It kills a man spiritually, mentally and physically, for when it completely masters him he will kill others and kill himself in abject slavery to the meanest slant that is in human nature. The man who can see his fellow prosper and thank God, and

who can plug away and say "I know in whatsoever state I am therewith to be content" has solved the riddle of life. Death has no power over him.

* * *

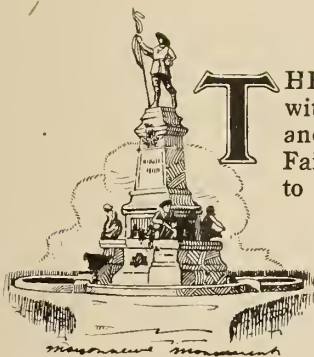
Half the failures in life come from doing the right thing at the wrong time. Lots of men say when they get up against it "the Lord gave and the Lord hath taken away, blessed be the name of the Lord," when their own stupidity or folly and not the Lord is responsible for their misfortune. A man failed the other day who used to hold family prayers between nine and half-past nine every morning. He ought to have been in his store "looking well to the state of his flocks and herds." The Lord will not run a man's business when he neglects it. "There is a time for every purpose and every work." If you are a religious man have a time and place for your devotions. Get up an hour earlier. If you are fond of golf or baseball see to it that your stock does not run down or incompetent employees are left to run the show while you are out enjoying yourself. God helps those that help themselves, and He honors the man who is diligent in business as well as fervent in spirit. But there are scores of men who never could be accused of being either too devotional or too fond of sport, and who stay with the game early and late to but little purpose. The fellow who has learned to do the right thing at the right time will "stand before kings." There is a lot of lost motion in most establishments, which if it were eliminated would make a marked difference in the balance sheet at the end of the year.

* * *

"Do what you think the other fellow is going to do, but do it first," is the modern perversion of the Golden Rule. A prominent American divine said the other day: "We are developing a nation of liars and cheats." It seems strange that from an extreme of self-sacrifice that has known no parallel in the history of the world society should swing to the opposite extreme of selfishness and chicanery. Everybody seems to be on the grab and the worst part of the situation seems to be that in this grabbing there is not the slightest consideration of the feelings and rights of others. Landlords have doubled their rentals without any corresponding increase in taxes or expenses; in mercantile transactions the principle is often "all traffic will stand"; with labor fault is not to be found so much with the exorbitant wage demands as the general refusal to give a proper day's work for the day's pay. It seems quite true that the times are breeding crookedness of a nature and scale hitherto unparalleled. "The profits of the earth are for all," but everybody seems bent on getting the first as well as the biggest share out of the pot, and they do not seem to give a tinker's curse how they accomplish their ends.

When in a fix, sweating will get you farther than swearing. Let mules do the kicking.

If you and I have a dollar and we exchange, we each have a dollar,—but— if you and I have an idea and we exchange, we each have two ideas.



THE SHOE AND LEATHER JOURNAL joins with the National Shoe Retailers' Association and the Shoe, Leather and Allied Trades' Fair Executive in extending a cordial welcome to the visiting shoe and leather men who will be in Montreal this week. It is the first opportunity the Montreal shoemen have had to show their hospitality to a representative gathering of manufacturers, wholesalers, retailers and travellers and they have been planning for months to make this a red-letter

week in the annals of the Canadian shoe and leather industry.

The program offers unusual opportunities to study trade conditions and a series of entertainments that have never been equalled by an individual trade in Canada. For those whose paramount interest is to ascertain the latest developments in the shoe and leather industries there will be the Convention business sessions where every important phase of merchandising will be discussed. At the same time the Coliseum will be housing the most comprehensive exhibition of Canadian footwear and accessories ever gathered under one roof.

Combined with this is a program of entertainment to which the manufacturers have subscribed \$50,000 and for which elaborate plans have been under way for two months. Every possible effort has been made to arrange a program that will meet with the approval of the majority, and at the same time cover a wide range of amusements.

If someone had voiced the suggestion three years ago that in the summer of 1920 several thousand men of the shoe and leather trades would attend a trade convention in Montreal, the assertion would have been regarded as a flight of the imagination. At that date there were no Canadian National shoe trade associations and seemingly no idea of forming them.

Only through the organization of the Shoe Manufacturers' Association and the National Shoe Retailers' Association, and the perfect harmony which has marked the relations of the two associations, has this week's program reached actuality.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

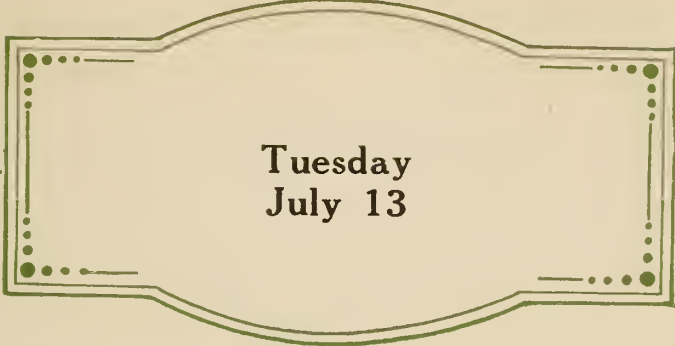
Tuesday
July 13

Business Programme

- 8.45 A. M. — Community Singing.
- 9.00 A. M. — Registration of Delegates at Room 4, Windsor Hotel.
- 9.30 A. M. — Call to order.
Address of Welcome — His Honor, Mayor Martin, of Montreal.
Replies — President, National Shoe Retailers' Association of Canada, and representatives of the West, Ontario and the East.
- 10.00 A. M. — Business Session.
(1) Minutes of Last Convention.
(2) President's Address.
(3) Secretary's Report.
(4) Treasurer's Report.
(5) Report of Executive Committee.
- 11.00 A. M. — Appointment of Standing Committees.
(1) Nominations.
(2) Resolutions.
(3) Audit (Finance).
- 11.30 A. M. — Address — "Financial Situation, Immediate and Future."
- 12.00 A. M. — Address — "Canadian Shoe Industry," by Geo. A. Blachford, Blachford Shoe Mfg. Co.
- 12.30 P. M. — Announcements and Adjournment.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair



Tuesday
July 13

Entertainment Programme

2.30 P. M.—Official opening of Shoe, Leather and Allied
to Trades Fair, with special musical pro-
gramme.

4.00 P.M.—Sight-seeing trip by automobiles (for
(1) to ladies only). Taking in the principal
6.00 P.M. places of interest, including churches,
parks, residences, statues, Chateau de
Ramesay and main thoroughfares.

8.00 P.M.—Gala night at Exhibition Hall. Special
to Band Concert by Grenadier Guards'
11.00 P.M. Band and free distribution of souvenirs
to the guests by the Exhibitors.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

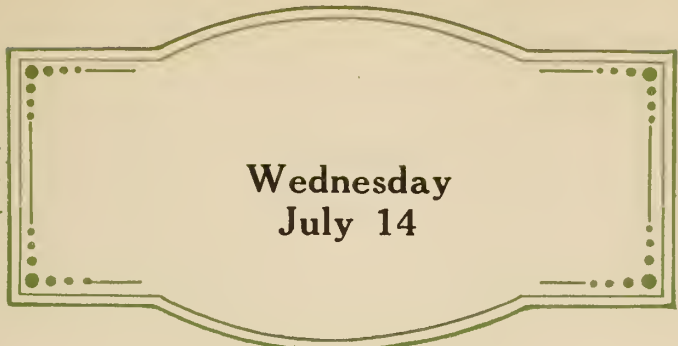
Wednesday
July 14

Business Programme

- 8.45 A. M.—Community Singing.
- 9.30 A. M.—Address—"Advertising from a Shoe Retailer's Standpoint."
- 10.00 A. M.—Address—"The Leather Situation," by Joseph Daoust, of Daoust, Lalonde & Co., Ltd., Montreal.
- 10.00 A. M.—Complimentary Style Show for (ladies only) to in the Windsor Hall, under the auspices of
- 12.30 P. M.—Holt, Renfrew, Limited.
- 10.30 A. M.—Paper—"How to keep Tab on Your Stock"—Paper, 15 minutes—Discussion, 20 mins.
- 11.05 A. M.—Paper—"How to Buy under Existing Conditions," by E. A. Stephens, Ottawa. Paper, 15 minutes—Discussion, 20 mins.
- 11.40 A. M.—Paper—"Dressing Windows—How to make them work for you," by H. E. Groves, Montreal. Paper, 15 minutes—Discussion 20 minutes.
- 12.15 P. M.—Announcement and adjournment.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair



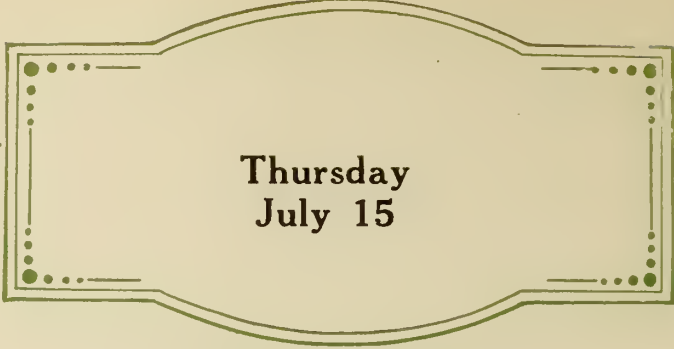
Wednesday
July 14

Entertainment Programme

- (2) 12.45 P.M.—Manufacturers and Retailers' complimentary luncheon in the Rose Room, Windsor Hotel, to discuss present-day problems of mutual interest. Chairman, F. S. Scott, M.P.
- (3) 12.45 P.M.—Special complimentary luncheon (to ladies only) at Ritz-Carlton Hotel.
2.30 P.M.—Special musical programme at the Exhibition Hall.
3.30 P.M.
- (4) 3.30 P.M.—Automobile ride and visit to factories to —(ladies and gentlemen).
5.30 P.M.
- (5) 7.00 P.M.—Annual banquet tendered to the members of the National Shoe Retailers' Association of Canada by the Exhibitors and hosts.
- (6) 8.00 P.M.—Theatre party (ladies only).
8.00 P.M.—Exhibition hall open to the general public, with Band Concert.
- (7) 8.00 P.M.—Special meeting of the Retail Shoe Salesmen in Convention Hall. Speaker, Mr. Evans, Boston. Chairman, A. J. Machin, Montreal. Buffet Supper.
- (8) **PRIZE WINDOW DISPLAY COMPETITION:**
During the day the judges of the Special Window Displays will visit the different stores and award prizes to successful contestants. Prizes to be presented at Style Show Thursday evening.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair



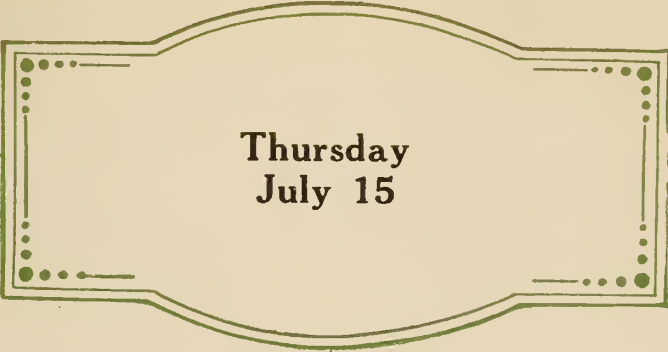
Thursday
July 15

Business Programme

- 8.45 A. M.—Community Singing.
- 9.30 A. M.—Address—"Better Merchandising with Reference to the effect Special Sales have upon One's Business," by F. W. Stewart, Cluett-Peabody Co., Montreal.
- 9.30 A. M. Automobile Drive (ladies only) through to Lachine, taking in all the beautiful scenery of Lake St. Louis, to St. Anne de Bellevue, visiting the MacDonald College, after which luncheon will be served on the lawn of Mr. Stockton.
- 2.00 P. M.
- 10.00 A. M.—Address—"Co-operation in the Shoe and Leather Industry," by G. W. McFarland, Williams Shoe Co., Ltd., Brampton, Ont.
- 10.30 A. M.—Address—"Why your Books should be Audited." Special reference to Income and Luxury Tax. Address, 15 minutes—Discussion, 20 minutes.
- 11.05 A. M.—Paper—"How Should Retailers Pay Their Clerks and How Best to Secure Their Co-operation," by W. Devlin. Paper, 15 minutes—Discussion, 20 minutes.
- 11.40 A. M.—Paper—"Diplomacy in Salesmanship from the Retailers' Standpoint," by C. R. LaSalle, Montreal. Paper, 15 minutes—Discussion, 20 minutes.
- 12.15 P. M.—Paper—"How Best to Keep Stock Clean," by Roland Hill, London, Ont. Paper, 20 minutes.
- 12.30 P. M.—Announcement and Adjournment.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair



Thursday
July 15

Entertainment Programme

- (10) 12.45 P.M.—Commercial Travellers' Luncheon and
to Organization Meeting.
2.30 P.M.
- 2.30 P.M.—Special Musical Programme at Exhi-
to bition Hall.
3.30 P.M.
- (11) 3.30 P.M.—Carriage drive to summit of Mount
to Royal. Garden Party to members of
6.00 P.M. the N.S.R.A. and lady guests, under
the auspices of the Exhibitors and
Hosts.
- (12) 8.00 P.M.—Living Model Show in the Windsor
to Hall, open to the members of the
10.30 P.M. N.S.R.A. and their lady guests. Special
musical programme and fancy dancing.
- 8.00 P.M.—Exhibition Hall open to the public,
with Band Concert.
- (13) 11.00 P.M.—Complimentary Informal Dance in the
to Rose Room of the Windsor Hotel,
2.00 A.M. tendered to the members of the
N.S.R.A. with special musical pro-
gramme and buffet supper.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

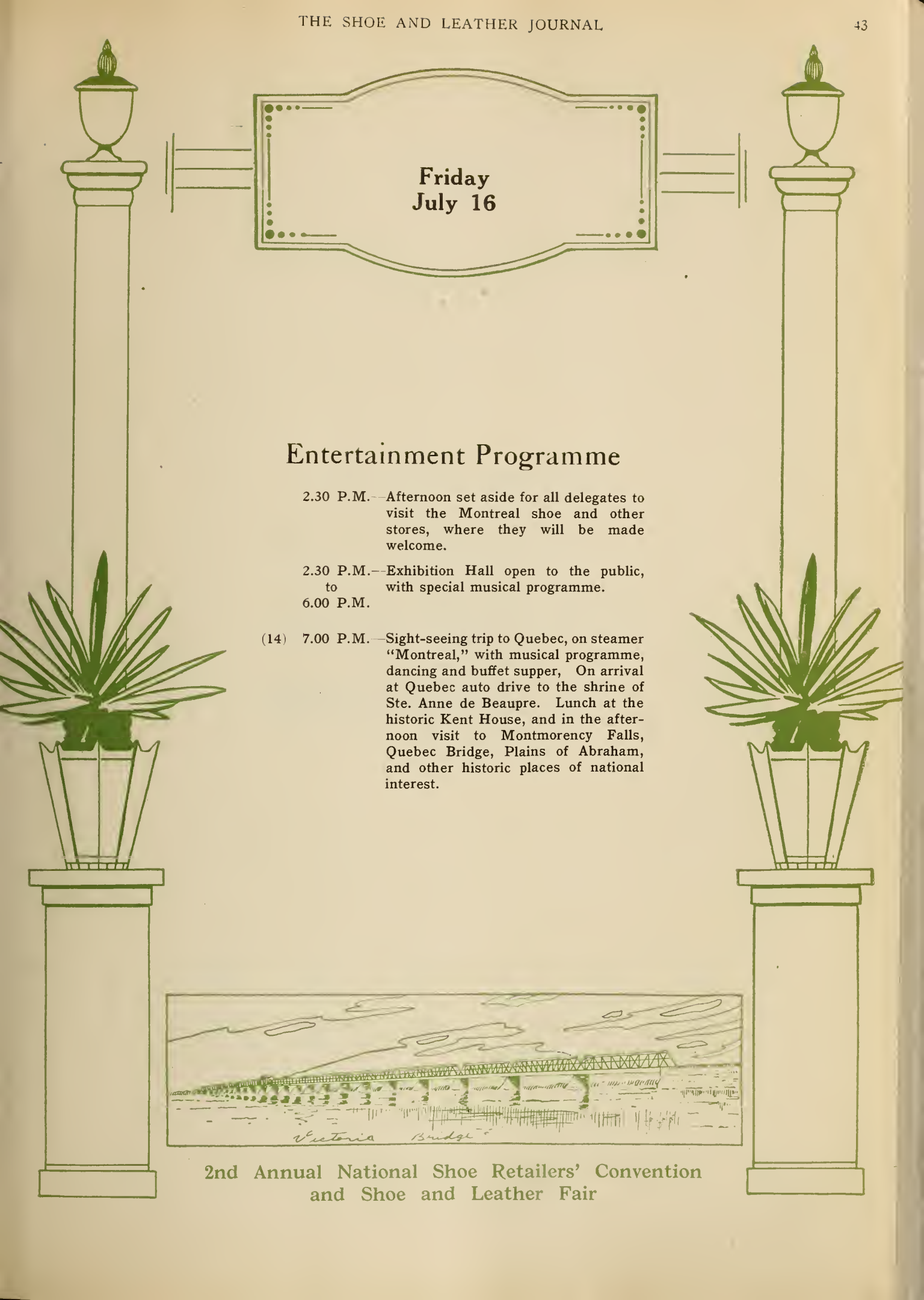
Friday
July 16

Business Programme

- 8.45 A. M.—Community Singing.
- 9.30 A. M.—Paper “Refunds and Exchange as between Retailer and Consumer,” by Howard C. Blachford, Toronto. Paper, 15 minutes—Discussion, 20 minutes.
- 10.00 A. M.—Paper—“Co-operation Amongst Retailers in Small Centres,” by W. W. Burleigh, St. Catharines, Ont. Paper, 15 minutes—Discussion, 20 minutes.
- 10.35 A. M.—Reports: Nominations—Resolutions—Auditors.
- 11.00 A. M.—Next Place of Convention.
- 11.30 A. M.—Unfinished Business.
- 12.30 P. M.—Adjournment.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair



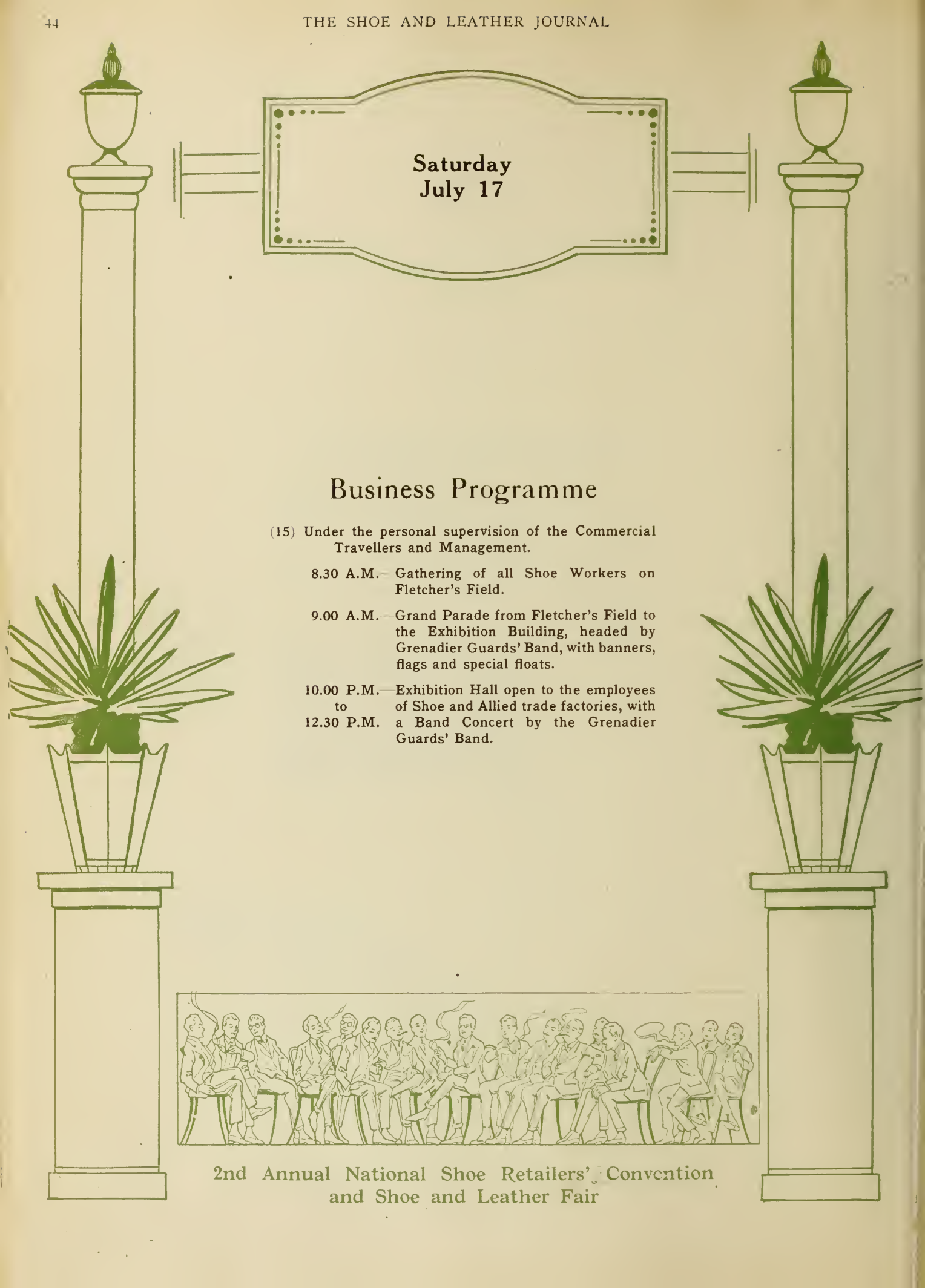
Friday
July 16

Entertainment Programme

- 2.30 P.M.—Afternoon set aside for all delegates to visit the Montreal shoe and other stores, where they will be made welcome.
- 2.30 P.M.—Exhibition Hall open to the public, to with special musical programme.
- 6.00 P.M.
- (14) 7.00 P.M.—Sight-seeing trip to Quebec, on steamer "Montreal," with musical programme, dancing and buffet supper, On arrival at Quebec auto drive to the shrine of Ste. Anne de Beaupre. Lunch at the historic Kent House, and in the afternoon visit to Montmorency Falls, Quebec Bridge, Plains of Abraham, and other historic places of national interest.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair



Saturday
July 17

Business Programme

(15) Under the personal supervision of the Commercial Travellers and Management.

8.30 A.M.—Gathering of all Shoe Workers on Fletcher's Field.

9.00 A.M.—Grand Parade from Fletcher's Field to the Exhibition Building, headed by Grenadier Guards' Band, with banners, flags and special floats.

10.00 P.M.—Exhibition Hall open to the employees to

12.30 P.M.—a Band Concert by the Grenadier Guards' Band.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair



Saturday
July 17

Entertainment Programme

2.30 P. M.—Exhibition Building open to the public, with special musical programme.
to
6.00 P. M.

2.30 P. M.—Field Day at Delorimer Park to the employees of the Shoe and Allied Trades factories.

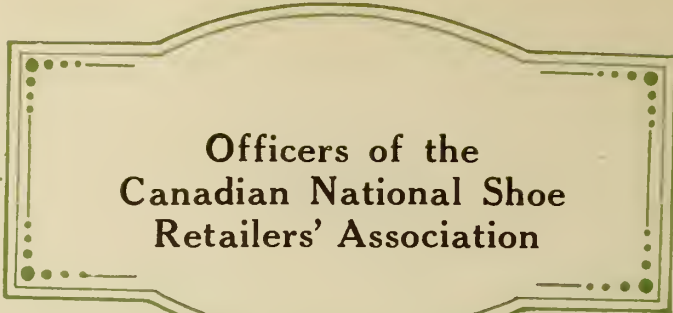
5.30 P. M. Dancing, races, baseball, tug-of-war and games. Special musical programme provided.

8.30 P. M.—Exhibition Hall open to the public with special Band Concert.
to
10.00 P. M.

GOD SAVE THE KING



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair



Officers of the
Canadian National Shoe
Retailers' Association



WARREN F. FEGAN, Toronto

W. T. FEGAN, President
88 Queen Street West, Toronto.

EDWARD COOK, Secretary,
56 King Street West, Toronto

JAS. JUPP, Treasurer,
810 Queen Street East, Toronto

VICE-PRESIDENTS

Quebec, Geo. G. Gales, Montreal.

Maritime Provinces, H. W. Rising, St.
John, N.B.

Ontario, R. E. LeSueur, Sarnia

Manitoba, W. R. Devlin, Winnipeg.

Saskatchewan, Alberta, British Columbia,
Jas. Goodwin, Vancouver.

EXECUTIVE COUNCIL

Maritime Provinces—

W. L. Tuttle, Halifax.

C. I. Hughes, Charlottetown, P.E.I.

P. L. Higgins, Moncton, N.B.

Quebec—

Louis Adelstine, Montreal.
Fred J. Argall, Three Rivers
C. R. LaSalle, Montreal.

Ontario—

E. A. Stephens, Ottawa.
Felix Forbert, Lindsay
Fred H. Foley, Bowmanville

Manitoba—

John Affleck, Winnipeg.
R. Creelman, Brandon.
Geo. Douglas, Winnipeg

Saskatchewan and Alberta—

W. Marshall, Moose Jaw.
J. Moreau, Edmonton.
W. M. Hood, Calgary.

British Columbia—

Jas. Gordon, Vancouver.
H. C. Wilson, Vancouver.
Jas. Maynard, Victoria.

Officers of the Canadian
National Shoe Retailers'
Association



EDWARD COOK, Toronto



G. G. GALES, Montreal



J. W. JUPP, Toronto

Vice-Presidents of the
Canadian National Shoe
Retailers' Association



R. E. LaSUEUR, Sarnia, Ont.



H. W. RISING, St John, N.B



JAMES GOODWIN, Vancouver, B.C.



W. R. DEVLIN, Winnipeg, Man.

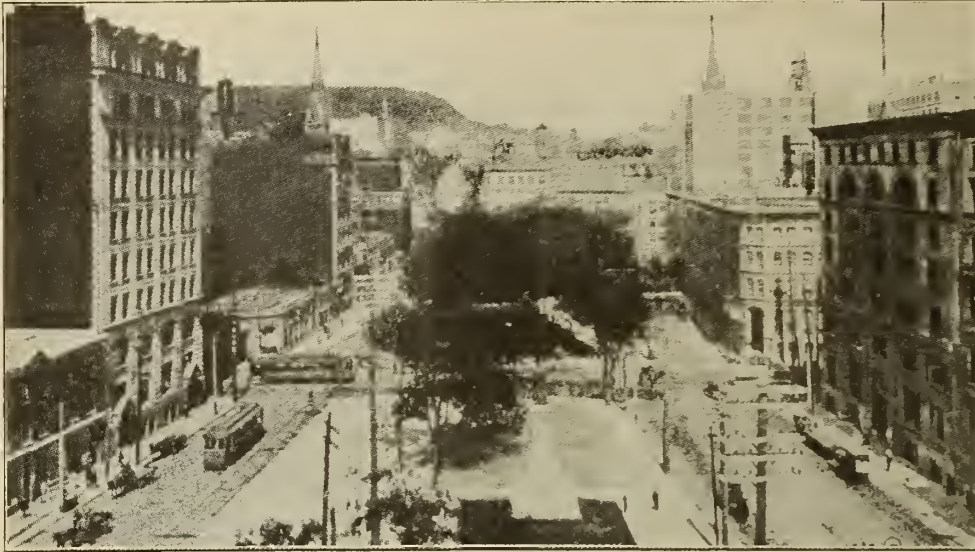
Points of Scenic and Historic Interest in Montreal



Montreal in 1803 when the population was 9,000.



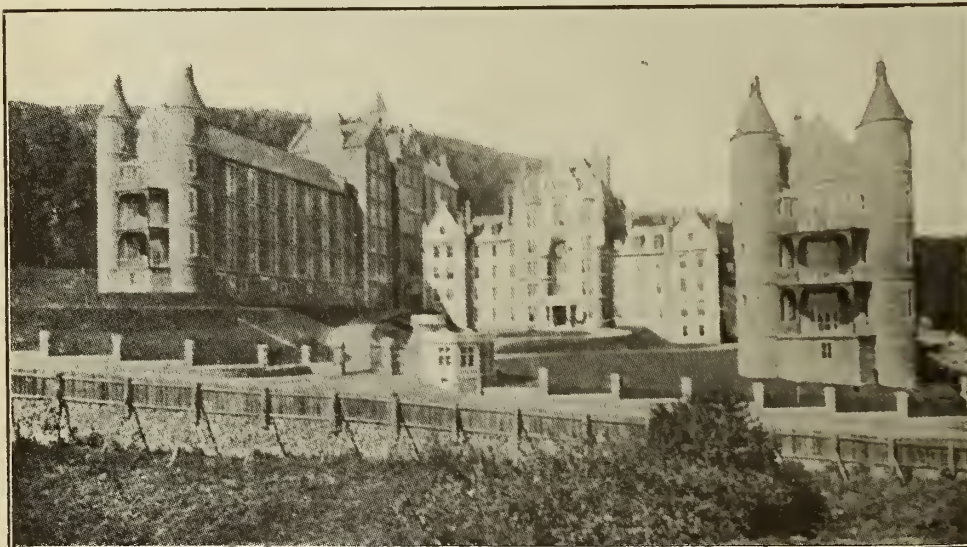
Montreal in 1920—View from Mt. Royal, Victoria Bridge in the background.



Victoria Square,
McGill and Craig
Streets

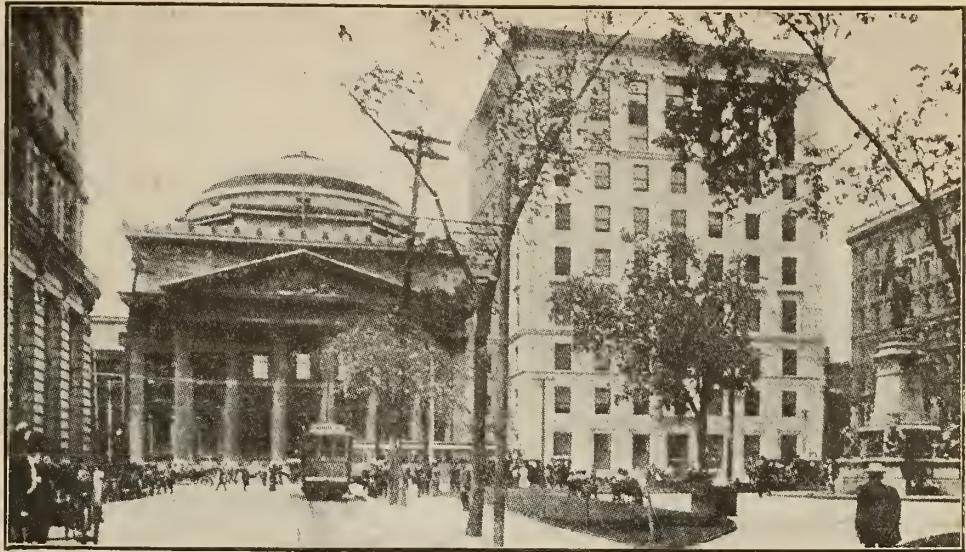


City Hall, Notre
Dame Street



Royal Victoria
Hospital

Bank of Montreal
and Royal Trust
Building, Place
D'Armes Square



General Offices of
the G. T. R.
Railway



Part of the
Waterfront, which
is fourteen miles
long





St. James
Cathedral.
Dominion Square



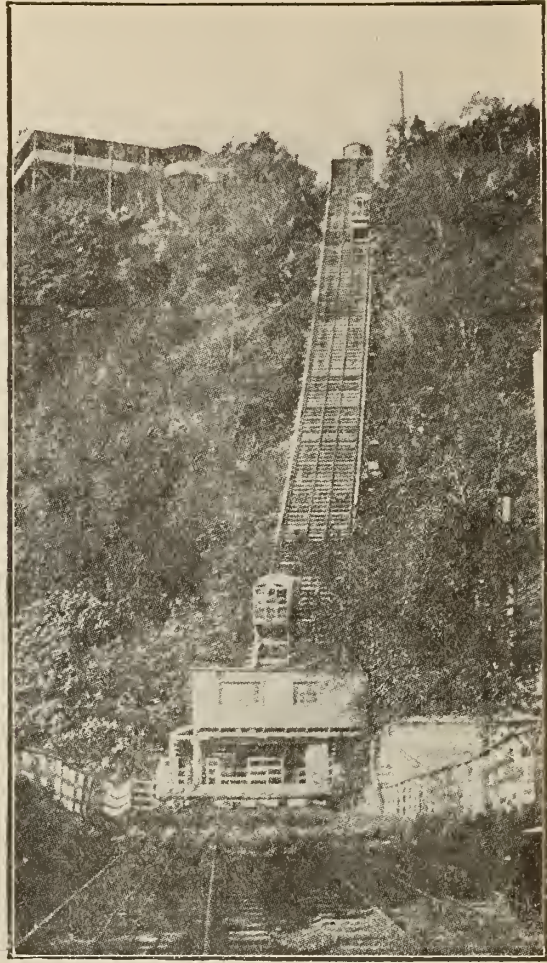
One of the Main
Buildings of
McGill University



West Sherbrooke
Street,
Ritz-Carlton Hotel
in the Background



Church of Notre Dame, a classic example of composite Gothic architecture, on Place D'Armes Square. The towers are 227 feet high.



Incline railway leading to Mt. Royal Park from where a magnificent view can be had of the city and the surrounding country.



Chateau de Ramesay, built in 1705, the residence of early French and British Governors.



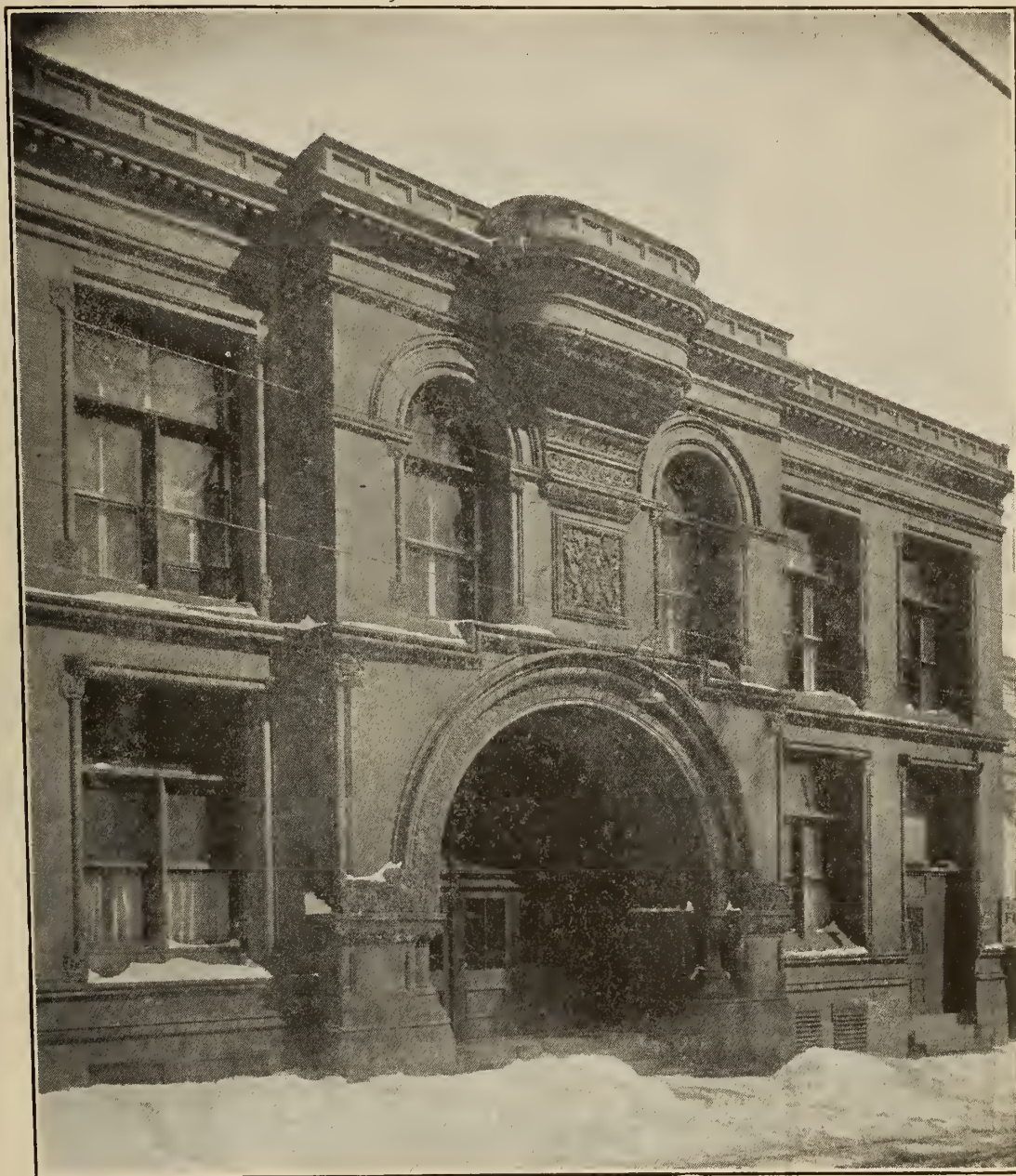
Bonscours
Market

Winter Scene in
Residential Section
of Sherbrooke
Street



Windsor Station
and Head Office
of the C. P. R.

The Coliseum—Guy and Dorchester Streets



All meetings of the National Shoe Retailers' Association and the Shoe, Leather and Allied Trades' Fair will be held in this building.

Shoe, Leather and
Allied Trades' Fair



PETER A. DOIG

BOARD OF MANAGERS

PETER A. DOIG, General Manager
HENRY KAVANAGH, Secretary

DISTRICT MANAGERS

H. FRECHETTE, Montreal, HARRY McKELLAR, Ontario
B. MARTIN, Quebec and Maritimes



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Shoe, Leather and
Allied Trades' Fair

Committees

EXECUTIVE COMMITTEE

GEORGE G. GALES, Chairman	LOUIS ADELSTEIN
JAMES DAOUST	C. R. LaSALLE
W. F. MARTIN	ALEX INRIG
ALBERT TETRAULT	CHESTER R. CRAIGIE

CONVENTION PROGRAMME COMMITTEE

WARREN T. FEGAN, President	S. B. McCALL
JAMES W. JUPP	MORLEY CHISHOLM
GEORGE ST. LEGER	THOMAS KELLY
G. C. BLACHFORD	J. L. McLELLAND
J. C. BUDREO	WALTER BURNILL

FINANCIAL COMMITTEE

JOSEPH DAOUST, Chairman	T. H. REIDER, Joint Chairman
W. F. MARTIN	

ENTERTAINMENT COMMITTEE

GEORGE G. GALES, Chairman	W. A. LANE
A. E. JONES	G. T. STOCKTON
CHARLES SLATER	JULES PAYAN
JOHN J. BURKE	E. J. LAURENDEAU
WALTER SADLER	EMILE LABELLE
C. R. LaSALLE, Joint Chairman	

LADIES' AUTOMOBILE TRIP TO STE. ANNE DE
BELLEVUE AND VISIT TO MACDONALD COL-
LEGE, WITH LUNCHEON

JULES PAYAN, Chairman	G. T. STOCKTON, Joint Chairman
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2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair



Shoe, Leather and Allied Trades' Fair

Committees

LIVING MODEL STYLE SHOW COMMITTEE

JAMES P. BUCHANAN, Chairman
 J. M. SCOTT, Joint Chairman L. CHARBONNEAU
 CHARLES SLATER EDWARD K. LUMMIS

INFORMAL DANCE COMMITTEE WINDSOR HOTEL

JOHN J. BURKE, Chairman A. E. JONES
 T. J. RYAN AIME DEMONTIGNY
 T. LaSALLE JAMES BOELISLE
 EMILE LABELLE, Joint Chairman

BANQUET COMMITTEE Windsor Hotel

WALTER SADLER, Chairman J. G. RIEL
 CHARLES DUCLOS REGGIE SMARDON
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2nd Annual National Shoe Retailers' Convention
 and Shoe and Leather Fair

Shoe, Leather and Allied Trades' Fair

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2nd Annual National Shoe Retailers' Convention and Shoe and Leather Fair



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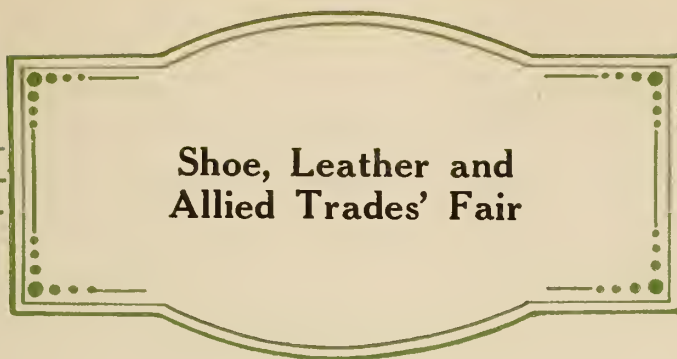
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Shoe, Leather and Allied Trades' Fair

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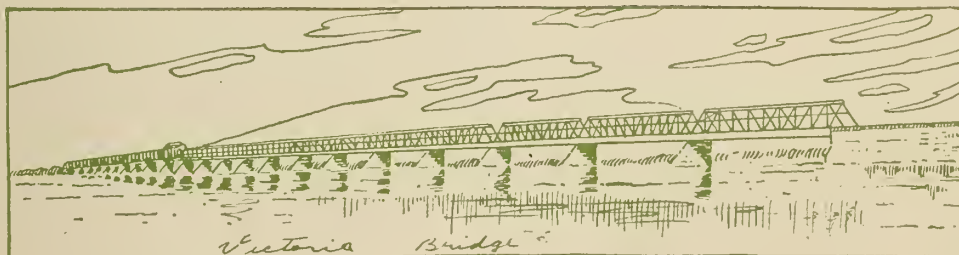
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**2nd Annual National Shoe Retailers' Convention
 and Shoe and Leather Fair**



Shoe, Leather and Allied Trades' Fair

Exhibitors at the Fair

Booth
No.

- 58. ACTON SHOE CO. (Alfred Lambert, Inc.)
- 72. ADANAC FOOTWEAR CO.
- 95. AIRD & SONS
- 50. AMES-HOLDEN-McCREADY LTD.
- 51. AMES-HOLDEN-McCREADY, LTD.
- 103. ANGLO CANADIAN LEATHER CO.
- 39. AHRENS, CHAS. A., LTD.
- 14. BARRIE TANNING CO. LTD.
- 104. BEARDMORE & CO.
- 120. BECKWITH BOX TOE, LTD.
- 110. BEEBE, L., & SONS
- 78. BELL, J. & T., LTD.
- 84. BLACHFORD SHOE MFG. CO., LTD.
- 6. BONNER LEATHER CO.
- 22. BORNE, LUCIENE
- 77. BRANDON SHOE CO., LTD.
- 21. BREITHAUPT LEATHER CO., LTD.
- 34. BROSKTON RAND CO.
- 29. CANADIAN CONSOLIDATED FELT
- 30. CANADIAN CONSOLIDATED FELT
- 25. CANADIAN CONSOLIDATED RUBBER CO., LTD.
- 26. CANADIAN CONSOLIDATED RUBBER CO., LTD.
- 27. CANADIAN CONSOLIDATED RUBBER CO., LTD.
- 62. CANADIAN CONSOLIDATED RUBBER CO., LTD.
- 63. CANADIAN CONSOLIDATED RUBBER CO., LTD.
- 98. CANADIAN FOOTWEAR, LTD.
- 92. CANADIAN SHOES, LIMITED.
- 13. CITADEL LEATHER CO., LTD.
- 8. CLARKE, A. R., CO., LTD.
- 5. CLARKE & CLARKE, LTD.
- 70. CLARK BROTHERS



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair



Shoe, Leather and Allied Trades' Fair

Exhibitors at the Fair

Booth
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- 37. CHILDREN'S FOOTWEAR, LTD.
- 3. COLLIS LEATHER CO., LTD.
- 31. COLUMBUS RUBBER CO.
- 108. CUMMINGS, NATHAN
- 10. DAVIS, A., & SON, LTD.
- 9. DAVIS LEATHER CO., LTD.
- 124. HORACE D'ARTOIS
- 56. DACUST, LALONDE & CO.
- 15. DUCLOS & PAYAN
- 16. DUCLOS & PAYAN
- 28. DOMINION RUBBER SYSTEM, LTD.
- 99. LA DUCHESSE SHOE CO., REG.
- 48. DUPONT & FRERE
- 71. EAGLE SHOE CO.
- 4. EVANS, JOHN R., CO., LTD.
- 121. EINSTEIN, J., LIMITED OF CANADA, (PAUL ROY)
- 67. EUREKA SHOE CO.
- 123. FARNSWORTH HOYT & CO.
 - 1. FOOTWEAR IN CANADA
- 97. GAGNON, LACHAPELLE & HEBERT
- 68. GALES BROTHERS, LTD.
- 7. GALIBERT, C., & SON, CO.
- 17. GALIBERT, PAUL
- 88. GETTY & SCOTT, LTD.
- 89. GETTY & SCOTT, LTD.
- 40. GLOBE SHOE CO.
- 114. GOODYEAR TIRE & RUBBER CO., LTD.
- 83. HARTT BOOT & SHOE CO., LTD.
- 33. HIDE & LEATHER
- 32. HOLIDAY, L. B., & CO., LTD.
- 111. HOLT RENFREW LTD.



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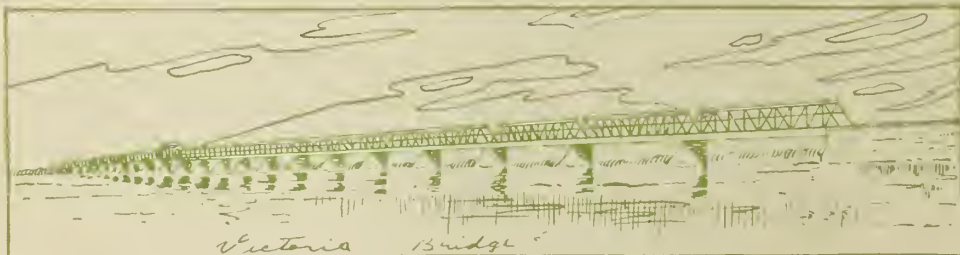


Shoe, Leather and
Allied Trades' Fair

Exhibitors at the Fair

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- 42. HURLBUT SHOE CO., LTD.
- 18. HYMEN, C. S., CO., LTD.
- 122. INDEPENDENT SILK CO.
- 109. INDUSTRIAL EXPORT
- 117. INTERNATIONAL SUPPLY CO.
- 12. JOHNSON, H. B., & CO.
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- 85. KINGSBURY FOOTWEAR CO., LTD.
- 69. LADY BELLE CO., LTD.
- 23. LANG TANNING CO., LTD.
- 24. LANG TANNING CO., LTD.
- 96. LACHANCE & TANGUAY
- 86. LA PARISIENNE SHOE CO., LTD.
- 52. LAGACE & LEPINAY
- 41. MacFARLANE SHOE CO., LTD.
- 53. MARSH, WILLIAM A., & CO., LTD.
- 54. MARCIS, A. E., LTD.
- 38. MAYER, THEO
- 19. McENTYRE, JOHN, LTD.
- 20. McENTYRE, JOHN, LTD.
- 101. A. J. McCAUGHAN & SON
- 45. McPHERSON, JOHN, CO., LTD.
- 82. MINISTER MYLES CO.
- 49. MURRAY SHOE CO., LTD.
- 106. NEWCASTLE LEATHER CO.
- 118. NUGGET POLISH CO., LTD.
- 112. LE PRIX COURANT
- 36. OWENS ELMES MFG. CO., LTD.
- 11. PARSONS, C., & SON, LIMITED
- 116. PACKARD, L. H., & CO., LTD.
- 90. PERTH SHOE CO., LTD.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair



Shoe, Leather and Allied Trades' Fair

Exhibitors at the Fair

Booth
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- 74. REGAL SHOE CO.
- 93. REGINA SHOE CO.
- 100. RENA FOOTWEAR CO., LTD.
- 47. RITCHIE, JOHN, CO., LTD.
- 119. ROBIN FRERES
- 2. ROBSON LEATHER CO., LTD.
- 43. RUMPEL, OSCAR
- 44. RUMPEL, OSCAR
- 79. SCOTT-CHAMBERLAIN LTD.
- 60. SAMSON, J. E., Reg'd.
- 113. SCHOLL MFG. CO.
- 126. SHOE AND LEATHER JOURNAL (Acton Publishing Co.)
- 46. SLATER SHOE CO., LTD.
- 73. SLATER, GEORGE A., CO., LTD
- 35. SHOE & LEATHER REPORTER
- 87. SMARDON SHOE CO., LTD.
- 105. STANDARD KID CO.
- 76. STANDARD WELT CO.
- 94. STAR SHOE LTD.
- 55. TEBBUTT SHOE & LEATHER CO., LTD.
- 75. TETRAULT SHOE CO., LTD.
- 61. TANGUAY, JOSEPH
- 59. TILLSONBURG SHOE, LTD.
- 115. UNITED LAST CO., LTD.
- 64. UNITED SHOE MACHINERY
- 65. UNITED SHOE MACHINERY
- 102 UNITED SHOE MACHINERY
- 72. WAGNER SHOE CO., LTD.
- 91. WALKER, PARKER CO.
- 80. WAYLAND SHOE, LTD.
- 57. WILLIAMS SHOES, LTD.
- 107. WOODWARD, F. E. & SONS
- 81. WRIGHT, E. T., INC.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair



Shoe, Leather and
Allied Trades' Fair

Those Who Have Qualified as Hosts
By Contributing Towards the
Expenses of the Fair

MINER RUBBER CO.
CHARBONNEAU & DEGUISE
GUTTA PERCHA RUBBER CO.
MARLATT & ARMSTRONG
A. A. COTE & SON
AMHERST BOOT & SHOE CO.
J. A. & M. COTE
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SINGER FIT RITE SHOE, LTD.
WATERBURY & RISING
SOLID LEATHER CO.
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THE McFARLANE SHOE CO., CALGARY
BENNETT, LIMITED
A. L. JOHNSTON CO., LTD.
SCHEUER NORMANDIN CO.
HUMBERSTONE SHOE CO. LTD.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Booth No.

8

CLARKÉ'S

Patent Leather EXHIBIT

We Extend to the Entire Trade a Cordial
Invitation to Visit Our Exhibit in Montreal

Make Our Booth Your Headquarters



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser



GRIFFITH B. CLARKE
President and Managing Director

A. R. CLARKE & CO., Limited
Toronto

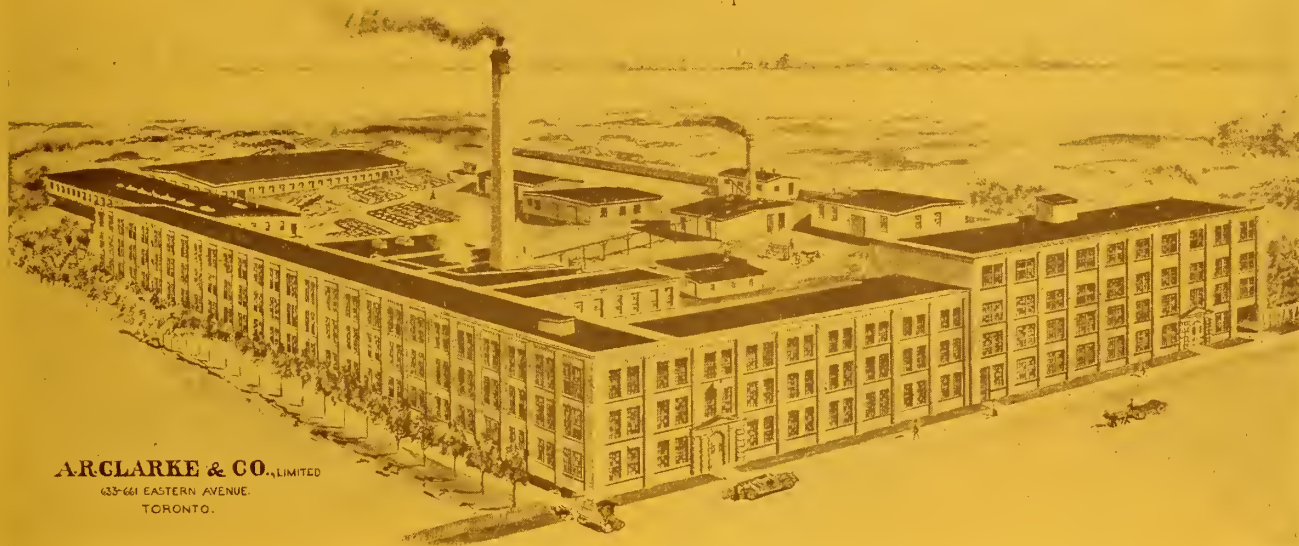
BRANCHES AT MONTREAL AND QUEBEC



Largest Producers of Patent Leather
in the British Empire



Established 1892
The Largest Patent Leather Factory
in the British Empire



ARCLARKE & CO., LIMITED
63-64 EASTERN AVENUE
TORONTO.

A. R. CLARKE & CO., Limited
Toronto

BRANCHES AT MONTREAL AND QUEBEC

Two Interior Views of the Largest Patent Leather Tannery in the British Empire



CLARKE'S
PATENT
LEATHER



A. R. CLARKE & CO., Limited
Toronto

BRANCHES AT MONTREAL AND QUEBEC

CLARKE'S PATENT LEATHER is Made in
a Model Tannery

CLARKE'S
PATENT
LEATHER



A. R. CLARKE & CO., Limited
Toronto

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A. R. CLARKE & CO., Limited
Toronto

BRANCHES AT MONTREAL AND QUEBEC



Always Uniform Grades



SORTING

CLARKE'S
Quality Patent Leather

A. R. CLARKE & CO., Limited

Largest Manufacturers of Patent Leather in the British Empire

MONTREAL

Toronto

QUEBEC

Mention "Shoe and Leather Journal" when writing an advertiser

CLARKE'S PATENT



LEATHER

*We want to meet you at
Booth 8 in Montreal
July 13-17*



A. R. Clarke & Company, Limited
Toronto

Branches at Montreal and Quebec

Largest Producers of Patent Leather in the British Empire

Mention "Shoe and Leather Journal" when writing an advertiser



Blachford

Shoe Manufacturing Company.
Limited
Toronto



Booth 84

We invite you to visit the display of
Our Onyx and Georgina high grade
footwear for Ladies.

The following gentlemen will be in
attendance and will be only too glad to
discuss the present situation with you and
help make your visit to the fair a pro-
fitable one.

GEO. A. BLACHFORD	CHAS. A. BLACHFORD
T. E. BENNETT	H. McKEAN
S. A. BELL	L. F. JACKSON
S. J. ANDERSON	R. J. TRETHERWEY
W. H. BRIMBLECOMBE	

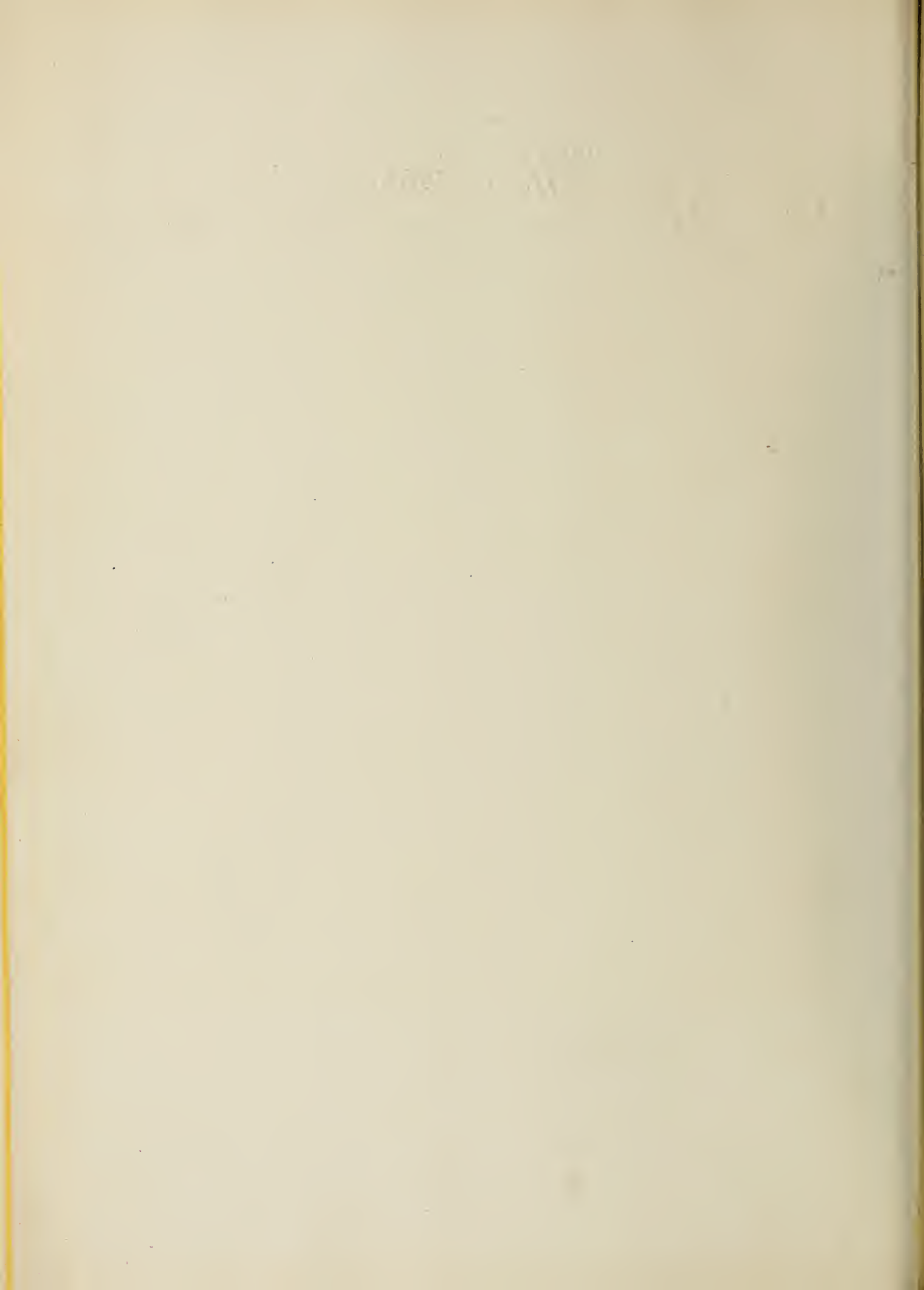
National Shoe and Leather Fair

Montreal

Booth No. 84,
Coliseum

Sample Rooms,
Windsor Hotel

July 13th to 17th, 1920





See EVANS KID at the
Fair in Montreal—Booth 4

John R. Evans Leather Co. Limited
Tanners in Canada of the World's Finest Kid

MONTREAL

Mention "Shoe and Leather Journal" when writing an advertiser

EVANS KID IS MADE IN CANADA

SINCE early this year we have been operating our tannery which is located on the north side of the Lachine Canal, at Cote St. Paul, Montreal.

The tannery is equipped with the latest and most effective machinery and appliances. The product is turned out by men skilled in their craft, directed by executives with a generation of experience in turning out a grade of Kid that cannot be surpassed.

The retail merchant as well as the manufacturer should be interested at the Fair in learning all that he can about a Kid that is being used by many of our best shoe manufacturers.

John R. Evans Leather Co. Limited
MONTREAL, QUE.



Raw Stock Dept.

Perfect Raw Stock

IS THE FOUNDATION OF GOOD KID

THE world-wide connection of the John R. Evans Leather Company has always insured a large supply bought right.

Large storage space permits also of careful selection of skins which are sorted by experts to maintain the quality of Evans Kid.

John R. Evans Leather Co. Limited

MONTREAL, QUE.



Tanning Department—Beam Room

THE entire equipment of the Evans Kid Tannery in Montreal was installed with one purpose—make the best Kid in the easiest and most certain way.

Nothing has been overlooked that is called for in the most modern tannery. Mechanically, Evans Kid cannot fail you.

EVANS KID IS ALWAYS RIGHT



Drying Room

THE Drying Rooms, in the same building with Beamhouse, Wheels and Coloring Department, is no unimportant part of any tannery.

For that matter we of the Evans Tannery believe that no item is unimportant enough in the production of good Kid.

Careful, well-tried methods will always give uniformly good results.

Evans Kid is known for its smooth texture and strength.

No Kid Can Be Better Than Evans

JOHN R. EVANS LEATHER CO. LTD.
MONTREAL, QUE.



Glazing Department

THE Glazing Department is in Building No. 3 together with Finishers and Sorters.

When you see the beautiful lustre on Evans Kid—get the feel of it and examine its appearance in every way—you will recognize the work of expert kid finishers and glazers.

There is no more modern equipment in any tannery and much of the machinery used in this department was designed and built for our own use.

Because of its high grade appearance, many of the better shoe manufacturers use Evans Kid.

Evans' Kid is Used in the Best Shoes



Sorting Room

THE inspection of experienced sorters is a final check on Evans quality. Their work always makes it certain that no flaw in the skin is overlooked, that the skins are accurately measured and properly graded.

Make no mistake. We overlook nothing that will maintain Evans reputation for the most uniformly satisfactory Kid on the market.

If you want Kid Shoes of exceptional worth you will always be safe in using Evans Kid.

You Can Have Evans Kid in Your Shoes

JOHN R. EVANS LEATHER CO. LTD.

MONTREAL, QUE.

A CENTRE
of SERVICE

BOOTH
126

At The Shoe and Leather
=====FAIR=====

Convenient alike for business appointments or social meetings and reliable as a general information bureau.

The Shoe and Leather Journal
HEADQUARTERS

at Booth 126 offers every facility to the visiting trade.

Always identified with the advancement of the Canadian Shoe and Leather Industry, THE JOURNAL is sparing no effort to be of real service to the Trades in this big event, and we have in store many interesting features that will help in making THE FAIR more enjoyable and profitable for all attending.

The Shoe and Leather Journal is YOUR Paper.
The Shoe and Leather Booth is YOUR Booth.
Make yourself at home there during your entire visit to the Fair.

Acton Publishing Company, Limited

TORONTO

MONTREAL



Blachford
Shoe Manufacturing Company
Limited
Toronto



Georgina
and
Onyx



Quality Shoes
in Welts and
Turns



Booth No. 84. Also Sample Rooms in Windsor Hotel



Booths No.
64-65-102

MONTREAL IS READY

SEE

Goodyear Welt Shoes

in process of manufacture at the
Shoe Fair, Montreal,

July 13-17, 1920

A rare opportunity to see a few of
the wonderful machines used in
making this popular type of shoe.

Experts at Booths 64, 65 and 102
will explain all details.

Come, see the Show.

United Shoe Mach'y Co. of Canada
LIMITED

MONTREAL

Toronto

Kitchener

Quebec



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

THE SYMBOL
OF
EFFICIENCY

USMC

YOUR
GUARANTEE
OF
QUALITY



ONE OF THE MOST UP-TO-DATE MANUFACTURING PLANTS IN CANADA

Employing over 800 people.

Manufacturing and handling
350 Different Shoe Machines

83,000 different shoe machine parts.
3,000 various Hand Tools and supplies.

A cordial invitation is extended to you to
visit our plant during the Fair.

United Shoe Machinery Co. of Canada, Limited

MONTREAL

Toronto

Kitchener

Quebec

FINDINGS

U nion Edge Cutters
N eedles
I rons and Shields
T acks and Nails
E mery Cloth
D ies

S couring Rolls
H ammers
O ilers
E yelets

Mallets
A brasives
C utting Blades and Handles
H afts, Awl
I nks, Heel and Edge
N ail Dishes
E mery Wheels
R ivets
Y ellow Label Hammers

C asters, Shoe Rack
O ils, Lubricating

O il Stones
F elt, Tarred

C utting Boards
A munit Paper
N ails and Tacks
A mazeen Knives
D rivers, Screw
A wls, Hand

L asts and Forms
I ce Creepers
M etallic Heels
I ron Last Stands
T ack Pullers
E mery Cord
D ispersing Cans

Bearing
the
USMC
Trade
Mark
are
Best



We Carry
the
Largest
Stock
in
Canada
of which these items
are only a few.

U SMC Cutting Blades
N ail Dishes
I ron Holders
T alc, Shoe
E dge Shaves
D etachers, Button

S andpaper
H ooks, Shoe
O peners, Hand Channel
E yelet Punches

M anchester Cutting Nippers
A lcohol Lamps
C ement, Rubber
H and Brushes
I rons, Smoothing
N ail Sets
E dge Planes
R epair Outfits
Y arn Sections and Brushes

C ut Stock
O utfits, Eyelet

O il Cans
F inishing Roll Covers

C alks and Tools
A wls, Welt
N ippers, Cutting
A wls, Handled
D eveloping, Tying
A dhesives, Hub

L eather Belting
I mpression Wheels
M cKay Sewing Needles
I mpression Wheel Designs
T hread
E mery Wheel Dressers
D ressing, Block and Boards

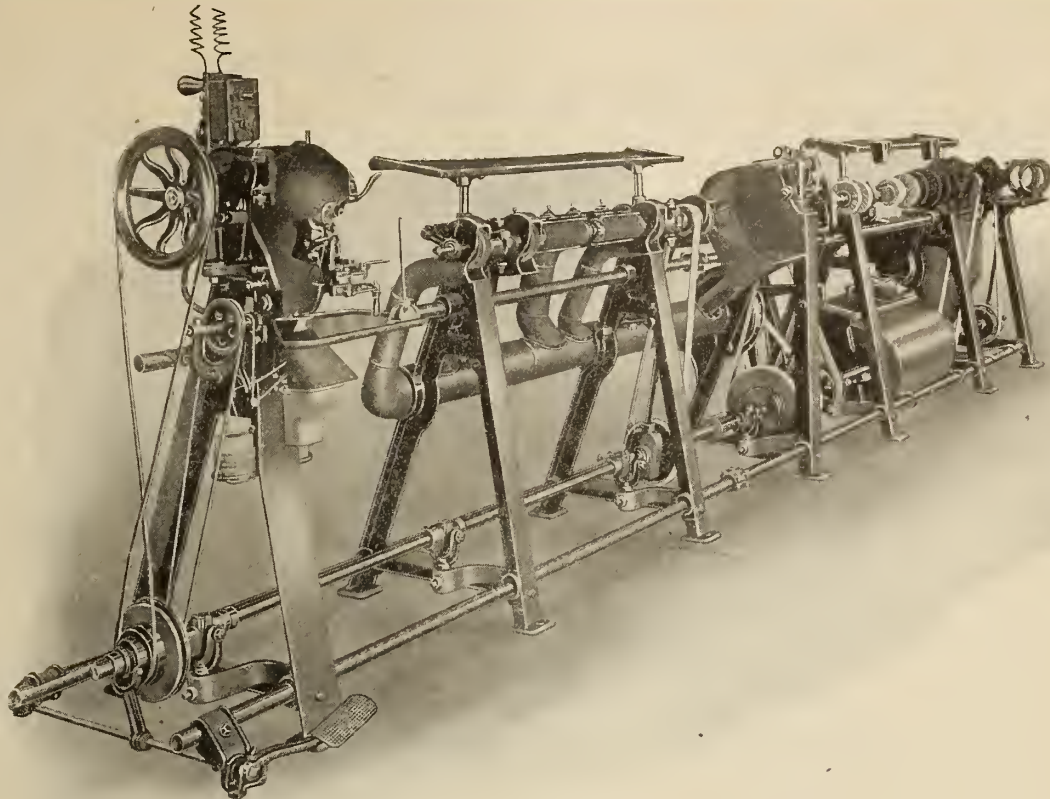
United Shoe Machinery Company of Canada, Limited

MONTREAL

Toronto

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22-FOOT GOODYEAR SHOE REPAIR OUTFIT, MODEL N.

USMC

Shoe Repair Outfits

**A Size to Suit Every
Requirement**

The most profitable department of the Shoe Business in these times of high prices and luxury taxes.

U.S.M.C. Shoe Repair Outfits supplied on easy terms.

Ask for a copy of our new Catalogue and latest prices.

United Shoe Machinery Co. of Canada, Limited

MONTREAL

Toronto

Kitchener

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Mention "Shoe and Leather Journal" when writing an advertiser



Booth No.

95

COME and register at our Booth when you are at the Convention.

We will extend to you the heartiest welcome possible and try to make your coming one you will enjoy and long remember.

Messrs. Emile Gagnon and Wilfrid Gagnon will represent us at the Fair and will be pleased to see you at any time.

AIRD & SON

(Registered)

MONTREAL



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

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Booth No.

95

Your visit will also give you an opportunity to
see the splendid lines we have
to offer in

McKays, Turns, Slippers

Fix the number of our Booth in your mind and
be sure to call. There will be a con-
tinuous welcome for you.

AIRD & SON

(Registered)

MONTREAL



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

*It will be a special pleasure for
us to welcome you at*

OUR DISPLAY
Booth No. 48

*when you come to Montreal
to the*

CONVENTION
and SHOE SHOW

Our representatives Messrs.

S. DOMINIQUE
L. HETU
J. S. ASHPLANT
W. J. PATTERSON

will be there to receive and make you
feel at home.

DUPONT & FRERE
301 Aird Ave. MONTREAL



Blachford

Shoe Manufacturing Company
Limited
Toronto



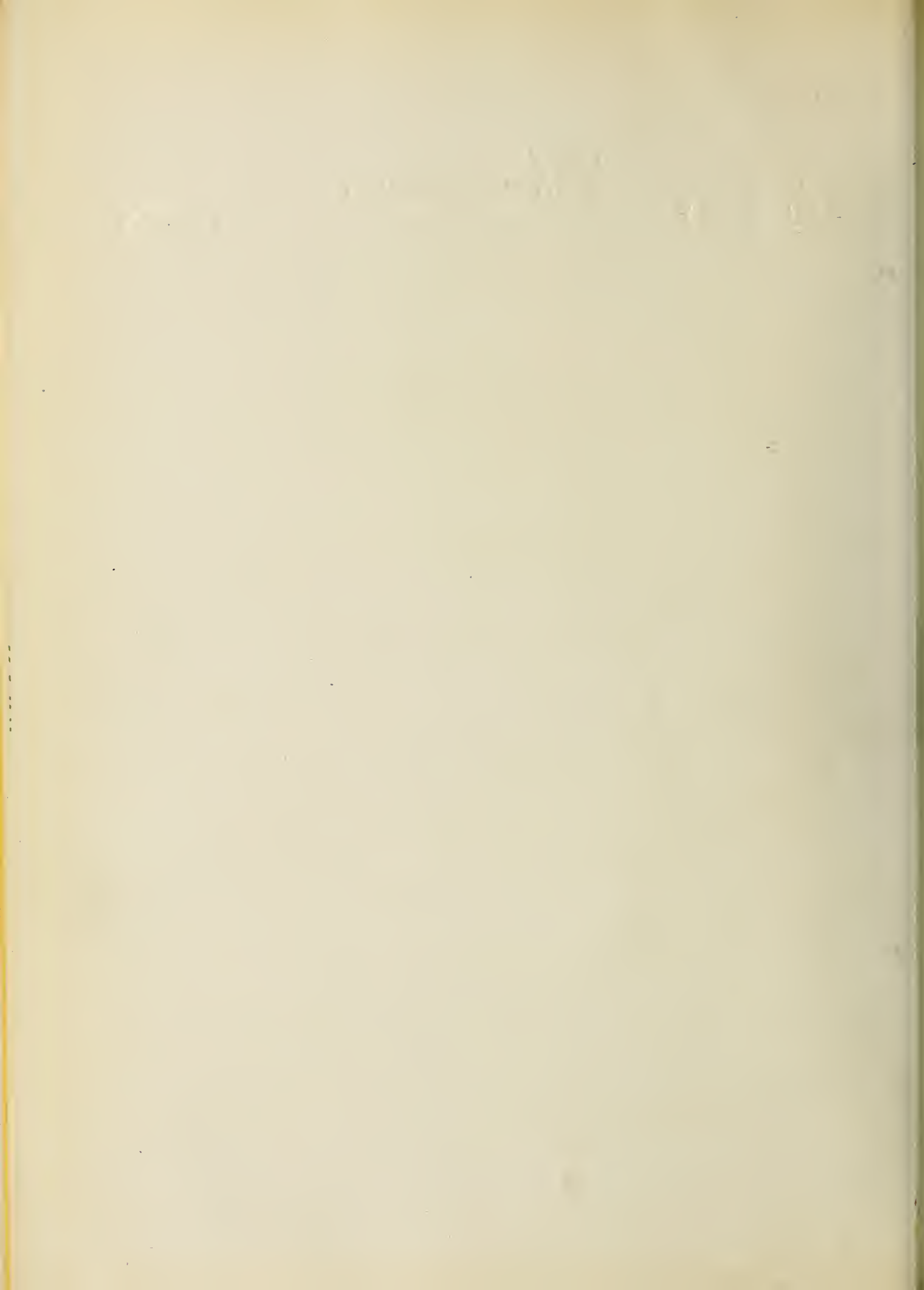
Onyx
and
Georgina



Quality
Welt and Turn
Shoes



Booth No. 84. Also Sample Rooms in Windsor Hotel



Booth No.

75

THE Second Annual Convention of The National Shoe Retailers' Association and the Shoe, Leather and Allied Trades, Fair are going to make the week of July 13th to July 17th, 1920, stand out as an epoch-making period in the history of the Shoe Industry in Canada.

There never was a more timely Convention and Fair in any industry. Certainly the "pull together" spirit should predominate.

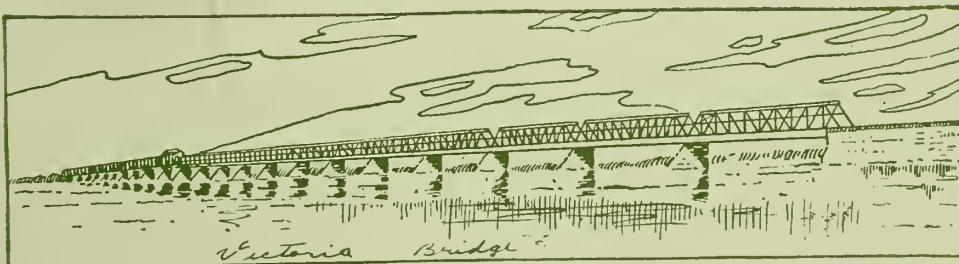
Personally, I am looking forward to offering a cordial welcome to our many friends who may come to Montreal.

The same spirit extends throughout all of our staff, who want to consider themselves at your full service when you can use them.

(Signed),

Napoleon Tetrault

TETRAULT SHOE MFG. CO., LIMITED



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

We'll all be "On the Job"

IN MONTREAL

JULY 13-17

From President to stock boy, you will find our entire staff each doing his bit to make the Second Annual Convention of Shoe Retailers, together with The Shoe and Leather and Allied Trades' Fair, a huge Success.

**EXECUTIVES, OFFICE
STAFF, SALESMEN,
and not a few Workmen
of the Tetrault organization will
be there.**

The Tetraults will be there to extend personal hospitality. Many of the office staff as well. Our salesmen will be there at the service of their old friends and other folks they will meet. The operators will be working—some to deliver your Fall Shoes and others manufacturing shoes right in the Coliseum.

This is certainly the biggest event in the history of the Trade. We are on the job.

Tetrault Shoe Mfg. Co., Limited
MONTREAL, QUE.

We Personally Hope to See You



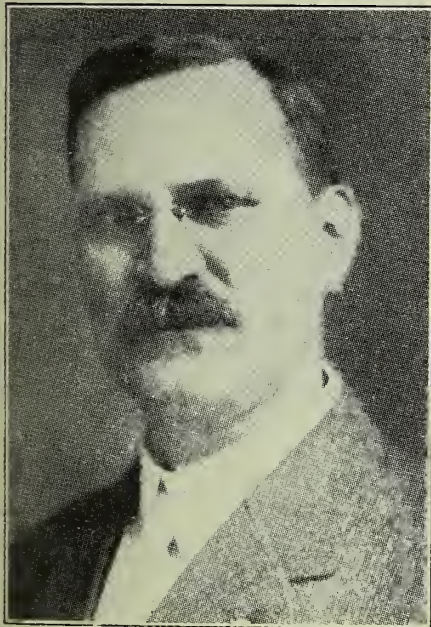
ALBERT M. TETRAULT, General Manager



NAP. TETRAULT, President



A. OLIVER TETRAULT, Buyer



C. A. BROUILLARD, General Superintendent

Tetrault Welts are an affair of family pride.

Their style, quality, their value to both you and us, and the success of our whole organization is a matter of our personal interest.

Whether the name of any executive or other employee happens to be Tetrault or not, he is still one of the family.



P. A. DOIG, General Sales Manager

Tetrault Shoe Mfg. Co., Limited

MONTREAL, QUE.

Mention "Shoe and Leather Journal" when writing an advertiser



TETRAULT FACTORY No. 1



TETRAULT FACTORY No. 2

These two mammoth plants with a joint capacity of more than 8,000 pairs of Men's Welts a day compose the largest shoe factory in Canada. Large buying capacity and large production mean right quality and good value.

See Tetrault Samples and Buy Now for Fall

Tetrault Shoe Mfg. Co., Limited
MONTREAL, QUE.



JAMES ROBINSON

Come, Visit With Us ::

THOSE merchants who visit Montreal during the week of July 12—17 to attend the Convention and the Fair, will find a sincere welcome awaiting them.

We are keeping open house that week and place our every facility at your disposal.

Feel free to make 184 McGill Street your home.



GEO. ROBINSON

JAMES ROBINSON CO., Limited

184 MCGILL ST.

MONTREAL

Sorting Service

LATE summer and early fall sorting is usually a ticklish and difficult matter. It always is where the merchant has to depend upon anyone but the largest wholesale house directed by men who are themselves keen merchants.

We are always in a position to handle sorting orders in a hurry—and accurately.

Right now, if you need SPORTING SHOES, RUBBER SHOES, SNAPPY WHITE SHOES, or any of the regular lines of OXFORDS or HIGH SHOES in Fine, Medium, or Staple Grade, you can get them from ROBINSON.

Don't overlook this bet! ROBINSON has them and always will. If you order to-day, to-morrow or any time, you will appreciate the meaning of

Robinson Service

JAMES ROBINSON CO. Limited

134 MCGILL ST.

MONTREAL

Late Fall Placing

BECAUSE of market conditions, many merchants are right now facing a Fall business with much less than their usual placing orders being cut, made or shipped to them. You are going to need shoes—make no mistake about it. The general public this Spring and Summer have under-bought.

**The time to do business is now.
The values that we can offer
you for Fall placing will interest
you. See the samples in
Montreal at 184 McGill Street.**

If you inspect the samples you will appreciate more than ever the opportunities our lines hold for you, and certainly you will appreciate what we mean by

Robinson Value

JAMES ROBINSON CO., Limited

184 MCGILL ST.

MONTREAL

ROOTS SHOES AND RUBBERS

Make Shoe Headquarters Your Home :: July 13-17

Here you will find a disposition to go a long way toward helping make your Montreal trip pleasant and profitable. We don't ask you to "buy." We want to serve you when you are here and if you are looking for shoes for sorting or late placing, you will be interested in our immense stock picked with the keenest judgment.

JAMES ROBINSON COMPANY, LIMITED
184 McGill Street - - - Montreal

ROOTS 184 JAMES ROBINSON 188 SHOES
COMPANY LIMITED



Blachford

Shoe Manufacturing Company.
Limited
Toronto



Georgina and Onyx quality shoes for women are nationally known through our extensive advertising campaigns in past years.

If you are interested in an exclusive agency for your town or district we shall be glad to discuss the matter with you.

In addition to our display at

Booth 84

in the Coliseum, we have a further display in our Sample Rooms, Windsor Hotel.

You will see for your own satisfaction that Onyx and Georgina Shoes are easily within the reach of your trade.

*National Shoe and Leather Fair
Montreal*

July 13-17, 1920

Booth Nos.
50-51

Welcome to Montreal

THERE is no doubt that the National Shoe Retailers' Convention and the Shoe, Leather and Allied Trades Fair will be the greatest happening in the history to date of the Industry in Canada.

To say that at our booths and at our headquarters we will extend the visitors a hearty, cordial welcome is putting it too mildly.

We only hope that we will be able to make the trip to the Convention and Fair a most happy and profitable one for you.

Ames, Holden, McCready, Limited



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser



*means shoes where and when
you want them*

WHEN the A. H. M. System idea was born it was the result of an earnest desire to give the shoe merchant stock when he most needed it.

A placing order is always given by the careful merchant for quantities that will be less than his expected requirements.

From August to April, shoe merchants are in weekly danger of losing sales from shortage of sizes.

It is good business to give your placing to the organization that can serve you quickly on sorting.

Ames, Holden, McCready, Limited

MONTREAL

**Branches: Halifax, St. John, Quebec, Montreal,
Ottawa, Toronto, London, Winnipeg, Regina,
Saskatoon, Calgary, Edmonton, Vancouver.**



*A full range of shoes in stock for early
Fall Delivery will be exhibited by us at
the Shoe and Leather Fair*

DOLLAR for dollar A. H. M. System Shoes represent such values as appeal to most of the hard-headed merchants.

The buying power of a large organization, highly specialized production methods, the fact that our plants run continuously to replenish our warehouse stocks and the fact that our distributing cost to our own branches is low, all mean that every dollar paid for an A. H. M. System Shoe represents the maximum of style and stock possible to be put in any shoe at the price.

Ames, Holden, McCready, Limited

MONTREAL

**Branches: Halifax, St. John, Quebec, Montreal,
Ottawa, Toronto, London, Winnipeg, Regina,
Saskatoon, Calgary, Edmonton, Vancouver.**

AFM

System

AFM 321-1100 VANCOUVER
 AFM 321-1100 CALGARY
 AFM 321-1100 EDMONTON
 AFM 321-1100 SASKATOON
 AFM 321-1100 WINDYBEE
 AFM 321-1100 TORONTO
 AFM 321-1100 MONTREAL
 AFM 321-1100 OTTAWA
 AFM 321-1100 QUEBEC
 AFM 321-1100 HALIFAX
 AFM 321-1100 ST. JOHN'S
 AFM 321-1100 LONDON

THE IN-STOCK HOUSE OF CANADA

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

73

Come, Meet With Us

We are looking forward with
pleasure to meeting many of
our friends at

Booth 73

At Canada's Greatest Shoe
Fair.

Geo. A. Slater Limited

MONTREAL, QUE.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Invictus



We can't make all
the shoes in Canada
—so we make only
the best!

GEO. A. SLATER LIMITED
MONTREAL, QUE.

Invictus

**MAKE YOUR CONVENTION
TRIP SHOW A REAL PROFIT**

By attending every session
of the convention.

By talking with the men
who know the market and

By inspecting the full line of
Invictus Samples shown in

**Room 540
WINDSOR HOTEL**

**GEO. A. SLATER LIMITED
MONTREAL, QUE.**

Booth No.

78

At
Bell's Booth

there is a hearty welcome
awaiting every shoeman at-
tending the

Shoe and Leather
FAIR

MONTREAL

You are cordially invited to
visit us at our booth, and our
plant and to make use of the
facilities we gladly place at
your disposal.

J. & T. BELL, Limited

MONTREAL



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.
78



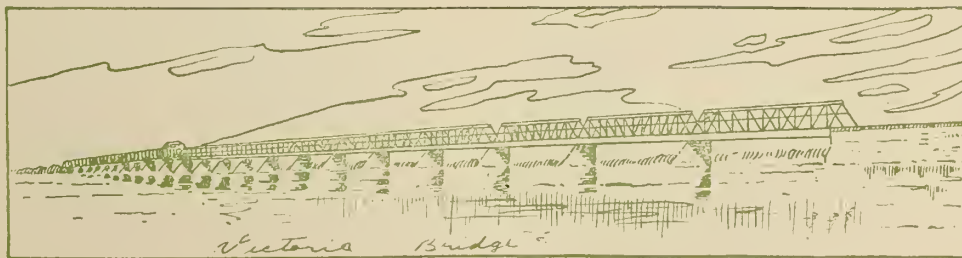
One of our seasonable lines

At this Fair you will see Canadian
Made Footwear at its Best, and
none Better than

BELL SHOES

They will be proof of why profit-
able Canadian Shoe Selling can
best be accomplished by relying
on Canadian Shoemaking.

J. & T. BELL, Limited
MONTREAL



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser



Booth No.

15

WE are particularly glad of the opportunity of inviting you, the Canadian Shoe Retailers and Manufacturers, to visit us during the coming Shoe and Leather Fair. Messrs. Duclos & Payan will be there to welcome you.

FIBRE COUNTERS

Your visit to our Booth 15 will demonstrate to you the superiority of our FIBRE COUNTERS, which are guaranteed to outwear the shoes.

In addition to our Fibre Counters we make SOLID LEATHER, UNION and LEATHER BOARD COUNTERS as well as LEATHER BOARD INSOLING.

DUCLOS & PAYAN

St. Hyacinthe

Montreal Office

224 Lemoine St.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

16

We shall also have a large display of our

Tannage Products

at Booth 16

which will include

SIDE LEATHERS

by

**CHROME, SEMI-CHROME
and BARK PROCESSES**

❖❖

*Something New*Look into the merits of our KID KIP.
A chrome side leather made in two
weights for men's and women's shoes.**DUCLOS & PAYAN****St. Hyacinthe**

Montreal Office

224 Lemoine St.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

56

AT THIS TIME we take great pleasure in extending to the entire trade a hearty welcome to Montreal.

We are always more than pleased to meet any visiting members of the Trade and assure you that we will extend ourselves to make feel at home those members of the Trade who come to the Second Annual Shoe Retailers' Association Convention and Shoe and Leather Fair to be held in Montreal the week of July 13-17.

Daoust, Lalonde & Co.

LIMITED

JOSEPH DAOUST,
President.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser



Men's and Women's Welts and McKays

But rather are we "in step."

For today as never before you have every reason for buying Dalaco and Metropolitan Welts and McKays and Patricia Turns.

The prices of these lines have always been right. They are more in keeping with the times than ever. They are a safe buy.

—Metropolitan—

Men's and Women's Welts and McKays



*In step with
the times—*

WE hesitate to shout from the house-tops — hesitate from lack of desire to be considered out of step with the times.

You cannot buy better leather than we use. You cannot see better general selling styles.

Come to our booth, or better still, to the office and see the complete line.

Make the trip to the Convention of real profit.

Daoust, Lalonde & Co. Limited
MONTREAL, QUE.

Branch: The Metropolitan Shoe Co., 91 St. Paul St., Montreal

COME TO THE FAIR, come to our Factory
and above all come to our Booth 97.
Make it a rest retreat, for you are wel-
come every minute you are at the Show.

OUR DISPLAY

will be featured with a
splendid showing of our

Women's High Grade McKays

Including Colonials and Pumps.

Then there will be our big
seller a

Growing Girls' Dongola Kid on Sport Lasts.

You will find a complete
range of Women's Leather
Footwear from the latest

Up-to-Date Stylish Models

that win profitable trade
to the

RELIABLE STAPLES

that are always saleable.

Gagnon, Lachapelle & Hebert
55 KENT STREET, : : MONTREAL

Booth No.

97

WE WILL ALSO HAVE AN
EXTENSIVE DISPLAY OF

White Footwear

++

McKAY CANVAS SHOES

for

Women, Misses, Children and Infants

We are headquarters for this popular footwear. The samples on display will show you the Latest Style Models in the Most Fashionable Last and Patterns.

If your Jobber does not handle our lines this will afford you a splendid opportunity to see them.

Gagnon, Lachapelle & Hebert

55 KENT STREET, : : MONTREAL



TAKE ADVANTAGE OF YOUR VISIT to make acquaintance with our products, whose value we are certain will appeal to you very strongly.

Visit our extensive plant and see our facilities for turning out shoes that have both selling and wearing qualities.



Dufresne & Locke

MAISONNEUVE - - MONTREAL

WE will be home to the shoe buyers during
Convention week, July 13, 14, 15, 16, 17.

Visit our salesroom and plant. Our staff will be
there to look after your wants, and extend to you the
warmest welcome.



OUR DISPLAY OF

Welts, McKays, Stitchdowns and Turns

will give you a splendid
opportunity to see the offer-
ing we have in these lines.
They will enlist your keen-
est interest.



Dufresne & Locke

MAISONNEUVE

MONTREAL

Booth No.

31



Visiting Shoemen

TO THE
CONVENTION and STYLE SHOW

are urged to make our Booth No. 111 your headquarters where you will find every facility that will add to the comfort and enjoyment of your trip, and always a hearty welcome.

**Columbus Rubber Company of Montreal,
LIMITED**

1349 DeMontigny Street, - Montreal



**2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair**

Mention "Shoe and Leather Journal" when writing an advertiser



Booth No.

10

WHEN in Montreal at the Shoe and Leather Fair, make a point to visit Booth No. 10 where

A. DAVIS & SON

will show their popular

UPPER LEATHERS

We will extend a most cordial welcome to you at all times through our representative, Percy J. Milburn, who will have the Booth in charge.

A. DAVIS & SON, Limited
Kingston, Ontario



**2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair**

Mention "Shoe and Leather Journal" when writing an advertiser



Booth No.

117

THE week of July 13th to 17th is going to be a great time for getting together. We will renew old friendships, make new ones and get new ideas.

We will be there, **Booth 117**, where you will find one member of our staff, at least, always on hand.

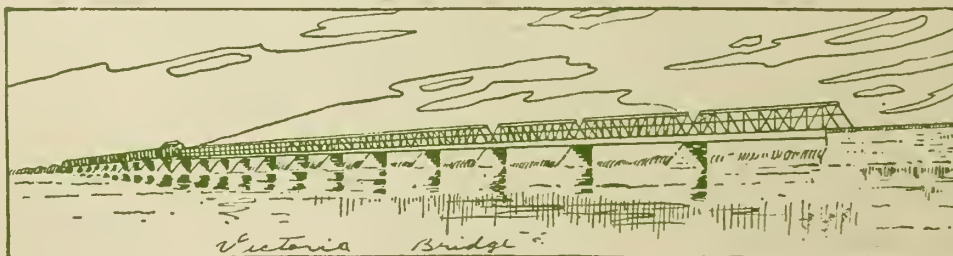
Our organization will be "at your service," and we hope to see you at the Coliseum and also at our new home, 154 Notre Dame St. W.

International Supply Co.

Factory and Branch
37 Foundry St. S.
KITCHENER, ONT.

Main Office
154 Notre Dame St. W.
MONTREAL

Branch
566 St. Valier
QUEBEC



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser



*Montreal's "Glad Hand"
is out*

We want you to "make yourself at home" in our booth at the Coliseum and at our Office, 16 St. Sacrament Street, when you come to Montreal for the Convention and Fair starting July 13th, 1920.

A wonderful business and social programme has been prepared—and you may find it a very good time to place orders for lines you are short.

Come, see us!

**INDUSTRIAL EXPORT COMPANY
OF CANADA, LIMITED
16 St. Sacrament St., Montreal, Que.**



**2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair**

Mention "Shoe and Leather Journal" when writing an advertiser



Booth No.

12

JOHNSTON'S BOOTH

will have a warm welcome for you when you visit the big fair in Montreal. There will be shown

Johnston's Calf and Kip Sides

Storm Calf, etc.

IN ALL COLORS

Our Mr. J. H. Goyer will have charge of the display and will give you a warm welcome at all times.

H. B. JOHNSTON & CO.

TORONTO, ONTARIO



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

85**WE WANT YOU TO FEEL
"AT HOME"**

We in Montreal love to entertain our good friends. We are awaiting the hundreds of Shoemen coming to visit us in July with hands outstretched in hearty welcome.

Come and be assured that every facility will be placed at your command for business and for pleasure. The town will be yours.

We personally hope to see our friends at our booth. Arrangements have been made to have you visit the factory.

Kingsbury Footwear Co. Limited
LASALLE STREET, MONTREAL, QUE.



**2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair**

Mention "Shoe and Leather Journal" when writing an advertiser

BRING THE LADIES!

We will Entertain Them

Mr. Retailer, you are, of course, coming to Montreal's great Fair. Why not bring your wife and daughters with you? Everything is being done to make your visit combine pleasure with your business. It will make a delightful holiday for all.

SOME OF THE ATTRACTIONS

DON'T THEY LOOK GOOD ?

Luncheon Ritz Carlton Hotel.

Carriage Drive to Mount Royal.

Garden Party with Afternoon Tea on the Terrace.

Auto Drive along shore Lake St. Louis to Ste. Anne de Bellevue.

Luncheon at Macdonald College.

Style Show, displaying interesting creations in Ladies' Costumes.

Furs and Shoes in Windsor Hotel.

INFORMAL DANCE AND BUFFET SUPPER IN ROSE ROOM, WINDSOR HOTEL.

Trip to Quebec on S.S. Montreal.

Special Programme of Entertainments, Dances and Buffet Supper.

Only charge for this trip will be fare, berth and meals.

THEATRE PARTY TO HIS MAJESTY'S THEATRE.

All of these events are under the auspices of Ladies Committee.
Every visitor is assured of a most enjoyable time.

FOR FURTHER PARTICULARS APPLY TO
PETER DOIG, Convention Manager, Windsor Hotel, Montreal

Second Annual Shoe and Leather Exhibition and Convention
of National Shoe Retailers' Association.

Booth No.
19 & 20

WELCOME

WE assure the members of the trade of a very hearty reception in Montreal.

Make yourself at home in booths 19 and 20 and consider it your headquarters.

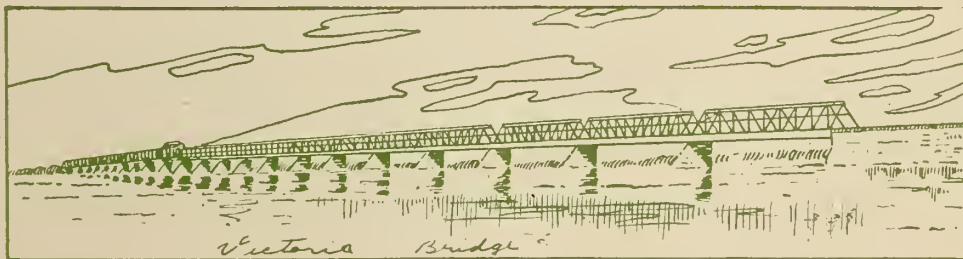
John McEntyre, Limited

28 St. Alexander St., Montreal

REPRESENTING

Edwards & Edwards Limited

Dacust, Lalonde & Co., Limited



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

What the Convention and Fair is Going to Do for You

- 1—Give you first-hand knowledge of general trade conditions.
- 2—Give you an opportunity to discuss, or hear discussed, general and special retail problems, many of which will be your problems.
- 3—Give you an opportunity, through educational displays, of more fully understanding the various processes of the manufacturing of shoes and the allied industries.
- 4—Give you an opportunity of seeing, under one roof, and at one time, the very latest footwear designs of prominent Canadian manufacturers.
- 5—Give you an opportunity of meeting and chatting with retailers, wholesalers and manufacturers and of picking up ideas that you will be able to turn to dollar advantage when you return to your business.

We give you a cordial invitation to visit our Booth, No. 90, in which you will find the latest style creations from the leading footwear centres of Canada and the United States.

**Remember the Place and Date:
Montreal, July 13 to 17, 1920**

PERTH SHOE CO., LIMITED
Perth - - - Ontario

Largest Manufacturers in Canada of Women's Fine Welted Shoes Exclusively

Booth No.
121

ASSUREDLY you will receive the warmest kind of welcome at our display in Booth No. 121.

Our Mr. Paul Roy, who will be in charge, will be pleased to greet you at all times.

The display will include a splendid showing of all kinds of high grade

Fabrics for Shoe and Gaiter Manufacturing

in Black, Colored and Fancy Cloths; Silks, Satins, Ribbons, Silk Laces and Bindings, etc., as well as a complete range of Calf, Vici Kid and Patent Leather.

J. EINSTEIN, LTD.

152 Notre Dame St.
MONTREAL



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

SMARDON SHOE CO.
LIMITED

MANUFACTURERS
OF HIGH - CLASS
FOOTWEAR FOR
WOMEN



We look forward with
pleasure to meeting our
customers and friends in
Montreal during the Ex-
hibition



- Booth 87 -

We Welcome

All the Shoe Trade to the Second Annual Convention of the National Shoe Retailers' Association, Shoe Leather and Allied Trades Fair and cordially invite them to inspect our range of samples at our sales rooms. Make your headquarters here.

We Can Make it Profitable for You

In White Canvas Footwear our range is complete. They come in all styles and are modelled on dainty and stylish lasts. For men, women, misses, children and infants. We have them ready to ship.

In Sporting and Outing Shoes

We are Canadian distributors for the Hood Rubber Company Line of Leisure and Sporting Footwear. We have a complete instock department.

Dainty Evening Slippers

We have them in Satin and Silver. They are decidedly attractive to the well dressed woman, dressed for the evening.

Shoe Ornaments

We carry a large selection. They come in Cut Steel, Rhinestones, and French Beaded, and of the latest designs.


*Early arrival of Felt Samples for Christmas
Trade in all Styles and Colors.*

SCHEUER, NORMANDIN & CO.

18 St. Helen Street

-:-

MONTREAL



Booth No.

92

CANADIAN SHOES

Limited

WE invite you to inspect our Exclusive Stock Lines of Women's High Grade, Moderate Priced Welts, on exhibit at Booth No. 92.

Our Representatives, Messrs. Cowling, Rousseau & Hardie, will be there to meet you.

Canadian Shoes Limited
Toronto :- Ontario



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

OFFICIALLY ORGANIZED
 conducted and endorsed
 AN ANNUAL EVENT
 of the highest
 importance to mer-
 chants and others who
 are cordially invited
 to attend.

MECHANICS'
 BLDG.
 BOSTON
 JULY 20-24



Be
 in
 Boston
 July 20th to 24th

FOR INFORMATION
 on Hotels, Travel, Market Facilities and
 Exhibit Space, write
 CHESTER I. CAMPBELL, Mgr.
 National Shoe and Leather Exposition
 and Style Show, Inc.
 5 Park Square, Boston, Mass.

THE WRIGHT CO.
 Boston—New York—Chicago

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

7

GALIBERT CALF and SIDE LEATHER Reign Supreme

The Shoe Merchant who knows that the makers of the shoes he sells is using either GALIBERT CALF or GALIBERT SIDE LEATHER is confident that the rest of the shoe is surely made of the kind of material that will stand up under the most severe service.

Style and Fit will sell the shoe in the first place—but the real test is the length of wear built into the shoe.

Those of you who come to the Fair and visit our booth may learn much about leather. We want you all to know everything about GALIBERT CALF and GALIBERT SIDE LEATHER. We assure you that we will spare no pains in making you thoroughly acquainted with the present leather situation.

Anything that we can do to make your Convention trip more interesting and profitable, we will be glad to do.

C. GALIBERT & SON CO.
1123 St. Catharine St. East, Montreal, Que.

Established in France 1845
Established in Canada 1863

Gold Medal: Exposition Universelle 1855
Gold Medal: Paris International Exposition 1900

The Only Canadian Tanners Receiving a Gold Medal in Paris 1900



"There is but one Slater Shoe"

Booth 46

Buy shoes made in Canada. Keep your money on this side and your Factory busy.

Your Opportunity

To meet us personally and learn about the present shoe situation. It will be to your advantage.

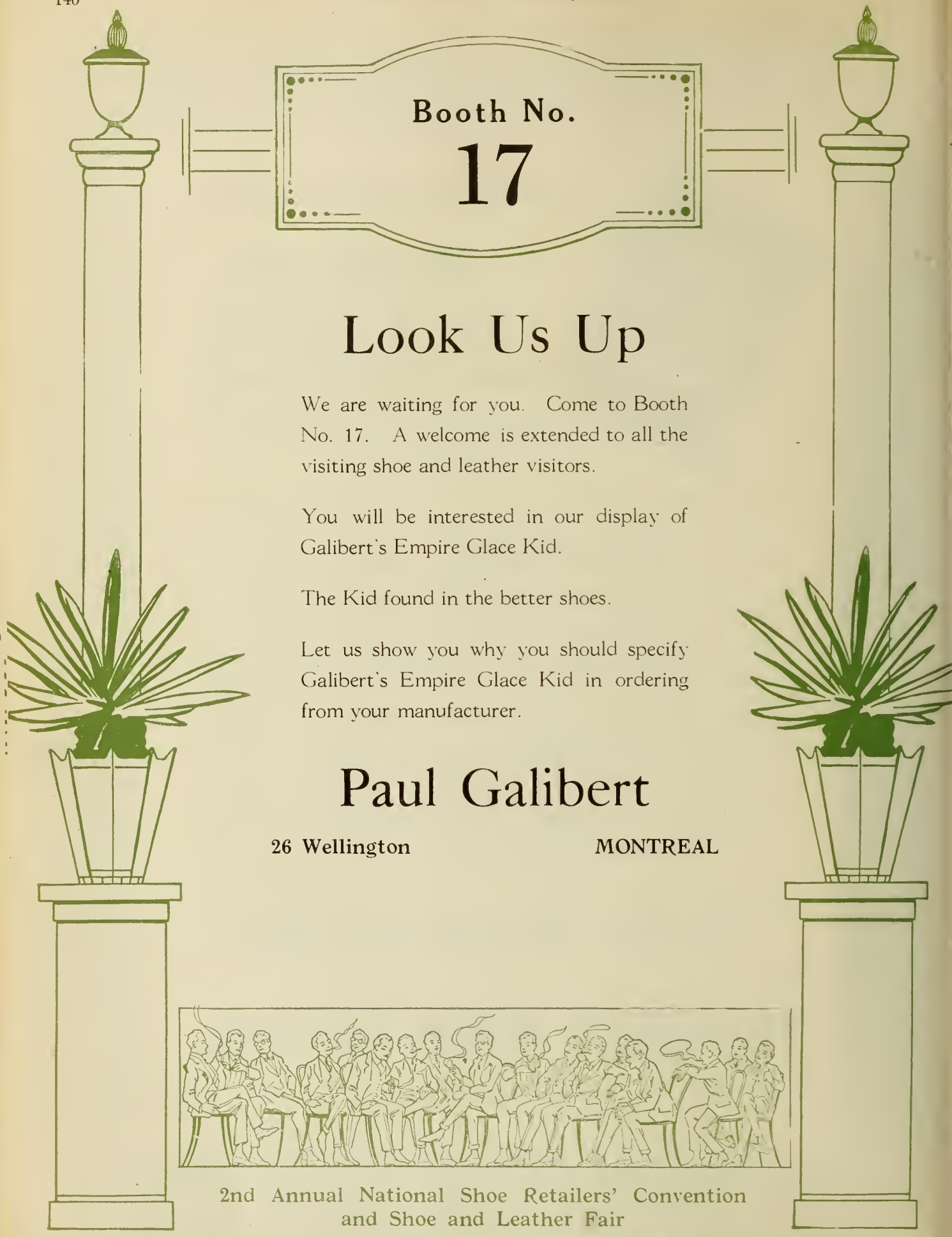
Come prepared to buy shoes.

Our staff will be there to receive and make it pleasant for you, and tell you why you should buy Made in Canada Shoes.

A Clean Slate for 60 Years

The Slater Shoe Co. Ltd.

MONTREAL, CANADA



Booth No.

17

Look Us Up

We are waiting for you. Come to Booth No. 17. A welcome is extended to all the visiting shoe and leather visitors.

You will be interested in our display of Galibert's Empire Glace Kid.

The Kid found in the better shoes.

Let us show you why you should specify Galibert's Empire Glace Kid in ordering from your manufacturer.

Paul Galibert

26 Wellington

MONTREAL



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertisement



Galibert's Empire Glace Kid

FOUND IN THE
BETTER SHOES

In ordering shoes now-a-days, specify GALIBERT'S Empire Glace Kid. It assures longer life to good shoes.

Fine shoes will look still better and give your customers an assurance of quality.

Over half a century's experience in making the better quality Glace Kid has made GALIBERT'S KID FAMOUS.

They come in all colors
as the seasons demand

PAUL GALIBERT

26 WELLINGTON - - - MONTREAL

Booth No.

104

WE join with the many other exhibitors in extending to you a hearty invitation to attend the

Shoe and Leather Fair

in Montreal and when there we will give you a royal welcome at our booth. It will afford us great pleasure to have this opportunity to meet and welcome you.

Remember our' Booth Number and do not miss us.

BEARDMORE & CO.

Tanners Since 1844

TORONTO

MONTREAL

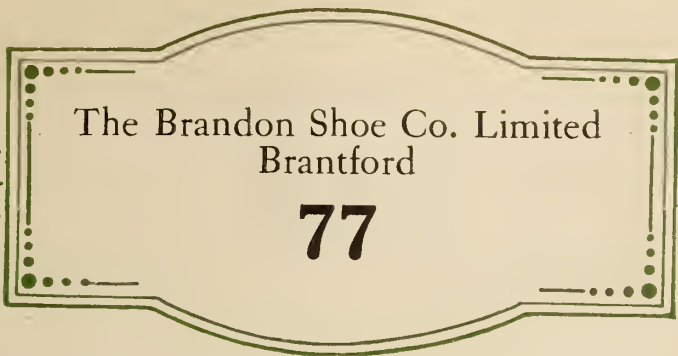
QUEBEC

CANADA



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser



The Brandon Shoe Co. Limited
Brantford

77

You'll Find
Us at **77**
Booth

at the Big Shoe and Leather Fair. You'll find us prepared to give you a hearty welcome, to look after you well all the time you stay with us and ready with a valuable message on the advisability of handling MONARCH and BRANDON SHOES in your effort to build up a bigger business with better satisfied customers.

Make yourself at home at the Brandon Booth while attending the Fair.

Brandon Shoe Co.
Limited
Brantford, Ont.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

120

B = B = T**BECKWITH
BOX TOES**

Have stood the test because of their unexcelled quality. The VULCO-UNIT process makes them impervious to water or perspiration. In fact they will "stand up" longer than the shoe.



*Visit our booth and become acquainted with
BECKWITH BOX TOES*

BECKWITH BOX TOE

Limited

SHERBROOKE, P.Q.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

88

"GATHER 'ROUND"

That's the word for all Canadian Shoe
and Leather Men during the week of
JULY 12—17
the occasion of the

SHOE and LEATHER FAIR
Montreal

When you are there gather around
Booths No. 88 & 89 where Getty & Scott
representatives will give you a hearty
welcome and extend to you every
courtesy and attention in an effort to
make your Fair Visit a genuine pleasure.

Getty & Scott, Limited
GALT, ONTARIO



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertisement

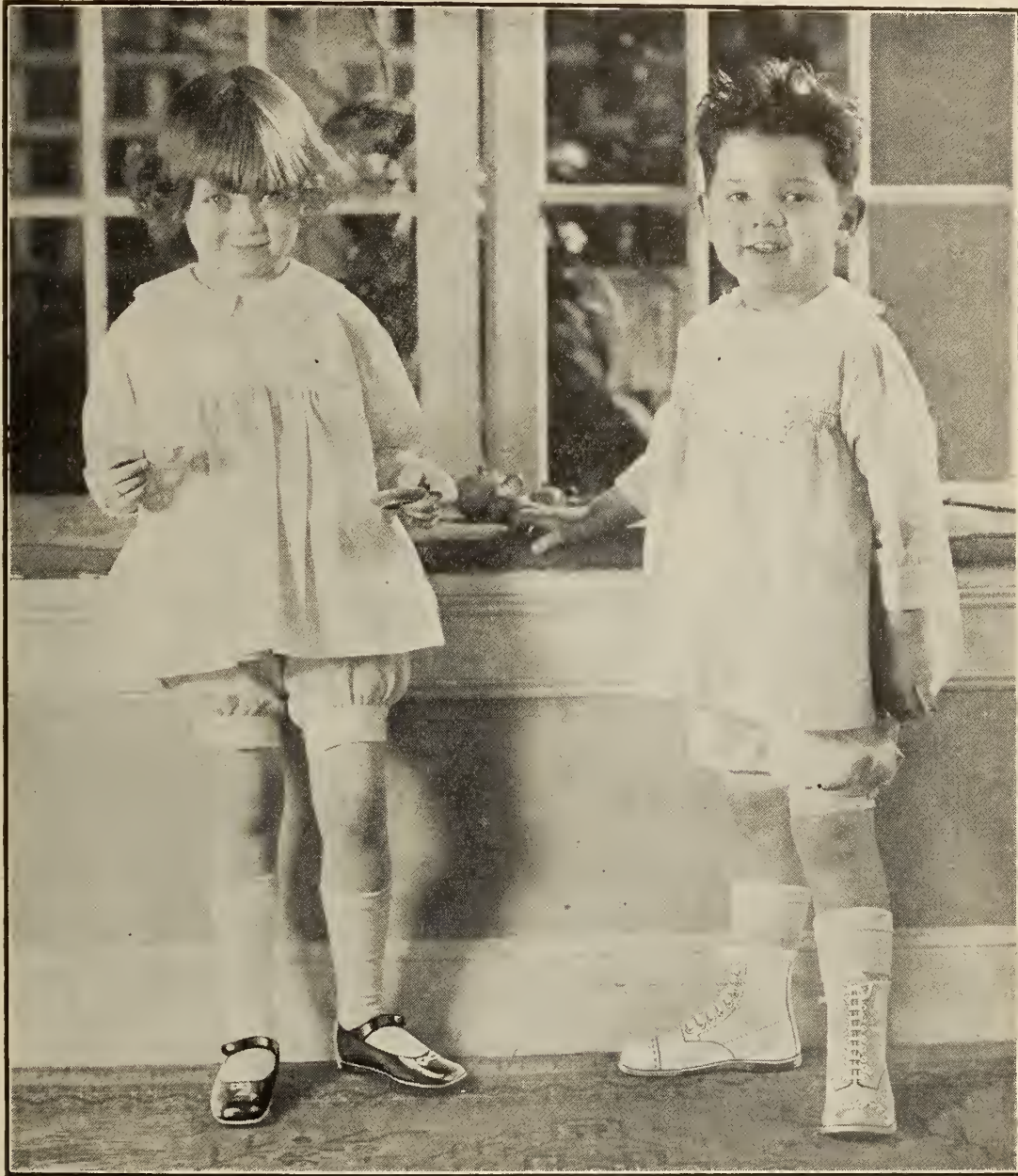
See the display of
CLASSIC SHOES FOR WOMEN
at the Shoe and Leather Fair, Montreal



GETTY & SCOTT, LIMITED,
Galt, Ontario

Mention "Shoe and Leather Journal" when writing an advertiser

A full line of
CLASSIC SHOES FOR CHILDREN
will be shown at the Shoe and Leather Fair, Montreal



GETTY & SCOTT, LIMITED
Galt, Ontario

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

89

No exposition of Canadian Shoemaking would be complete without a representation of Classic Shoes, and the Classic Display at the Big Fair will be thoroughly in tune with the Great Event. It will bring before you the latest creation in Women's Fine Footwear,—Canadian Made—the choice of Canadian Women.

We want you to give them your critical inspection.

Getty & Scott, Limited
GALT, ONTARIO



**2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair**

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

116*A Greeting*

We will be glad and proud to meet you at Booth 116 during your visit to the National Shoe Retailers' Convention

July 13 - 14 - 15 - 16 - 17

Make yourself at home. Our staff will help to give you an enjoyable and profitable time. See our display.

L. H. Packard & Co. Limited
MONTREAL



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser



Booth No.

83

You will get at the HEART of
the CANADIAN SHOE TRADE
by attending

The Shoe and Leather Fair
AT MONTREAL

You will be at the HEART OF
THE FAIR when you visit

THE HARTT BOOTH
No. 83

Let your making free use of
our booth be your response to
our cordial invitation to you
to visit us.

The Hartt Boot & Shoe Co.

Limited

FREDERICTON, N.B.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

83

THE PERSISTENT AND
EXTENSIVE SALE OF

Hartt Shoes

is the result of persistent effort and extensive knowledge and experience in shoe production. They demonstrate the fact that

CANADIAN MADE SHOES
CANNOT BE EXCELLED
THE WORLD OVER

The Hartt Boot & Shoe Co.

Limited

FREDERICTON, N.B.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

6

"ROYAL KID"
MADE IN CANADA

COME HELP MAKE THE

National Shoe Retailers'
Association and Shoe
Leather and Allied
Trades' Fair a Success.

We will have an Exhibit
of our Quality Leathers.

BONNER LEATHER CO.

1060 Notre Dame Street West
MONTREAL

Tanners of Glazed Kid, Black and Colors



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

6

COME SEE US!

Bonner Leather Company
will be at Booth 6.

See our exhibit of our
"Royal Kid," made in
Canada.

Our Representatives will
welcome you and help to
make your visit pleasant.

Montreal, July 13-17

BONNER LEATHER CO.

1060 Notre Dame Street West
MONTREAL



**2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair**

Mention "Shoe and Leather Journal" when writing an advertiser



Booth No.

93

REGINA SHOES

Welcome You to Montreal

Convention and Fair week, July 13-17, 1920, will make history in the Canadian Shoe Industry.

You who come for the good you will get—and you who come prepared to do business—will profit most.

Be sure to see the full line of Regina Shoes.

The Regina Shoe Co., Ltd.
MONTREAL, QUE.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser



“Diana” and “Regina” Shoes Supreme

YOU will find both “Diana” and “Regina” far in the lead in any new style-movement. We will always maintain this reputation—backing it up with Shoes faultlessly made of materials that are the Latest “Vogue.”

“Diana” Supreme Women’s Welts and Turns
Regina—High Grade McKays

If you will inspect the complete lines when in Montreal, you will find many reasons for seeing that you sell these Shoes to women who look for Value **and** Style.

The Regina Shoe Co., Limited

(Selling to Jobbers only)

MONTREAL,

QUE.

Booth No.

96

WE hope to have the pleasure of meeting you at Booth 96 during the Convention and Fair. Our W. L. FRANCIS and P. C. LACHANCE will be there to give you every attention, and you are cordially invited to call on us and make use of our booth throughout your entire visit.

See our display of

Fine Women's McKays

at the Coliseum and be welcome at our Factory in Quebec on July 17th.

Lachance & Tanguay

70 Bigaouette Ave. - Quebec



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

14

*We extend a most
cordial invitation to
all at our Exhibit.
You will find us at
Booth No. 14 (Haig
Avenue)*

THE
BARRIE TANNING CO.
BARRIE, ONTARIO

LIMITED



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

100

RENA LINES

of

Women's, Misses, and Children's Fine McKays

in which we specialize will be shown at our Booth, No. 100 Foch Avenue by our representatives, Messrs. Harry E. Thompson, J. A. Cyr, W. H. Shaw and F. L. Depuis, who will welcome you and show you every attention and courtesy. It will be to your interest to see this display.

The RENA FOOTWEAR CO.

Sales Room: 153 Peel St., Montreal
Factory: Viauville, Montreal, Quebec



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

LANG'S
LEATHER
LASTS

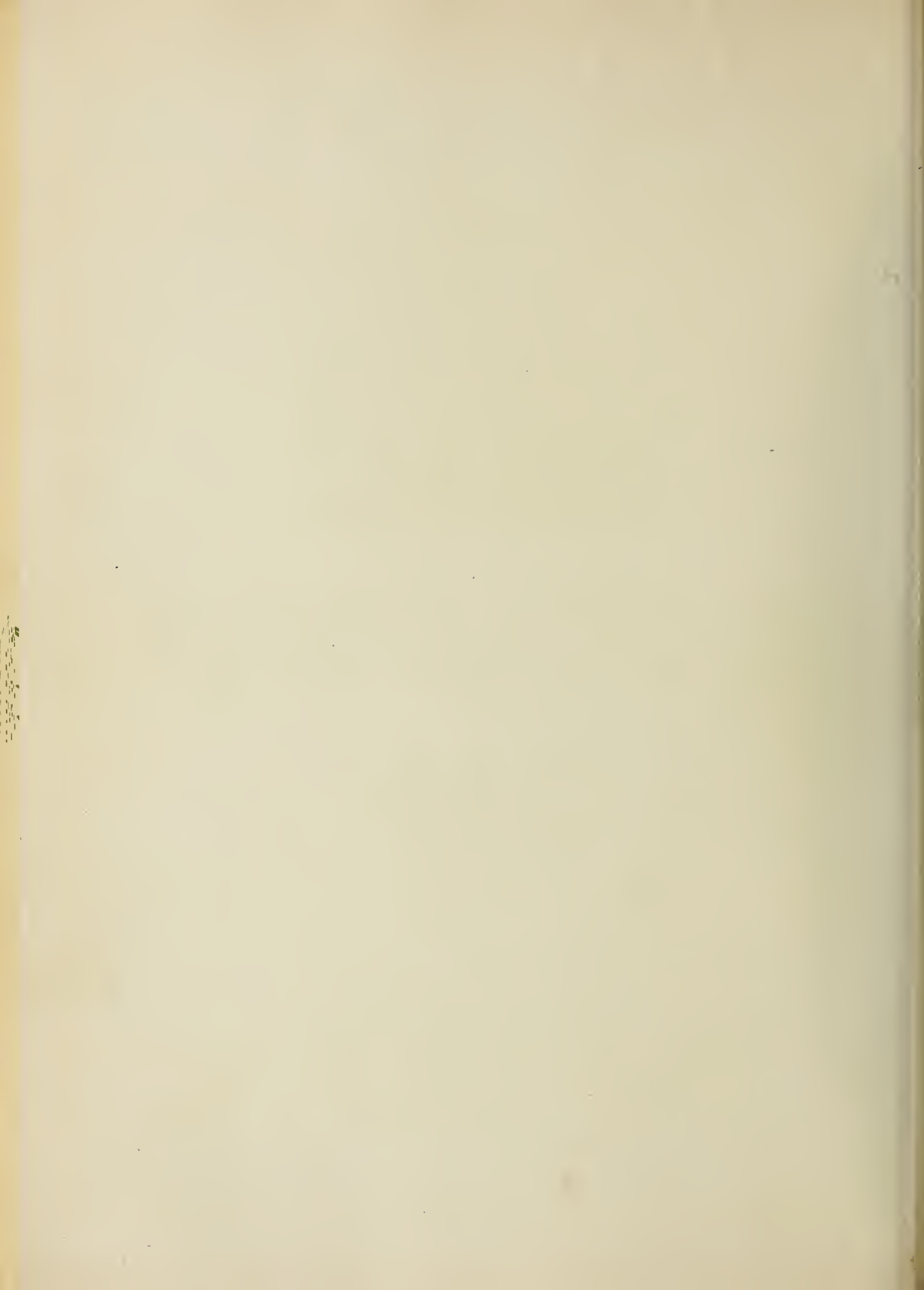
LANG'S
LEATHER
LASTS

Lang's
**REAL
SCOURED
OAK**
Leather Lasts

LANG'S
LEATHER
LASTS

LANG'S
LEATHER
LASTS

Mention "Shoe and Leather Journal" when writing an advertiser



Booth No.

13

Members of the Canadian
Shoe and Leather Trades
Retailers

Wholesalers
Manufacturers

and all connected with the industry
in any way, we will be

At Home to You
at Booth 13

during the Convention and Fair.

Our cordial invitation is extended
to all to visit us and a hearty welcome
awaits you when you come.

CITADEL LEATHER CO.
LIMITED
MONTREAL AND QUEBEC



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

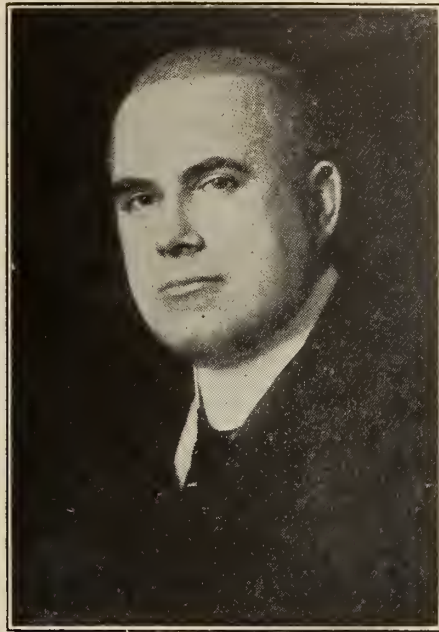


J. A. SCOTT

Success To The Convention and Fair

The intermingling of members of every department of the trade, the free exchange of ideas, the comparison of problems and the study of methods that result from such an event as this have their lasting effect in the improvement of the entire industry and trade. Let us strive to make this year's Convention and Fair a success in every way.

CITADEL LEATHER CO. LIMITED
MONTREAL AND QUEBEC

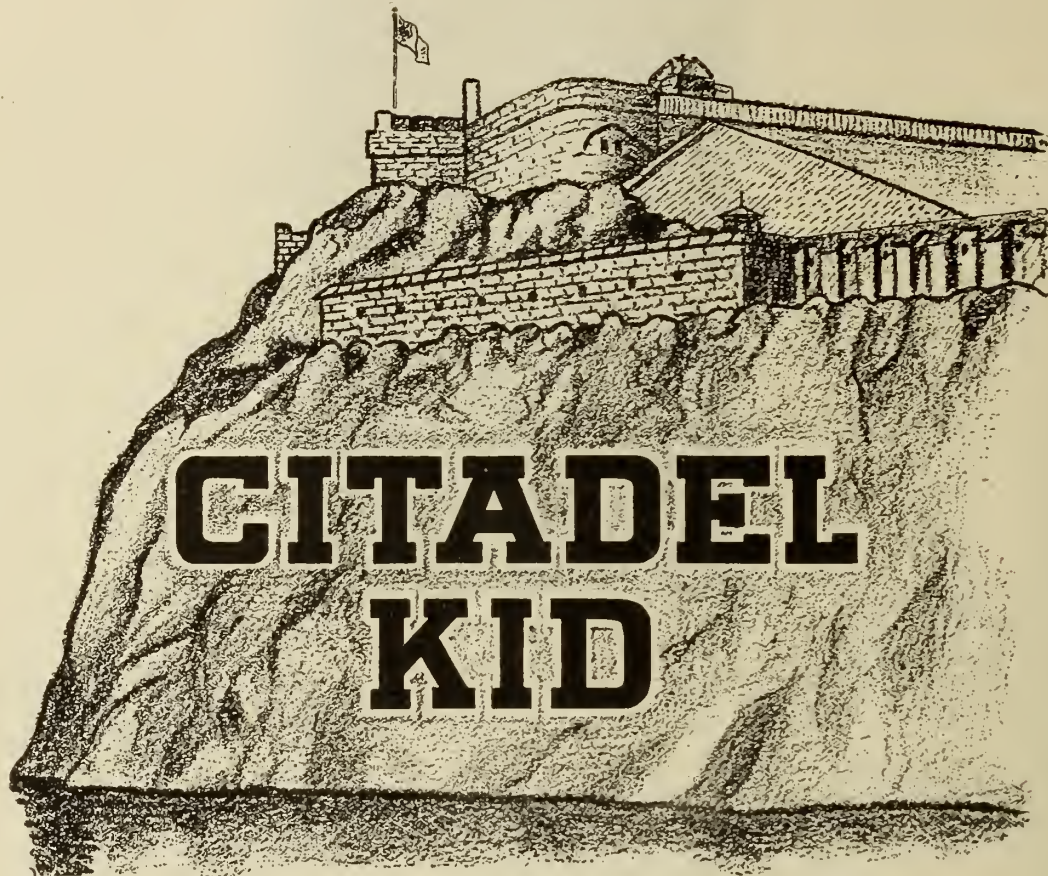


W. A. LANE

To Meet You and Greet You

will be a delight to us. To be of service in making your visit more enjoyable and more profitable will be a privilege that we will greatly appreciate. Our booth is available for your use, and we will strive to give you the attention that will entirely please.

CITADEL LEATHER CO. LIMITED
MONTREAL AND QUEBEC



A tower of strength to Canadian Shoemaking is Citadel Kid — firmly established in its impregnable position of leadership in Kid Leather production.

CITADEL LEATHER CO. LIMITED
MONTREAL AND QUEBEC

The Outlook

Business for fall will be better in the Retail, Wholesale and Manufacturing Shoe Business.

With retail stocks fairly low, with manufacturers running light this summer there has been an under production of shoes.

When the business starts rolling you will find that we are in a position to fill your orders as they come and as promptly as possible.

The two offices and warehouses —566 St. Valier St., Quebec; and 218 West Notre Dame St., Montreal, are both at your service.



CITADEL LEATHER CO., LIMITED
MONTREAL AND QUEBEC



Shoemen, Come to Quebec

Now is your opportunity to visit or re-visit our ancient city—intimately associated with shoe production for a century and a half. It's a beauty spot, a place of historic interest and



The Cradle
of the Canadian
Shoe Industry

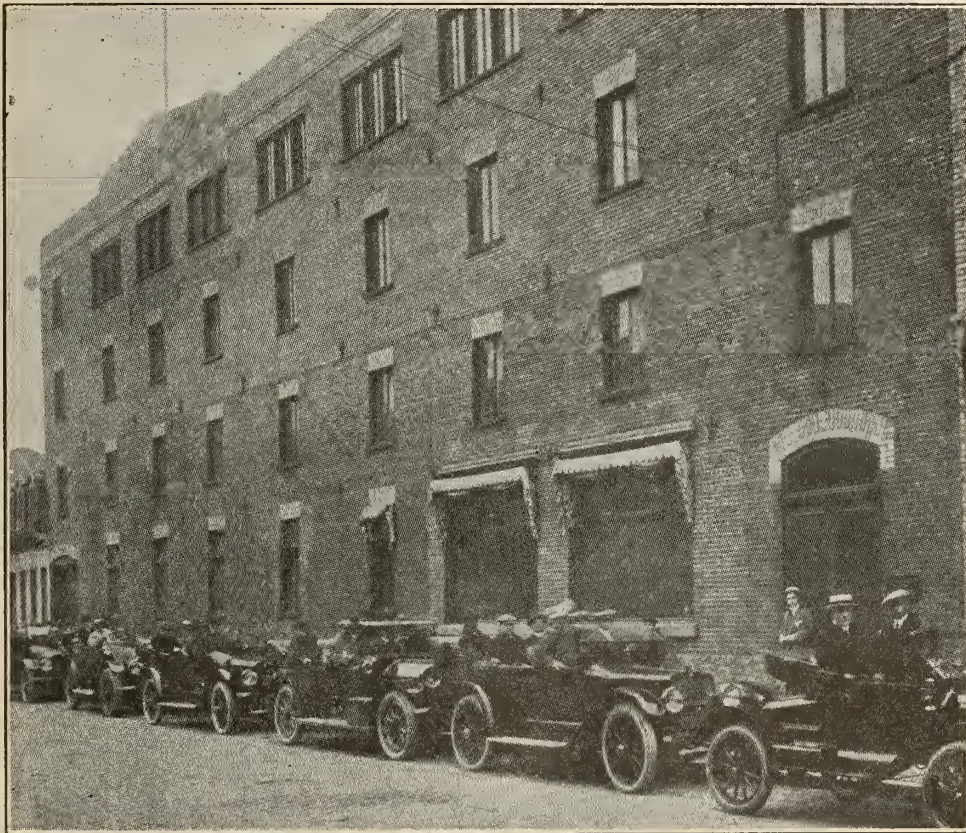
THE HOME OF
CITADEL KID

is at

566 St. Valier Street

It's "open house" to
every shoeman. The
password to enter is
simply

CITADEL



Get Our Number
and you will be
LUCKY

13

It's as easy to remember
as
CITADEL KID



HURLBUT

CUSHION-SOLE
Shoes for Children

We are anxious that every retailer visiting the Fair shall visit our Booth. Use it as a convenience to meet your friends, for we extend to you the heartiest kind of welcome at all times.

Our representative will be there to assure you of your welcome. Make a point to look us up when there.

The Hurlbut Co., Limited

PRESTON, - ONTARIO

Philip Jacobi, Town Wholesale Distributor



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

74

Regal Headquarters

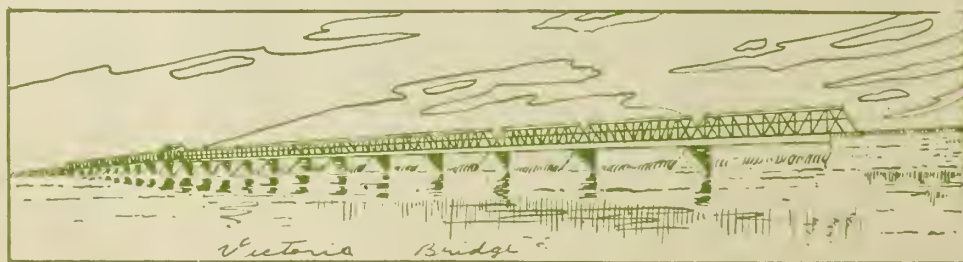
at the Shoe and Leather Fair,
Montreal, July 13-17 will be

Booth 74

Make it YOUR headquarters.
We will give you a real Regal
welcome and will consider it
a privilege to be of service in
making your visit to the Con-
vention and Fair pleasant and
profitable. Our representa-
tive and our booth are at
your service.

Regal Shoe Co., Limited

474 Bathurst Street - - - Toronto



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser



AT the Shoe and Leather Fair and Style Show, Canadian Shoemaking generally will come under the most critical inspection to which it has ever been subjected, and this rigid test and comparison will serve to give still more convincing proof of the sound business building merits of Regal Shoes.

You will find it time well spent in looking over our display and in learning all about the Regal Agency Plan.

Regal Shoe Company, Limited

472-474 Bathurst Street, Toronto

REGAL SHOES



Booth No.

22

When you are at the Shoe Fair
in Montreal drop into
Booth No. 22

MR. L. H. BORNE

will always be pleased
to see you and extend
that hearty welcome
we have reserved for
visitors to this big
event. Remember our
number.

LUCIEN BORNE

491 St. Valier St.
QUEBEC CITY

225 Lemoine St.
MONTREAL



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

22



In addition to the warm welcome awaiting you at Booth No. 22 you will see an elaborate display of

SURFACE KID

(GLAZED HORSE)

In Black and Colors

you will see the smooth, soft, pliable nature of SURFACE KID and understand why it is so popular with manufacturers. It possesses the nature of genuine kid and *positively* will not "scuff".

LUCIEN BORNE

491 St. Valier St.
QUEBEC CITY

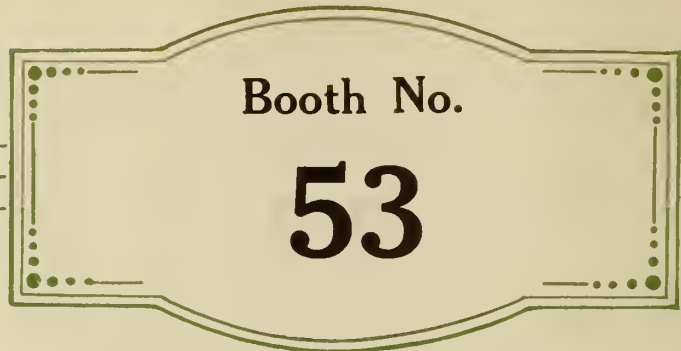
225 Lemoine St.
MONTREAL

*See the Shoes on Exhibition
Made of Borne's Surface Kid*



**2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair**

Mention "Shoe and Leather Journal" when writing an advertiser



Note This Number

53

the number of

The Marois Booth

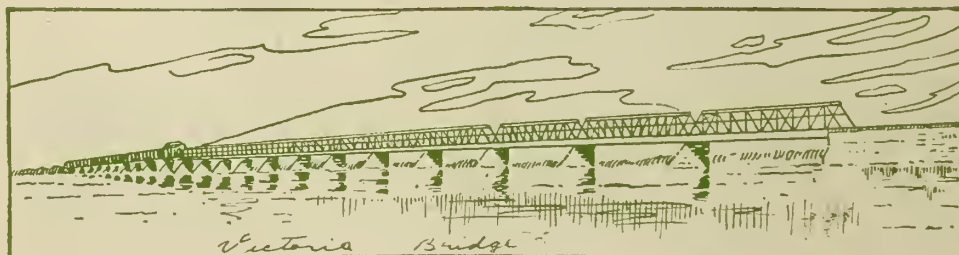
at the

Shoe and Leather Fair

and please accept our
invitation to call on us
there when attending
this big event

A. E. MAROIS, Limited

QUEBEC



**2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair**

Mention "Shoe and Leather Journal" when writing an advertiser



A. E. MAROIS, President

Our Warmest Welcome

Goes out to every visiting shoe man, with our best wishes for the success of the convention.

BE SURE TO COME TO QUEBEC



ALFRED MAROIS, Vice-President

MEN'S AND WOMEN'S WELTS as we make them are your bread and butter—the kind of Shoes you sell again and again every day.

These ready sellers and our popular

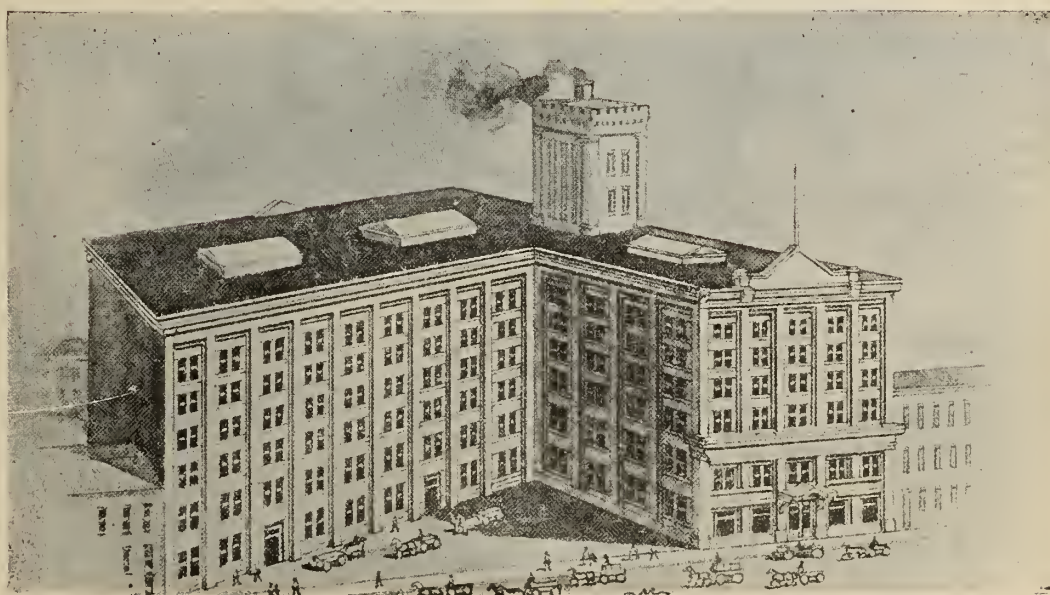
McKAY'S AND STANDARD SCREW lines are real Shoes, made to wear well and to sell well at a profit.

You will appreciate their values by seeing the samples.

SEE THE COMPLETE MAROIS LINE AT THE SHAUGHNESSY BUILDING
137 MCGILL STREET, MONTREAL

A. E. MAROIS, LIMITED

QUEBEC, QUE.



QUEBEC'S LARGEST SHOE FACTORY

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

5

Sheepskins

Booth No. 5 will be devoted to the display of Sheepskins that have been Canada's quality standard for over 30 years.

Visit the Booth and make it your headquarters while at the Big Fair.

Mr. Fred F. Dufton, our representative, will make you welcome at all times.

Clarke & Clarke

LIMITED

Toronto

Ontario



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.
39

MEET YOUR

Chums
 REGISTERED

It will be a pleasure for us to have you visit our Booth No. 39 and look over our display of "CHUMS" shoes which are so immensely popular as a shoe for the boys and girls. The display will be in the hands of Messrs. H. E. Wettlaufer and F. H. Ahrens and you will be more than welcome at all times.

Charles A.
AHRENS
 limited
 KITCHENER, ONT.



2nd Annual National Shoe Retailers' Convention
 and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

21

When you come to the

Shoe and Leather Fair

IN MONTREAL

the Breithaupt Booth will be open to you every minute of the time, with the warmest welcome it will be possible for you to receive.

Make it your headquarters during your stay at the show.

The Breithaupt Leather Co.

LIMITED

KITCHENER, TORONTO, MONTREAL,
VANCOUVER, QUEBEC

Tanneries in

PENETANG, HASTINGS, KITCHENER, WOODSTOCK
AND BURKS FALLS, ALL IN ONTARIO



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

21

We will show samples of our various lines of

Sole Leather Products

Made at our
FIVE BIG CANADIAN TANNERIES

BE SURE YOU VISIT OUR
DISPLAY

The Breithaupt Leather Co.

LIMITED

KITCHENER, TORONTO, MONTREAL,
VANCOUVER, QUEBEC

Tanneries at

PENETANG, HASTINGS, KITCHENER, WOODSTOCK
AND BURKS FALLS, ALL IN ONTARIO



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

125

Your visit will afford you
A Splendid Opportunity
 of investigating the merits of
Kendex Insoles

and we shall be glad to show
 you their great superiority
 when used in the manufac-
 ture of shoes.

Felt Heel Pads Tongue Linings

Kenworthy Bros. of Canada

LIMITED

ST. JOHNS

QUEBEC



**2nd Annual National Shoe Retailers' Convention
 and Shoe and Leather Fair**

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

69

WE extend a hearty
welcome to the trade
to visit Booth 69 and see
our display of

Lady Belle Shoes

Messrs. D. Hardie and
Fred Jenner will be in
charge of our booth.

The Lady Belle Shoe Co.

LIMITED

Makers of Ladies' Fine McKay Shoes

Kitchener - - Ontario



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser



Booth No.

11

We shall be very pleased to meet our friends in the Trade at Booth No. 11.

Our Eastern Representative, Mr. E. J. Phillips, will be in charge of our exhibit, where we will be glad to show you a full line of English Side Leathers in Black and Colors—Box Kip Dull Grain—Oil Grain in a number of excellent tannages—also Oak Sole Leather, Bellies and Shoulders.

C. PARSONS & SON

TORONTO and OMEMEE



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

81



The Just Wright
TRADE MARK SHOE

Here is a Shoe that has achieved popularity because of two things—style and good workmanship. And that is true of all styles bearing this name. You will find a representative line of the best sellers on display at the Style Shoe.

E. T. Wright & Co. Inc.
St. Thomas, Ont.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

79

Meet Us At The Fair
at Montreal
July 13-17

We will be represented there
at Booth No. 79. And your
welcome will be most hearty
as many times as you can find
it convenient to call upon us.

Scott=Chamberlain,
Limited
London, Canada



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

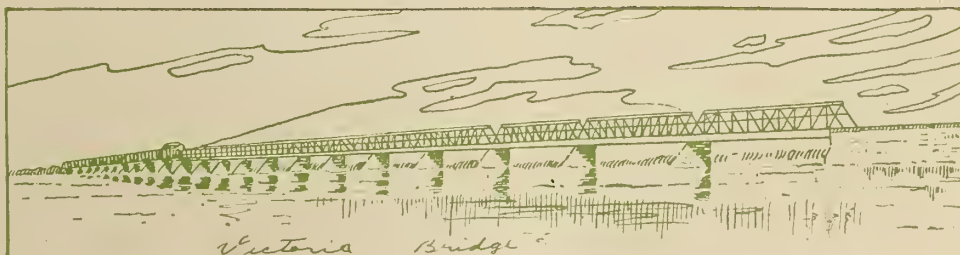
79

ASTORIA
Men's Fine Welts



STYLE in its most pleasing portrayal, Quality in its finest development,
Value in its most sound representation—seen in the "Astoria" samples
at the Fair.

Scott=Chamberlain,
Limited
London, Canada



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

99

HOSPITALITY

will be shown the delegates to the National Shoe Retailers' Association and Shoe, Leather and Allied Trades Fair, at our Booth, July 13-17.

Our Staff will welcome you and be at your service.

Our samples for Spring 1921 are now ready.

Do not fail to look at our quality shoes in McKays for Women, Misses and Children.

See our Comfort Shoe in turns for Women.

We Sell Jobbers Only

"La Duchesse" Shoe Co.

Registered

MONTREAL



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

76

The Most interesting Booth
at the Show will be at

76

Look for and examine care-
fully the new **WELT**
made by

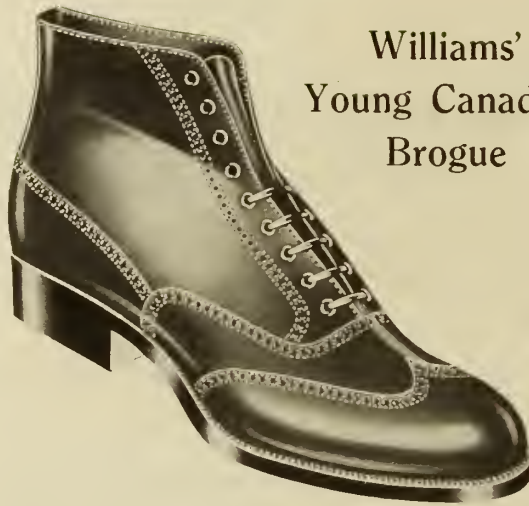
The Standard Welt Co.
LIMITED
MONTREAL



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

57

Williams'
Young Canadian
Brogue

When you visit the Big Convention at Montreal come and get acquainted with us. We want to meet you personally at our Booth, Number 57.

You will be welcomed there by our representatives, Messrs. O. H. Hymmen and Staff, who will have our display in hand.

Remember the date July 13-17 and remember the Booth Number which is 57.

The Williams Shoe Limited

JOHN McMURCHY, President J. R. FALLIS, Vice-President
G. W. McFARLAND, Managing Director

BRAMPTON - - ONTARIO

Makers of Canada's Standard Staple Shoes



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

57



We will have complete line of the Williams shoes that have made such selling strides with the Canadian retail trade. If you do not handle them this will be all the more reason why you should see them.

Remember our Booth Number **57**

The Williams Shoe Limited

JOHN McMURCHY, President J. R. FALLIS, Vice-President
G. W. McFARLAND, Managing Director

BRAMPTON - - ONTARIO

Makers of Canada's Standard Staple Shoes



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser



Booth No.

115

A Last Service

Make our Booth a resting place.
Our representative will be there to
look after your wants.

See Our Exhibit of

LASTS, FOLLOWERS,
FILLERS and SHOE
UPPER PATTERNS

United Last Co., Limited

MONTREAL



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

At the Service of the Trade

Eventually, if you are a shoe manufacturer, you will use our Lasts. They are Exclusive and Stylish in Design and our Model Department is always at your disposal.

FILLERS

Mr. Retailer Mr. Jobber

Have you been showing your Shoe to advantage. WHY NOT? By using our FILLERS you improve the appearance of your shoes whether in your windows or your Sample Rooms.

Shoes well shown are half sold
Ask your manufacturer about our
FILLERS

Our Upper Pattern Service

We have facilities for giving you a service that is second to none. Ask us to show you our latest designs.

WE ARE THE LARGEST MANUFACTURERS
OF LASTS IN THE BRITISH EMPIRE

UNITED LAST CO., Limited
MONTREAL

Booth No.

67

Eureka will welcome you



To Canada's Greatest
Shoe Dealers' Conven-
tion and Shoe Fair,

MONTREAL,
JULY 13-17

Come and see the
greatest display of
Shoes and Shoe Mate-
rials ever made.

Above all be sure to
visit our booth, No. 67,
where a wonderful dis-
play and hearty wel-
come await you.

Eureka Shoe Co., Limited

THREE RIVERS, QUE.

JOBGING TRADE ONLY



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser



Where "La Parisienne" Shoes are Made

The Queen of Ladies' High Class Footwear

**Don't Fail to Visit Our
Booth No. 86 at the Fair**

A modern plant with modern equipment employing only the most skillful workers and expert operators from the sole cutting room to the finishing department in the making of La Parisienne fine Welts and Turns.

You are invited to visit our Factory during the Style Show
July 13—14—15—16—17.

La Parisienne Shoe Co.

LIMITED

MONTREAL - - - CANADA

BOOTH No. 60

J. E. Samson, Enr.
CHAUSSURE
JES
1885

Welcome to Montreal and to Quebec

WHEN you come to the
Convention and Fair you
will receive a most cordial
reception.

Be certain too that you will find
much to interest you and a
heart welcome to Quebec on

JULY 17

J. E. SAMSON, Enr.

20 Arago St. - Quebec, Que.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Be sure to see—

**Samson's Hockey Boots
Sporting Boots and
Other Heavy Shoes**



The Retail Merchant will find "Samsons" shown by many of the best Jobbers.

Large production along special lines has brought these shoes to the front for good value.

HONEST SHOES AT HONEST PRICES

J. E. SAMSON, Enr.

20 Arago Street, - Quebec, Que.

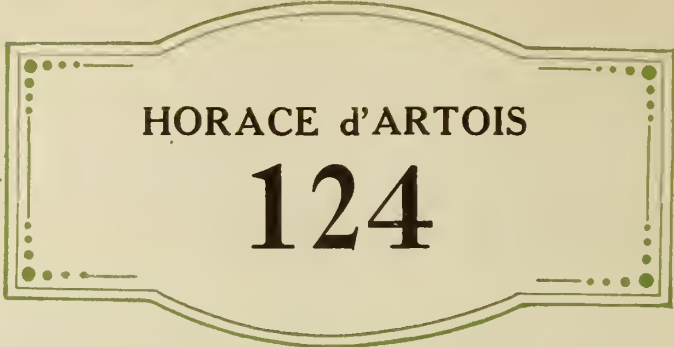
FOUR PLANTS UNDER ONE MANAGEMENT ARE AT YOUR SERVICE

Plant No. 1—Medium Grade McKays and Standard Screw and Sporting Boots

Plant No. 2—Heavy Work Shoes.

Plant No. 3—Misses' and Child's McKays, Standard Screw.

Plant No. 4—GOODYEAR WELTS, "SAMSON'S WELT" BRAND.



HORACE d'ARTOIS

124

**Retailers
Manufacturers
Jobbers-**

Booths No. 123, 124 and 125 will contain exhibits appealing to everyone interested in good shoemaking.

We cordially invite you to call and let us demonstrate. Your visit will be both pleasant and profitable.

HORACE d'ARTOIS

224 Lemoine Street, Montreal, Quebec

(SEE NEXT PAGE)



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

HORACE d'ARTOIS, Representing

Farnsworth, Hoyt Company

Manufacturers and Converters of Shoe Goods. Makers of the following famous, nationally advertised shoe materials:

REDI-LNE-IN SHOE LINING—Makes Shoes Wear Longer. The lining that reinforces the shoe. Wears twice as long as ordinary shoe linings. Your shoe manufacturer can put Red-Line-In Lining in any of your shoes at small extra cost. A national advertising campaign is teaching your customers the advantages of shoes made with this lining.

RUSHUR WEAR PROOF SHOE LINING—The moisture-repellent lining for hard-service and water-proof shoes. Specify Rushur Wear Proof Lining in your men's heavy shoes.

EVE CLOTH—FOR WHITE SHOES. The unusually fine construction, pure white finish and beautiful subdued lustre make this cloth the ideal summer shoe fabric. Specify Eve Cloth for your white footwear.

Kenworthy Bros. of Canada, Ltd.

ST. JOHNS, QUE.

FELT Piece Goods—FELT HEEL PADS—FELT TONGUE LININGS—FELT COMBINED with IMITATION LEATHER.

KENDEX—INNERSOLING which will not shrink, swell or hold moisture. It is fast color and will not stain a white hose. It positively overcomes the burning, stinging sensation so often experienced where other insoles are used. It will relieve callouses. It comes in uniform thickness and is easy to work.

KENDEX—SOCKINGS made in four colors: Tan, Brown, Pearl Gray, White. Kendex is put up in rolls averaging 30 inches in width and 20 yards long, of any thickness, measured by standard sole iron gauge. Write for sample.

"The feeling of the feet is reflected in the face."

Wear KENDEX INNERSOLES

HORACE d'ARTOIS

MONTREAL



Booth No.

98

Come, Join the Crowd in Montreal, July 13-17

There are going to be a couple of thousands of real live Shoe Merchants in Montreal for "the party."

We want all of you to feel at home around our place and assure you that we will be only too glad to extend you all the courtesies at our command.

Canadian Footwear Co. MONTREAL Limited

Salesroom—36 St. Genevieve Street
Factory—Pointe-Aux-Trembles



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Medium & Fine McKays & Turns

For Women, Misses and Children

These are the kind of shoes you never go wrong on. They sell every day of the week—all year round—to the very people who form the foundation of your business.

That they are made carefully, in the latest style and of the very best materials—and **made to sell at a popular price that will give you your full measure of profit**—goes without saying.

Be sure to see the full line of samples when you are in Montreal.

Canadian Footwear Co.

MONTREAL Limited

Salesroom - - 36 St. Genevieve Street
Factory - - Pointe-Aux-Trembles

Booth No.

52

We will be well represented at the

Shoe and Leather Fair At Booth No. 52

Let us have the pleasure of meeting you there, and of extending to you the use of our booth for your comfort and enjoyment.

A feature of real live interest at the Fair will be the display of

Lagace & Lepinay Shoes

In Men's Welts and
Women's McKays

Here is your opportunity to give our line a thorough inspection and comparison. Please accept our invitation to visit us.

Lagace & Lepinay

22 St. Anselme St. - QUEBEC




2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

The-
JOHN RITCHIE
COMPANY LIMITED
MAKERS OF
MEN'S SHOES
QUEBEC





Booth No.

36

OWENS-ELMES
Manufacturing Co.

Announce the opening of their new
factory at Nos.

12, 14 Sheppard St., Toronto

This new enterprise is the result of
our determination to manufacture
in Canada hand turned footwear of
the highest grade, and such as have
never before been attempted in
Canada.

Our Mr. Owens, who will personally
take charge of our display, will
gladly welcome you and demonstrate
what has already been accomplished
in the manufacture of Brooklyn
Shoes made in Canada.

Owens-Elmes Manufacturing Co.
TORONTO



**2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair**

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

94

Welcome to the Home of Shoes

When you come to Montreal for the greatest event in the history of the Shoe Trade in Canada, you are coming back to the old home of the industry.

May we extend to you a genuine welcome? Make the town your home—it is your home—and consider our exhibit and our plant as rooms in the home placed at your very special disposal.

Star Shoe Co., Limited
MONTREAL, QUE.



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser



Star Shoes for Children

These "STAR SHOES" for the little folks are "some class."

Any mother, father, aunt, uncle or older brother or sister will

Prefer them on sight

When you draw attention to the heavy, tough, flexible soles and the excellent upper materials, they will **buy** them on sight.

When they learn from experience how well they wear—how long they keep "good looking," they will come back for more.

We stand back of every pair of "STAR SHOES." You can't make your sales statement too strong.

SEE OUR FALL SAMPLES—PRICES RIGHT

See the wonderful line of Star Welts
for little children! Something New.

Star Shoe Co., Limited
MONTREAL, QUE.



Star Shoes for Women

Be sure to call at our Show Rooms, 336 Notre Dame East, when in Montreal at the Fair and Convention.


There you will find a complete line of Women's, Girls' and Misses' fine McKays in addition to a great line of Children's and infants' McKays and Turns.

*We specialize in Women's Fine McKays
and Children's Turns*

These are goods priced right, make no mistake the quality is there too. You will be agreeably surprised at the number of shoes you can sell at a good profit below the tax figure.

You will say that the lasts and patterns are right—and so is the shoemaking.

Star Shoe Co., Limited
MONTREAL, QUE.



Booth No.

45

You will have a chance to see some very new shoe styles for Fall—in

Booth No. 45

Will you do us the honor of a visit,—to quietly smoke a cigar or cigarette?

Visit us as often as you can. Send your mail and telegrams there. In other words, make it a meeting place for you and your friends every day.

John McPherson Co.

LIMITED

High Grade Shoe Manufacturers

HAMILTON - - ONTARIO



**2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair**

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

3

COLLIS LEATHER

will be exhibited at Montreal in Booth No. 3, where you will be heartily welcomed. They comprise the highest grade colored calf for the production of fine shoes.

COLLIS LEATHERS ARE
WELL KNOWN FOR THEIR
SUPERIOR QUALITY

Mr. Gordon E. Hubbell will be in charge of our Booth, No. 3, and will be pleased to see you at all times.

THE COLLIS LEATHER CO.
AURORA, ONTARIO LIMITED



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

43

Oscar Rumpel

*Largest Manufacturer of
Slippers in Canada*

ALL LEADING JOBBERS
CARRY OUR LINES

We will be pleased to see you at
Booth No. 43

Oscar Rumpel

Head Office and Factory:

KITCHENER, - ONT.

Factories:

KITCHENER, BADEN AND HAMBURG,
ONTARIO



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

55

The Favorite Spot

OF VISITORS TO THE

Shoe and Leather Fair

MONTREAL

Will Be Booth No. 55

There you will find Tebbutt representatives waiting to give you a hearty welcome and ready to look after your interests during your entire stay. Make our Booth your headquarters.



The Tebbutt Shoe and Leather Company
LIMITED

Three Rivers - Quebec



**2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair**

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

55

We Will Have on Display

A COMPLETE SHOWING OF

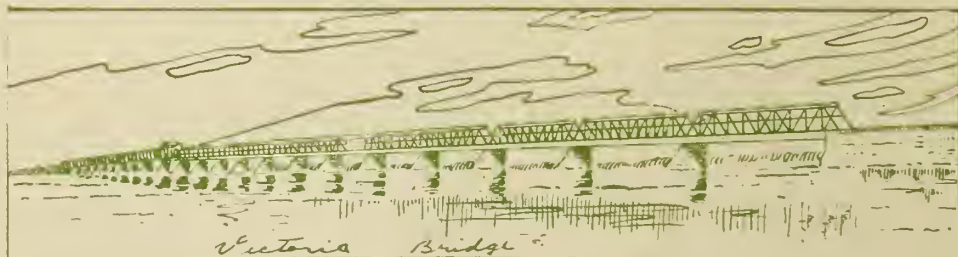
“Doctor” and “Professor” Shoes

and every Shoeman is urged to go over these samples with our representatives. You will find it time well spent in giving them a careful inspection.

Tebbutt Shoe and Leather Co.

LIMITED

THREE RIVERS, - QUEBEC



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

55

The Trade's Favorites

in men's footwear are
Tebbutt Shoes. They
have everything that
customers demand in

COMFORT, STYLE AND WEAR

which combined with
their FOOT HEALTH
FEATURES constitute
exceptional shoe value.

Be sure you see the
Tebbutt lines.

Tebbutt Shoe and Leather Company
LIMITED

THREE RIVERS

-

QUEBEC



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

55

A Big Convention

will be a big benefit to the Canadian Shoe Retailer. The attendance of ALL is needed to make it BIG, and the benefit to EACH will be well worth the time and money involved. Come.

Tebbutt Shoe and Leather Company
LIMITED

Three Rivers, - - Quebec



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

Booth No.

2

The Biggest Event Yet

in the history of the Shoe, Leather and Allied Trades of Canada will be the Montreal Convention and Fair. Everyone — Manufacturer, Wholesaler and Retailer—interested in the advancement of the industries generally, and of his own business particularly, should take part in it **BY BEING PRESENT**. You will find it time well spent, as an enjoyable outing as well as a genuine value-giving investment.

EVERYBODY COME

The Robson Leather Co.

Limited

OSHAWA - - - CANADA



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser



Tanners and Curriers

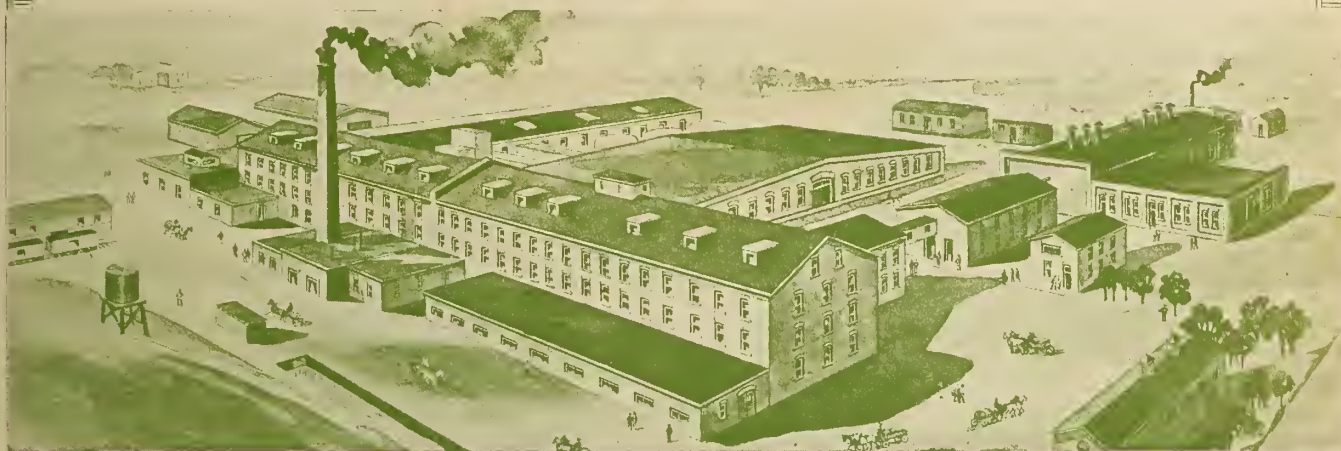
Tan Chrome Sides
 Mahogany Chrome Sides
 Royal Purple Chrome Sides
 Elks, Various Colors
 White Buck

Chrome Patent Sides
 Dull Chrome Sides
 Bright Boarded Sides
 Retan Storm Leather
 Chrome Tongue Splits

Montreal

Quebec

ROBSON



You who are devoted to GOOD SHOEMAKING and you whose object is SUCCESSFUL SHOE SELLING will find much of real interest in our display of

High-Grade Shoe Leathers

at the Fair. You could not have a better opportunity of learning by critical inspection and comparison of the superior merits of

ROBSON'S LEATHERS

OSHAWA



Visitors to The Shoe and Leather Fair

Montreal, July 13-17

You will never wear your welcome out at Booth No. 2—the Headquarters of THE ROBSON LEATHER COMPANY, LIMITED. We want it to be a popular resort for all Shoe and Leather Men at the Fair, and you are cordially invited to make it such, both in a business and social way. Give us the pleasure of adding to the enjoyment of your visit.

The Robson Leather Co.
Limited

OSHAWA - - CANADA



2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair

Mention "Shoe and Leather Journal" when writing an advertiser

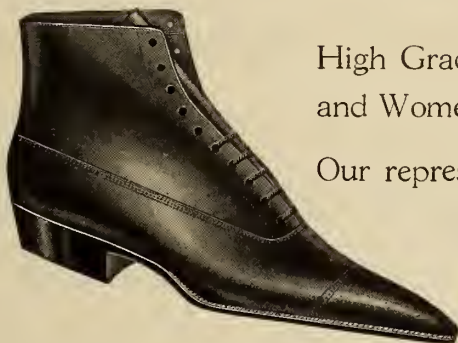
Booth No.

82

When you visit our Booth you'll have an opportunity of seeing the new samples of our great sellers.



VASSAR AND BERESFORD



High Grade Shoes for Men and Women.

Our representatives will be pleased to show you these models.

Myles Shoe Co., Limited

Successors to
MINISTER MYLES SHOE CO., LIMITED
TORONTO, ONTARIO



**2nd Annual National Shoe Retailers' Convention
and Shoe and Leather Fair**

Mention "Shoe and Leather Journal" when writing an advertiser



Every Shoe a Business Builder

Hopkins and Ellis Styles Attract Profitable Trade

The touch of to-morrow always to be found in Hopkins and Ellis styles makes an unusual appeal to discriminating women who desire to make their feet look attractive. The style leadership of this line has established Hopkins and Ellis designers among the real style creators of the season. New styles that give promise are always to be found among our feature numbers.

Retailers who cater to well-dressed women will find Hopkins and Ellis shoes strong drawing cards. They have a record of attracting desirable trade.

Buyers in Boston are cordially invited to inspect our line of business builders at our Boston office, 108 Lincoln St. Mr. John Ellis will be in attendance all during July ready to receive visiting trade.

H
AND
E

HOPKINS & ELLIS
HAVERHILL MASSACHUSETTS

Every Shoe a Business Builder



The Hopkins and Ellis Poulet

Hopkins and Ellis Quality Holds Desirable Trade

Quality is built right in every pair of Hopkins and Ellis business builders. Made by master shoemakers who are expert turn workmen, they are splendid examples of real painstaking workmanship. Nothing but the very best materials are used to guarantee satisfactory wearing qualities.

This shoemaking of the better kind combined with the up-to-the-minuteness of Hopkins and Ellis styles, make these shoes popular with merchants who desire to give their trade the utmost of style and wear.

At the National Show, Hopkins and Ellis shoes will be on exhibition at the Haverhill section of the National Shoe and Leather Exposition and Style Show in Boston, July 20 to 24th.

HOPKINS & ELLIS
HAVERHILL MASSACHUSETTS

H
AND
E



We extend a cordial invitation for you to come to the Fair in Montreal.

Be assured of a hearty welcome at Booth 108, where our representatives will be on hand to do your bidding.

Fix the number—108—in your mind and get in touch with some extraordinary values for immediate shipments or late placing.

NATHAN CUMMINGS Co.
153 Peel Street - - - Montreal

Ontario Travellers' First Annual Banquet

Knights of the Grip Hold Successful Get-together at King Edward Hotel Preparatory to Convention in Montreal Next Week

ABOUT 70 shoe and leather men, the greater part of them travellers and members of the Shoe, Leather and Allied Trades Travellers' Association, attended the first annual banquet held by the Ontario section of the organization, in the banquet hall of the King Edward Hotel, Toronto, Monday evening, June 28th.

From the success with which the affair was conducted the annual banquets of this precocious organization are going to be events to be looked forward to. Everything from the dinner itself to the post-prandial talks and entertainment ran off without a hitch, and the officers and committee are to be congratulated on the occasion.

The entertainment was left largely in the hands of Frank "Barney" Oldfield of Toronto, cabaret fame, and his half dozen numbers contributed much to the pleasure of the evening. Charles Newton, of Robinson & Co., Winnipeg, Man., sang two numbers which were received with appreciation.

James Heffering, chairman of the Ontario section of the association, was the toastmaster, and he introduced a number of speakers who proved worthy of the occasion.

Warren T. Fegan, and James Jupp, president and treasurer of the National Shoe Retailers' Association, were guests of the travellers, and both spoke at some length outlining the coming annual convention in Montreal. From all indications the get-together next week will witness the biggest turnout of shoe men in the history of the shoe and leather industry.

Mr. Felton, one of the directors of the Alexander Hamilton Institute, gave a very interesting talk on salesmanship. His remarks were particularly pertinent to the occasion and were appreciated by the bulk of those present, whose daily work consists of selling shoes.

Peter Doig, even more enthusiastic than he has been during the last few times when he has been talking about the Shoe, Leather and Allied Trades' Fair, of which he is the honorary manager, gave a comprehensive outline of what would be doing next week in Montreal. Any one that can hear Peter boom that Fair and then stay away from it gets the brown derby for clammishness.

Other speakers during the evening included W. G. Martin, of the Consolidated Rubber, and Mr. Turner of Footwear in Canada.

The banquet was held primarily to get the travellers together previous to the first annual convention of the organization, which will be held in Montreal in connection with the Retailers' Association convention and the Shoe & Leather Fair. At that time the travellers will draw up a constitution and organize as a national association.

SHOES PAY FOR JOYRIDE?

Wilfred Trovell, 247 Montrose avenue, Toronto, manager of one of the branch stores of the St. Ledger Shoe Company, was arrested June 17th by Detective Dawn on a charge of theft. Trovell is alleged to have stolen 15 pairs of shoes and given to Walter Dault, 10 Oxford street, to dispose of. The police stated Trovell and Dault were out motor-ing, and they met with an accident. Trovell is alleged to have given Dault the shoes to pay for the repairs.

TWO HEADS BETTER THAN ONE

"Two heads are better than one" is just a handy way of saying that combinations work well in anything from pool to pinochle. Scott-Chamberlain, of London, Ont., have cornered the latest combination in the shoe game, and from the results that have been obtained in the brief time



W. B. FRYER

that it has been in operation it will be a winner. The two-man team that is going great guns just at present consists of W. B. Fryer and J. J. McHale.

With "Bill" and "Mac," as they are more popularly known to the trade, at the helm, the London factory has been making a record for itself. Mr. McHale is handling the production and Mr. Fryer the selling end of the business. Both are old timers at the game of making and selling



J. J. McHALE

shoes. "Mac" learned the production end south of the border with the Brown Shoe Co. of St. Louis, and "Bill" is too well known to the Canadian footwear fraternity to repeat his connections with the industry.

Visualizing Your Shoe Business

Forceful Address Given at Convention of California Shoe Retailers' Association, Last Week, by Chester Herold, of San Jose, Cal.

BUSINESS policies of today are only decided after a careful study of facts. We can no longer be guided by the force of custom or tradition in directing our pursuits.

Our relative successes or failures can only be definitely determined and analyzed by an intelligent study or observation of the reaction of forces under given conditions, by studying the frequencies with which each occurs, and by comparison of the elements of cause and effect. In other words, we are trying to conduct business upon more precise findings.

Without doubt, the foundation upon which big business has been built is the accumulation and arrangements of facts and statistical data gleaned from the fields of that industry's activities. Upon this foundation business men have been encouraged to build lofty structures. The complete analysis of past operations in the way of tabulated forms, diagrams or graphic representation of relative units established under like conditions, has provided the materials for constructing extensions and enlargements.

Purposes of Visualizing

It is said that probably 90 per cent. of the answers "Yes" and "No" given by business men are based upon opinions rather than facts. The reason for this is that the average head of a business cannot obtain and analyze facts quickly enough to base his decision on them. He may know that he pays so much for this and that, and that he sells it for so much, but he has too many details to carry with him constantly to hold a mass of figures in his head, and depend upon them when called upon to make up his mind for or against. Therefore, he is forced to decide quickly, and his one hope is that he will guess right.

We must also bear in mind that the day of the one man business is rapidly passing out, and the successful merchant is the one who systematizes and lays out his daily routine of affairs so that they can easily be carried on in his absence.

Now you will ask what I mean by visualizing business. About the simplest definition I can offer is "Statistics Brought to View"—or, "A Representation of the Changing of Business Conditions, Tendencies, Frequencies or Comparisons arranged in Picture Form."

It is not necessary to impress upon you how much easier it is to memorize those facts which have been pictured to us in one form and another, rather than to simply rely on a set of meaningless numerals.

In planning a store arrangement you do not decide to proceed when the architect says "This room will be 12x14, while the other will be 10x16." You want to know how it is going to look so you ask him to draw it for you on a scale. That is visualizing your plans—placing them before you to show their relative value.

The point is, from a psychological standpoint, that the mind uses fewer nerve cells in the interpretation of the circumstances of your business when presented in a picture than when it has to make comparisons of a set or series of figures.

There must be a clear and definite formation of the problem in mind, and a strict adherence to the unity of measurement.

Before a comparison can be made of statistics gathered

from different sources, each element of comparison must be of the same characteristic or co-ordination. In other words, two units of opposite nature, you will recognize, are not comparable with each other. For example: Suppose you are a merchant in a city of \$100,000, and you are doing a business of \$300,000 a year. Another merchant in an adjoining city of the same size is doing a business of \$500,000. His statement of profit and loss is not comparable to yours unless he is handling the same grade of shoes. He may have a turnover of 4 against your 2.3, and may be operating at a lower expense and narrower margin of profit. Therefore, we cannot use the size of the city as a basis of comparison. The Graduate School of Business Administration, Harvard University, found in compiling its statistics of the shoe business that neither the size of the city or the location made any difference as far as methods and operating expenses were concerned. For the purposes of comparison, therefore, they divided the shoe business into three groups—high price, medium price and low price.

Elements for Business Guidance

The elements of business that furnish us interesting facts for comparison and guidance are:

- (1) Sales by weeks, months or years* for comparison with similar periods of previous seasons.
- (2) Sales by departments in proportion to total sales.
- (3) Relation of sales to operating expenses.
- (4) Relation of sales to advertising campaigns.
- (5) Salesmen's records (a) covering any period of time, (b) by departments, (c) results in proportion to salary, (d) results in respect to profits, (e) points in relation to others efforts, (f) monthly barometer of salesmen's standing or value to the employer.
- (6) Merchandise fluctuations and operations.
- (7) Profit and loss analysis.

These are only a few suggestions of the many elements of business routine that a retailer may visualize as a means of guidance and safety, and when properly represented, as will be shown by the charts I am about to present, will bring to view facts and tendencies that are not attainable by simply depending upon records from books of account, or a great mass of figures that loses its strength and relative power the more it is studied.

Methods of Representation

The methods of representation best adapted to the shoe business may be classed as follows: Tabulation, graphic representation through the use of tendency charts, block methods and diagrams.

Taking up the elements that we have selected for inspection we turn first to the question of sales. As to how far you would care to carry this study in applying it to your business, depends upon every consideration of how your business is conducted and by what means or extent comparisons are necessary. (Here Mr. Herold presented several charts, bringing out the subject clearly to his listeners.)

Tabulation Oldest Form of Recording

Tabulation is perhaps the oldest and most common form for the recording of business statistics, and frequently is the most obscure. We have all kept such records in one form or another. Here lies the importance of keeping at all times an accurate set of books as the source of information desired for tabulation, and the consequent valuable use in the conduct of business. No matter how small a business may be, even though you may think it unnecessary now, the day is sure to come in the growth of any enterprise when the history of your accomplishments will be (or maybe it has been) of inestimable value as an aid to future operations.

A systematic arrangement of this matter in tables permits immediate comprehension and, of course, is more

readily attained by the use of modern mechanical book-keeping appliances such as adding machines, etc.

For instance this material may be classified by charts covering sales, analysis of business, merchandise operations, fluctuations of monthly inventory, insurance, condensed balance sheets and fixture depreciation schedule.

The purpose of tabulation is to reduce masses of facts, as I have endeavored to show, to logical order according to the units of measurement in which they are expressed, and for the purposes desired. The functions of diagrams or charts are to illustrate these facts according to the order worked out by tabulation. Diagrams illustrating data in tabular form add to the meaning of such business statistics by throwing them into relief or picture form. The degrees of more or less are more readily grasped by the mind when in diagrammatic form than in tabular form, because relations of frequency and magnitude are more easily realized.

After treating upon this subject thus far, we should perhaps consider some objections. The first might be that it is too theoretical and of little practical value. But for the modern business man, experience is teaching him to recognize that this material is not only practical, but indispensable.

The next objection might be the difficulty of obtaining material for statistical use—as for instance, sales records or salesmen or departments, for such periods of time as days, months, seasons and years. I believe, however, that the forms shown you will put you at ease as to the simplicity of obtaining the data necessary.

As to securing percentages, totals, fractions, etc., requiring complex and exact calculations, this work as all been reduced to a series of mechanical short cuts that can be grasped easily by consulting representatives of the several rapid calculating machines.

To illustrate the ease with which such accurate percentages can be figured, I will describe a method used by our firm in rating its salesmen monthly as to points of merit. It may be desirable at times to conceal the actual figures of your sales from your salesforce, and yet you wish them to know exactly how they rank with their fellow salesmen. We use, in these comparisons, only the active selling force, and in each department. To determine the salesman's points we get first the reciprocal of the total sales for the month. Having this we multiply it by the sales of each employe or active salesman. This gives the percentage of his sales as to total sales. Add all percentages of salesmen together, then get the reciprocal of this percentage and multiply by each salesman's percentage. Carry out four places and you have the number of points to his credit.

ERNEST JOHNSON NOW IN CANADA

His many Canadian friends in the shoe trade will be pleased to learn that (perhaps we should say Captain, as he served five years with the forces and left with that rank) Ernest Johnson is again paying a short visit to these shores.

He has brought over a fine selection of the high-class gentlemen's shoes manufactured by the firm of Ekins, Son,

and Percival, Limited, Wellingborough, England, and will be pleased to get in touch with friends and buyers at 2 Wheeler avenue, Toronto.

VACATIONING IN CALIFORNIA

When Greek meets Greek they start a restaurant, but when one shoe traveller meets another they have their pictures taken. The small photos are of two well-known



Canadian shoe travellers, although the pictures themselves were taken in Los Angeles, Cal.

Last December, after he had finished his trip to the coast, Harvey Graham, sales manager for the Wm. A. Marsh, Limited, Co., of Quebec City, decided to take a vacation so he boarded the train for southern California.



He had only been in Los Angeles a day when he met George H. Ferguson, of the Tetrault Shoe Mfg. Co., enjoying the balmy air and sunshine. Whereupon the two joined forces and made quite a number of interesting trips together. The upper picture shows them standing in front of one of the Beverly Hills Hotels' famous eucalyptus trees. In the lower picture they look very much at home in the doorway of an office building at the Charlie Chaplain studios.

Which brings us back to the reflection that a shoe traveller's job is "not so bad."



Rosie always did look on the economical side

A Promising Western Outlook

Harvest should Bring Largest Crops in History of the Country—Buyers Manifesting Interest in Fall Stocks—Vancouver, the Center of the Shoe Trade on the Coast

THOSE who were fortunate enough to make the trip to the Pacific Coast with the Canadian Manufacturers' Association last month will regard it as a memorable occasion in their history. Apart from the arrangements in connection with the special train in charge of Mr. Howard of the Canadian Pacific Railway which were in keeping with the reputation of the company in regard to comfort and precision of movement, the itinerary was so planned by the Association that not only were the principal cities in the Prairie Provinces and British Columbia visited but the environs thoroughly covered by automobiles placed at the disposal of the delegates by the business men of the various localities.

At Winnipeg, Brandon, Regina, Medicine Hat, Moose Jaw, Lethbridge, Calgary, Edmonton and Saskatoon stops were made varying from half a day to two days and opportunity afforded not only for inspecting the industrial and commercial development in progress at these great centres, but investigating the crop conditions in the adjacent country, within a radius of ten or twelve miles. It was thus possible to secure at first hand, through personal observation and through contact with both merchants and farmers, an accurate idea of the outlook of the country for the current year.

June is the critical month with the crops and this year the weather conditions have been such as to leave no doubt as to the results provided harvesting conditions later are favourable. It has been estimated that the yield this year will be in the neighborhood of 350,000,000 bushels of wheat, and if this be pared down to 300,000,000 or even 250,000,000 bushels it will mean that the west will have from its cereal crop anywhere from three quarters to a billion dollars of cash at the close of the season. What this will mean to the country may easily be realized. For practically three seasons there has been a very scanty return and this has left the farming community scarce of money. Just as soon as there is certainty as to the yield business in the prairie provinces will take on a most active movement. It has been stated that the land holders have become so heavily involved that it will take all the farmers can get to straighten out their difficulties, but this is not generally the case. It has been so hard to get credit for the past two years that those who have been hard hit have been compelled to get along on what they could scrape together, and their obligations, especially to store keepers, are quite light. In the districts hit by the drought last year when help had to be extended by the government in seed and feed, those who have had the distribution of these in hand claim that very few have been unable to pay some part in the advances made.

Already buyers of merchandise are manifesting interest in offerings for the coming season and while the general tendency in most of the large cities has been to unload surplus stocks, particularly of summer goods, there is not the least doubt that the next two or three weeks will see an entire change of attitude with regard to buying. One large merchant in the middle west said that on June 15 he gave his buyers orders to go ahead completing their purchases for fall. He claims that most of the farmers had been economizing and that as soon as they saw the results of their seeding operations fairly well assured they began to visit the market.

The grazing country west and south of the wheat fields has also profited by the abundant moisture of the past two

months and plenty of grass is found even in the arid districts, so that the cattle business which received such a set back last winter will have a chance to get on its feet as there will be an abundance of hay as well as grass to maintain stock during the coming fall and winter months.

A matter for congratulation is the steady development of the industrial life of some of the communities that have hitherto had to depend upon agricultural production. The abundance of natural gas and coal has lifted Medicine Hat, for instance, into a position of great promise, and there is not the least doubt but that in the near future it will become a great manufacturing centre. Calgary and Edmonton are also forging ahead and will soon claim importance as not only distributing but producing centres. If the promise of abundant oil and coal in the north country holds good Edmonton will eventually become one of the great manufacturing cities of the west. Reports are conflicting, but those who claim to know say that we are on the eve of wonderful revelations as to the resources of northern Alberta.

British Columbia is gradually coming to her own both as regards natural resources and manufacturing enterprise. A feature of her development in the past two or three years has been the production of wood pulp, which promises to become one of her best industries. In lumber, fisheries and minerals British Columbia has always excelled, but she is learning the lesson that the land is one of the greatest assets of a country. Farming, cattle ranching and fruit growing are becoming more and more prominent amongst the western province's undertakings. During the war wooden ship building was conducted upon a large scale and the establishment of a branch of "Yarrows Limited" at Victoria in addition to that under the control of the Canadian Marine Department promises the continuance on a substantial scale of the production of steel vessels of all kinds.

Vancouver is giving evidence of its determination to dominate the trade of the Pacific Coast. It has grown marvellously in size and enterprise and with its spacious streets and tall buildings gives an impression of aliveness that is most impressive. It possesses one of the finest harbors in the world and will undoubtedly at no distant time be one of the largest and most flourishing ports on the Pacific. It is rapidly adding to its industries in various lines and is already the great distributing centre for the far west.

Vancouver boasts a shoe factory that caters to the complete requirements of footwear of the Pacific Coast. John Leckie Co. Limited, are now turning out footwear in fine as well as medium and coarse grades, that would be a credit to the best of our eastern factories. The wholesale shoe trade is represented by several large concerns including Ames, Holden, McCready Limited, Damer Lumsden & Co., F. & F. Henderson, and Stevenson & Hoyland all of whom carry large stocks of eastern made leather goods and rubbers.

Victoria is probably the prettiest and most sedate of our provincial capitals. It is beautifully situated on the straits of Juan de Fuca and is surrounded by a country that is at once picturesque and capable of great development. The retail shoe trade is represented at both Vancouver and Victoria by concerns that show their progressiveness and alertness by the character of their stores and the aggressiveness of their advertising methods.

The Province of British Columbia is certainly only in its infancy as to manufacturers and there is not the slightest doubt that the next twenty-five years will see wonderful developments in its three great seaports.

What strikes the visitor on all of these western centres is the active spirit of optimism that prevails everywhere. The enthusiasm of the business men with regard to the future of the country is backed by an energy that cannot be due altogether to the beauty and expansiveness of the landscape or the ozone of the atmosphere. The West is peopled largely by those who have left the East to enlarge their vision and they are putting brains into its development.

Shoe and Leather Trade Jottings

What Program at Montreal offers Retailers—Luxury Tax Amendment Meets with Approval—Hide and Leather Markets Stagnant—Retail Trade Still Below Par.

ON to Montreal—When this issue reaches the trade there will still be time for those who have not made plans to do so, to attend the Second Annual National Shoe Retailers' Association Convention and the Shoe, Leather and Allied Trades Fair. These two events will bring to Montreal during the coming week the greatest assembly of men associated with the shoe and leather trades in the history of the development of the industry in Canada. Men from every branch of the trade will be on hand to attend the various business sessions and to enjoy the elaborate entertainment program that the Fair Executive has arranged for the amusement of the visitors. It promises to be the greatest turnout and the biggest success of any event ever staged by one individual trade in Canada. Full details of the program will be found elsewhere in this issue. To those who have planned to be in attendance there is a week of instruction in trade matters and entertainment waiting that could not be surpassed. Those who have not made up their mind to come should look over the program, give it serious consideration and decide if they can afford to miss being among those present.

The Amended Tax—Almost universal approval of the amendment to the luxury tax on shoes, passed two weeks ago, whereby a tax of 15% is levied on the excess above \$9 instead of a 10% gross tax, is expressed by the retail merchants. This makes an appreciable difference in the amount of the tax on every individual purchase. It also decreases the number of customers who object to paying the tax because it is the law of human nature that the objections to paying out money for taxes is in direct ratio to the amount that has to be paid. Perhaps even more satisfaction is derived from the new manner of collection than from the change in the percentage of the tax. The new method, by which a tax stamp will be used, will be simple compared with the former system of making out duplicate sales slips and making semi-monthly returns to the Finance department. It will be no longer necessary to keep up a set of complicated accounts. The only work necessitated in the collection of the present tax is to buy the stamps and then cancel them when they are used.

Buying for Fall—In another article of this issue is given an announcement issued by the president of the U.S. National Retailers' Association to the members, advising them that they can place reasonable requirements for fall without hesitancy. This announcement was sent out only after a careful survey of market conditions in the United States. It is the general impression there that prices have become stabilized and that they will remain about stationary for the next few months at least. The coming Fair at Montreal offers a splendid opportunity for merchants whose fall placing has been meagre to finish their buying for the coming season's selling. Almost every shoe manufacturer in Canada will be represented at the Fair and the retailers will be able to look over complete samples of the newest in footwear at quotations that will in the majority of cases be standard for fall stocks. Some manufacturers, following closely the hand to mouth leather buying policy, are now able to offer reductions over their original sample prices. The probabilities are that they will not be able to further cut quotations on the coming season's goods. Tanners, whose stocks generally speaking,

are not large, and whose present production is curtailed, hold the same theory. One of the main reasons for the low prices on raw hides is that there is no demand, and there will continue to be a lack of demand for them until tanners get sufficient orders to justify going into the market and buying hides. They have not been selling leather for the last few weeks and consequently the raw hide market is stagnant. One of the largest hide dealers in the east recently reported that his business for the last two months hadn't been large enough to pay the overhead expenses of his office. Just as soon as there is a demand for leather the market will strengthen and prevent any further reductions in the prices that are now generally quoted.

Market Situation—Lack of orders, a tight money market and a belief that there may possibly be lower leather values has contributed to bring about an unusually quiet situation in the shoe and leather trades. Quotations on either hides or leather mean nothing at the present time, because neither dealers are doing business except on a very minor scale. Country hides are extremely low but tanners claim that as soon as they attempt to buy appreciably, up the price goes. Packers, especially the Big Five, do not seem disposed to offer any concessions, preferring to wait until fall runs get under way in an attempt to force prices. Both upper and sole markets are featureless, the sole leather tanners doing the little business that is being transacted at the present time.

Retail Trade Conditions—Summer selling continues to remain below par. The public retains much of the volumes that have been spoken and written regarding the high costs of living and do not appear to be much interested in buying at any price. Some lines of sport and outing footwear are selling well but general business is poor. Some mark down sales continue in an attempt to stimulate trade and unload seasonable stocks. Sorting orders are light but placing orders were even less so it is an even brake on the poor season.

NEW CONCERN ANNOUNCED

The news that B. L. Marder and Charles Boskowitz, formerly of Feinstein-Marder Co., Chicago, are now in business as B. L. Marder Co., Chicago, has created great interest in the industry. Both these men are widely known in the industry and have done much to help place the jobbing of shoe findings among the leading industries of the country.

NUGGET CO. GIVES H. W. PARSONS HOLIDAY

H. W. Parsons, eastern representative of The Nugget Polish Co., is this year completing his twenty-fifth year with the company.

In commemoration of this event, the directors have invited Mr. and Mrs. Parsons and their two children to England for a two months' holiday. They left on June 26th on the S.S. "Scotian."

During these twenty-five years, Mr. Parsons has seen service in England, Belgium, Germany, Italy, United States and Canada. His many friends will wish him a very pleasant holiday and a safe return.

STEVE J. MARTIN'S KINGSTON STORE

Steve J. Martin has opened a boot and shoe store at 189 Princess street, Kingston, Ont., and has laid in a stock of fine quality of ladies', men's and children's boots and shoes that are to be obtained at a wide range of prices.

Mr. Martin was in the civil service when the war came in 1914, and he volunteered for overseas in the C.E.F. He returned to Canada after a period of splendid service, in 1917, and was engaged on the staff of Lt.-Col. R. D. Street, under the M.S.A., and upon demobilization he was in charge of the Catholic Army Huts here.

Preparations for Fall Selling

Paint will Make Your Store Front a Silent Salesman—Attractive Interior Arrangement as an Advertising Factor—The relation of Colors to Selling

IN ten days or two weeks you will be returning from the convention and fair at Montreal, and you will be facing a month or six weeks' period which is usually the dulllest period of the year, as far as regular merchandising goes. This condition is not one that can be blamed on the merchant. It is just a seasonal occurrence whose similarity, if not in time at least in condition, can be found in almost every retail trade except those dealing in food. By the middle of July the majority of customers have filled their wants in summer footwear, and it is too early to make any impression with fall lines.

Although summer clearance sales are getting to be quite common as a method of cleaning up on odd lines and clearing out assortments of summer footwear that the merchant does not care to carry over into another season, these sales will last, at the outside, not more than two weeks. That leaves four weeks of very mediocre business.

To those who have made a study of the most effective methods of retailing shoes the period from the middle of July to the end of August offers an unusual opportunity to get the store into shape to best handle fall selling. If you are thoroughly prepared for this trade, a week or ten days before the selling begins, you will probably get more trade than you would under ordinary procedure, and also do it with less effort. It is also wiser to be ready to display your fall lines a week before they are due, than to have to rush at the last minute to get them in order.

The first thing that the merchant can do to make ready for fall selling is to make his store a more attractive place in which to shop. This need not entail any great outlay of money for elaborate furnishings and fixtures. If a general effect of cleanliness and freshness can be obtained it will be almost as effective. A store that is bright and clean particularly appeals to women shoppers, and in the same sense appeals subconsciously to the men.

Paint will work wonders with an impossible looking interior or front. Not long ago a merchant in a western city put three coats of paint on his store front, paying for the work out of his own pocket although he did not own the building. Asked for the reason for making this expenditure when he had only had a lease, he said that he believed that a store front was the best silent salesman and the cheapest advertising he could get in the town. He reasoned that if he could make the front sufficiently attractive to draw trade to his store it would not take long before he made enough profits on his additional sales to pay for the painting job. Inquiry several months later brought the reply from this merchant that the expenditure he had made had been justified. His proof of this was that he had heard many comments from customers concerning the attractive looking front which he had made, and further that new customers had been drawn to the store by the neat appearance of both the exterior and the interior.

In the matter of painting the most important feature is to select the right color. Even at the present time, with paint in universal use, it is remarkable how many merchants will choose a color that is absolutely useless as an advertising factor. It is just as well not to spend any money on paint as to spend it on the wrong color. For a shoe store both exterior and interior should be a light, bright color. White cream or buff make a background that is at the same time

clean, attractive, and stands out from the common run of stores without being bizarre. Dead colors such as olive green, dull browns, etc., are never attractive and bright flaring colors, such as light green or red also inadvisable because they fade rapidly.

The objection to light fronts may be that they cannot be successfully kept clean. If a coat of enamel is put on, the wood can be washed easily, and will come out as good as new. This is the procedure followed by several chain candy store companies, whose exteriors and interiors are entirely white. The fronts are washed about once in two weeks and a fresh coat of paint applied annually.

For the average store front the cost of painting is small. The surface to be covered is not a large one and neither the amount of paint used or time consumed in the job is large. The interior is, of course, another question. Generally speaking, if the interior is repainted, it has to be entirely redecorated so that the fresh paint will not show up the other decorations. Light cream or white shelving is the most suitable with other decorations in harmony. This is particularly true in stores in which the lighting is all from the front. The light color of the paint tends to give the store a brighter appearance than it naturally has.

General store arrangement is another subject that can be considered to advantage at this season of the year. There are few stores that cannot be given a better layout of either stock or fixtures than the one under which they are now operating. Every merchant has his own individual idea about the arrangement of stock and the majority of these plans are the most suitable for the store in question. In the matter of show cases, store fixtures, etc., a rearrangement will often give the appearance of having had the interior redecorated, without the expense of investing in new fixtures.

A general clean-up and renovating of both the interior and exterior should make the store much more attractive for handling fall selling, and should more than justify the expense occurred.

THE SAME OLD STORY

Bill Jones refused to advertise.
He thought himself "too wondrous wise;"
He said, "Instead I'll take the chink
That I would spend in printers' ink
And save it for a "rainy day,"
For Advertising doesn't pay.
The people know I have the goods,
And if my store was in the woods
They'd wear a path up to the door,
For I have bargains here galore.
Although not strictly up-to-date,
The price is right at any rate,
And he who likes, his wares can shout,
But as for me—just count me out."
But time passed on, and so did Bill—his business is
no more;
A sign which reads, "For Sale or Rent," is fastened
on the door.
His neighbor, Smith, now has his trade (he doesn't
handle "trash")
The staff of clerks are on the jump, with hardly time
for "hash."
His novel "stunts" to get the "biz" are known both
far and near.
And when he comes to figure up—he's always "in the
clear."

MORAL: It pays to advertise.

—By George O. Reed.

Carelessness and failure are twins.

Cumulative Effect of Sales Tax

E. O. Weston of F. J. Weston & Sons' Gives Figures to Show Effects of Pile-Up in Percentage from Raw Hides to Shoes

HAVE you ever stopped to figure up the cumulative effect of the present sales tax of 1% in the shoe and leather industry?

E. O. Weston of the firm of F. J. Weston & Sons, of Toronto, wrote to the SHOE AND LEATHER JOURNAL recently on this subject and the figures which he quotes, which are by the way, as accurate as can be secured to cover the general run of trade, show in a clear cut manner the huge percentage which the tax totals by the time the raw hides have been turned into shoes and sold to the consumer.

Mr. Weston's letter is in part as follows:

"In discussing the new Excise Tax on shoes I have not noticed any attention being called to the cumulative effect of the tax.

"As a matter of fact instead of one per cent on cost, where the increased value of One Hundred Dollars' worth of hides is concerned, it seems by the time the consumer is called upon to pay the price, it will be much greater than the net profit of the last wholesaler who handles the goods.

"For in buying one Hundred Dollars' worth of hides, the dealer will be charged the one per cent. on the order. He will of course add at least ten per cent. for overhead and expense account and the additional one per cent. in selling the hides, making 2.10 added. When the tanner receives the hides he will most likely add twenty-five per cent. for overheads and charges to the 2.10, together with the one per cent. when he sells his leather, so that the shoe manufacturers will purchase with 3.625 added. He in turn will add twenty-five per cent. to this cost, and one per cent. for the government tax, making the total to the wholesale shoe man 5.531. With an allowance of twenty per cent. for overheads and expenses and the additional one per cent. tax in selling the goods, the modest one per cent. is now increased to 7.6375. To this the retailer will add at last one-third in selling, so the customer will pay at least ten and one-quarter cents per cent., with the additional ten per cent. on the shoe costing over the nine dollar limit.

"It is doubtful if any wholesale house is making more profit on the shoes than this figure calls for. But it seems to the writer that the government have invented a tax, which like the blacksmith's shoe nails, has absorbed everything in sight, at the expense of the consumer.

"The American Manufacturer pays none of this 7.6375. He has also had a rebate of 7½% war tax, making a net decrease of 15% on imported goods! Thought this might be worth digesting."

ARE YOU GOING TO QUEBEC?

W. A. Lane of the Citadel Leather Co., chairman of the trip to Quebec City during Fair and Convention week, has just issued an attractive folder, printed on heavy cardboard and well illustrated with cuts, giving all the details of the two trips that can be taken over the week-end.

These folders were mailed to prospective visitors to Montreal. The details are as follows:

To Quebec and return. Steamer "Montreal" will leave at 7.00 p.m. Friday, arriving Quebec following morning. Day to be spent in sight-seeing trips around this historic old French city, including a visit to the famous Shrine of Ste. Anne de Beaupre, Montmorency Falls and Quebec Bridge. Musical concert, informal dance and buffet supper on boat going and coming, with luncheon and tea whilst in Quebec,

under the auspices of the committee. Returning, steamer will leave Quebec 6.00 p.m. Saturday, arriving in Montreal. Fare for the round trip, \$10.15. Meals and berth extra.

To the famous Saguenay River Canyon and return. The de luxe steamer "Saguenay" leaves Montreal 7.15 p.m. Friday for two delightful days outing on the lower St. Lawrence and Saguenay Rivers, arriving back in Montreal Monday morning in time for Western train and boat connections. This trip offers the finest scenic attractions on the American continent, and steamer stops at points of interest long enough to permit an hour's visit or more on shore. Stop-over allowed at Quebec on return journey without extra charge. Fare, round trip, meals and berth included \$36.00.

Western delegates in making transportation arrangements to and from the Convention, should bear in mind that special facilities will be offered to them to leave Toronto by steamer on Sunday, July 11th, arriving Montreal Monday evening. This trip includes the Thousand Islands (America's Venice) and the exciting descent of all the rapids. Fare for round trip Toronto to Montreal and return, including meals and berth, \$36.00.

AVERAGE MAN'S IDEA OF SHOE TERMS

Ankle: A protruding bone just above the foot, made to hit chairs in the dark.

Arch Support: A ten pound weight to be worn with sore feet.

Bellows Tongue: A windy individual.

Bath Slipper: One who steps on a piece of soap in the bath tub.

Blind Eyelets: Small openings hidden in the front of shoes.

Button Hook: An ingenious device for tearing button holes.

Corns: Weather predictions worn on the feet.

Golf Shoe: Worn when playing "cow pasture pool."

Heel: The last part of a shoe and which wears out first.

Inner Sole: A scrap of paper.

Lining: Latest wrinkles in shoes.

Lace: Something to trip over.

Outer Sole: A thin piece of paper "between you and the world."

Rubber: Part of body between head and shoulders.

Tip: Piece of tin stuck on end of imitations of Beaded Tip Laces and which pulls off the first time worn.

Vamp: Theda Bara.

MAY NOT BE ANY BONUSES

This month's issue of the Endicott-Johnson Monthly, a shop magazine from the great shoe factory of that name at Binghamton, N.Y., is devoted entirely to a signed article by George F. Johnson warning employees not to expect a continuation of the bonus plan every year under all conditions. He points out that there will be years when the profits will be small, if there are any at all, and that there may be times when there will be no surplus after the guaranteed dividends are paid. Therefore the workers, who are now partners in the business, must be prepared to stand their share of reduction in profits in the shape of bonus eliminations as well as the prosperity which at present insures a \$237 bonus for every employee.

Mr. Johnson announces that the large club buildings promised this year will not be erected, as the company has decided to abandon all structural work except dwellings for employees and the plant extension until the price of building material takes a slump.

He takes to task the unthinking employee who spends his money for \$8 silk shirts and musical instruments and automobile instead of placing it in the savings bank or buying company stock, and declares the time will come when the extravagant ones will rue the reckless expenditure.

Distribution and High Prices

Boston Shoe Man Gives Reasons for Necessity of Better Correlation between Production and Consumption as a Means of Reducing High Cost of Living

IN a very able address delivered recently at the Eighth annual Meeting of the Chamber of Commerce of the United States, Edward A. Filene, of William Filene Sons Company, of Boston, said some trenchant things about the causes of unrest. He claimed that the two main reasons for the present situation are the increase in the prices of necessities and the demand for luxuries by wage earners.

In discussing retail prices and their relation to distribution, he said:

Practically every phase of distribution as we now practice it is open to large improvement. There must be a better correlation between production, distribution and consumption, so that the present wide gap between the cost of the article as it leaves the manufacturer and as it reaches the consumer may be minimized. This gap is not the result of lack of good will on the part of the business man engaged in distribution. Business is as much a victim of the present system as is the consumer. For example, the retail merchant seldom averages a net profit of more than five per cent. on his sales. If this profit were totally eliminated, it would have little effect on the cost which the consumer must pay.

The public does not realize this; the retailer is on the firing line of the business. He meets the customer face to face and has to bear the brunt of the criticism of and dissatisfaction with every mistaken effort and faulty process from original production to the final sale of the finished product. High prices are not his fault, and yet the consumer blames him for them. Our store makes it a rule never to be under-sold, but the man who pays to-day \$50.00 for a suit he used to buy for \$25.00 or \$30.00 instinctively accuses us of making inordinate profits. He does not take the trouble to see what he would have to pay elsewhere for the same article, or if he does he merely shrugs his shoulders and says we retailers are all equally guilty.

Factory-to-Consumer Method

Obviously the most direct and therefore the ideal form of retail distribution from the theoretical standpoint is the factory-to-consumer-by-mail method. It involves the least expense and the least machinery. If this method were generally practical, we should, when we ordered a tooth brush or a pair of shoes, send a postal to the proper factory and get the goods by return mail. The most important obstacle to this scheme is that it conflicts with the ordinary mental processes of the buyer. Until goods and catalogues are standardized to a point far beyond that at present realized, the average buyer will demand to see the article before he purchases.

Recognizing this fact, manufacturers have tried the next step of distribution, that of operating their own stores or maintaining exclusive agencies. With a few exceptions, this has not been a thoroughgoing success. Automobiles can be sold direct from the factory through agents because they are standardized, and can be bought from the agent's sample. Stores which carry branded goods are agents only in name, but they can sell certain articles by this method. As a rule the manufacturer's store sells only its own goods, which means a limited assortment and comparatively high expenses. Furthermore the constant trend toward speciali-

zation in production sets increasingly narrow limits to the assortment of anyone maker.

The mail-order houses have been more successful than the direct manufacturer-to-customer method for several reasons, the most important of which is that they permit people to put very many of their different needs into a single order. They have, however, a tendency to confuse bulk with service, and there seems to be a distinct limit to the kind and quality of articles they can handle successfully.

Perhaps the most familiar method of retail distribution is the small neighborhood store; it has the advantage of accessibility and neighborliness between the buyer and the seller, but from the standpoint of making the dollar buy more, its methods are capable of great improvement. Its chief difficulties are that it pays more for its goods because it buys more often from middle men at high prices; also its assortments are smaller, which results in customers often buying unsuitable goods, which is a wasteful process.

Chain Stores Increasing

It is because these small merchant stores have these difficulties that there has come into being the very large number of chain stores, which number is increasing with astonishing rapidity. The chain stores are, as a rule, neighborhood small stores under one central ownership and management, which enables them to buy in very large quantities at the lowest prices and even producing their own goods. This central management also enables them to standardize their methods by competent staff help, which is too costly a process for the individual small store. The chief difficulties of the chain stores are a lack of personal touch between the proprietors and their customers and lack of many of the advantages of the big department and specialty store. The owners of small stores would be furthering their own interests if they voluntarily formed chains of their own so that they could enjoy the advantages of the chain store organization while they retain the personal touch with customers which is the greatest asset of the small individually-owned store. They would also assist in bettering our method of distribution by doing this.

The department store does, of course, avoid many of the weaknesses discussed. It makes possible economy of effort; it serves to reduce overhead through centralization of the executive direction; it permits the shopper to do almost his entire purchasing in a single building. It solves the high rental difficulty of the street store by utilizing effectively the upper floors of the building. By buying in the largest quantities or even producing its own goods it saves much of the expenses of the middle men, yet in many directions its strength is its weakness. Unconsciously it has been led to confuse bulk with efficiency; the moment that size passes the limit of skilled management the store becomes of less service to the community. Our department stores are suffering from elephantiasis. They are transacting large volumes of business and are prosperous, but their success merely demonstrates that their methods of distribution are only relatively less inefficient and does not prove that we are not in great need of improved distribution methods.

The department store has a great advantage that it is possible to combine in it almost all the advantages of all the other types of retail distribution.

The owners of the big stores are intelligent, desire to be more efficient and to serve the community. For these reasons it seems to me that many improved distribution methods will be utilized by the big stores, making them of still greater service to the community.

The future type of big retail store will, in my judgment, possess three important advantages: over other types of stores, namely:

Ability to sell in such large quantities as to take the entire output of factories, thus relieving production of

selling expense and eliminating the waste of producing without registered orders.

Organization of each department as one of a chain, the other links being similar departments in other stores in other communities.

Shop committees and similar improved methods for industrial harmony.

In regard to the second of these advantages, it is worth noting that department stores are already grouping themselves in chains to buy in combination and to act together to their mutual benefit and the benefit of the public without sacrificing their individuality.

A discussion of improved methods of distribution cannot neglect consideration of co-operative stores, although they bring in certain new problems. The success of this type of store abroad and its many advantages make it a possibility seriously to be dealt with in the future. Co-operative stores offer a distinct field for experimenting in democratic management and education, and present an opportunity for interesting a community in the problem of distribution and securing real co-operation from the public in meeting its own requirements. The co-operative store is an incentive to good work and provides a stronger element of public service than any other type. Employees' participation in profits have a stake in the success of the venture; customers receiving profits in the shape of dividends on their purchases lose their antagonistic spirit toward shop-keepers, and can by doing more for themselves and by avoiding making unnecessary demands greatly decrease the cost of distribution.

Co-operative Stores Democratic

The distinct disadvantages of the co-operative store are those resulting from any form of democratic effort with a decentralized management.

A shrewd autocrat will probably always be able to show greater profits than a democratic management, although the former may be less in the public interest.

In theory at least the ideal method for distribution would be to organize co-operative stores in the same manner as the department store of improved methods I have described. Such stores could combine almost all of the advantages of the other types of stores, and would have the added advantages just referred to of stimulating public interest in the problem of business management thereby creating more understanding and sympathy for the great difficulties inherent in these times in the management of all kinds of business.

In obtaining better methods of distribution, it seems clear that the employer has a very basic interest in the effect that improved methods of distribution will have in making the contents of his pay envelope real wages. He is therefore vitally interested that his distributive methods shall be improved, and he can help this improvement, as far as retail distribution is concerned, by helping the retail distributors of whom his employees buy to improve their methods, or, failing this, to himself establish improved machinery for the distribution of the necessities of life.

The master minds that evolve out of the present conflicting forces in the social and economic world efficient schemes for combining the productive power of labor with the promoting power of capital and improving methods for distributing the product to the consuming public will have done work of such common interest that their rewards will be commensurate with their accomplishments.

TO SHARE IN PROFITS

Before Justice Middleton in the Non-Jury Assize Court of Toronto on July 22, George Kaake asked for a declaration that he was a partner in the shoe business now known as Powell, Kelly Limited, and claimed an accounting of profits.

His Lordship decided the case by holding Kaake entitled to a share in the profits earned by the business from Jan. 1, 1916, to March 5, 1917, to be ascertained by dividing the profits in proportion to the amounts which from time to time the plaintiff had invested in the business, as compared with the amounts invested by his co-adventurers. Kaake alleged that in June, 1915, he put one-eighth of the capital into a partnership with Walter Powell, the defendant, G. A. Sanderson and James Edgeworth, to take over and deal with the bankrupt stock of the Porter Shoe Company. He also alleged that in March, 1917, he was forced out of the business by Powell, who claimed to be the sole owner. Powell contended that Kaake had received his share of the capital and profits, and offered \$251 in full satisfaction of any claim by plaintiff.

WHAT IS "PEP"

It's the thing that makes the lambs gambol with glee, the colts prance with joy, the calves throw up their tails and run like fury, the birds sing in split-throat notes, the frogs croak upon the creek bank, the insects buzz and hum in the air, the milkman whistle as he jogs along, the blacksmith laughingly beat the iron into shape, the plowman urge his horse with a "gee-up there," the engineer wave a kiss to his sweetheart as he throws open the throttle, the woodman smilingly plunge his ax into the giant tree, the banker and merchant rush to their work with a cheery "bye-bye," the mechanic and the laborer fairly dance to their jobs, the soldier "go over the top" with clenched jaws and courage that knows no fear, the life salesman hie to his calls with shoulders squared, pride in his heart, and nerves a-tingle with anticipation of new success. "Pep" is anything that puts happiness in the heart, energy in the body, determination in the soul and invincible courage in the will.—Insurance World.

FIGURING YOUR INCOME TAX

According to Washington statistics, on March 15 about four million, one hundred thousand persons turned in income-tax reports. So much discussion throughout the United States has been caused by this complicated questionnaire that the Gulf Coast Lumberman, in answer to many inquiries as to "how to figure your income tax," evolved the following answer: "First, take your home, add your wife's income, divide by your oldest's son's age, add your telephone number, subtract number of your auto license, add the electric light bill, divide by the number of kilowatts, multiply by your father's age, add the number of gold fillings in your teeth, add your house number, subtract your wife's age (approximate), divide by the number of aunts you have, add the number of uncles, multiply by the number of times you have been up in an aeroplane, subtract your best golf score, add a pinch of salt, then go out and borrow the money and pay the tax."

SUCCESSFUL SALESMEN

The salesman who is a really true success and who meets his responsibilities—and we are all salesmen, whether we are advertising men or production men or merchants—is the one who has the idea of service to the customer strongly imbued within him. He is the man who keeps the fires burning back in the factory through the orders he sends in, and he makes it possible for the men producing the product and those dependent on them to make their living. It is a real responsibility and only a real man can live up to it. The successful and respected salesman is first of all a man in every sense of the word—a man giving service to his firm, to his customers and to the community. True salesmanship is a keen desire to serve, and not a deep anxiety to put something over—vision to see the future of our business and to make our business better.—John G. Jones, salesmanager, Alexander Hamilton Institute.



A panoramic view of the happy picnickers of

Beardmore & Co's First Annual Picnic

Combined Staffs from Acton and Toronto
Enjoy Program of Sports, Dance, Band
Concert and Dinner as Guests of the Com-
pany.

WHEN Beardmore and Co. start out to do something they usually accomplish it, and that was the case on Saturday, June the 12th, when they carried through their first annual picnic at Acton, Ontario, where a great portion of their large tanneries are situated. This was a combined picnic of the entire staffs of both the Toronto and Acton employees. Four special cars were provided on the interurban line to convey the Toronto contingent to Acton and the Ontario Mounted Rifles band accompanied the happy party. During a wait at the start, caused by some breakdown on the electric line, the band saved the day by providing music during this seemingly long delay, which was not more than an hour but which seemed to the waiting crowd, like a week. Fortunately this was the only mishap of the day.

A splendid program of sports, etc., had been provided including a trip through the extensive plant of the company at Acton. But owing to the lateness of arrival this part had to be abandoned. However the other sports, baseball races, etc., were all pulled off according to schedule.

Dinner was served before the sports were run off. This event took place in the drill hall or armouries which had been all specially decorated for the occasion. The

walls had been newly whitened, the floors newly saw dusted and bunting and flags made the ceilings and posts have the air of some patriotic event of recent war times. Everyone seemed to enjoy that dinner.

On returning to the grounds the games were started. There was a ball team from Toronto pitted against the Acton team. This was a surprise for everybody. The Toronto fellows brought up a nice shield to be played for in this event and then took it back with them. The reason they did not leave it in Acton was that the score ran up to 18-2 in favor of the Toronto boys.

But the Acton boys, just to sort of get even with the Toronto fellows kept a shield which they presented for the best all round athletic events, they having captured it fair and square.

John Morton of Toronto and Gordon Beardmore of Acton, tied for points in individual events, but as Mr. Morton played on the ball team he was awarded the prize, a pearl scarf pin. Each had 8 points. Mr. Gordon Beardmore proved himself a worthy athlete.

There were 21 race events including those for little codgers, big codgers, fat men and skinny men, little women and big women, girls of all ages, obstacle races, baloon races, egg races, three and two legged races, in fact every kind of race that would suit every kind of people. But none of them created more interest than the one for employees of over 20 years service. Eight people entered this, which of course does not include all the hands who have worked over 20 years for the firm by any means. But there were eight of the "Boys" still good runners. This was won by Geo. Barkey first and W. A. Moore, second.

After the games every one repaired to the armouries again and there partook of supper, and some way every one seemed ready to eat it. It was certainly much enjoyed.



Members of the Beardmore firm and joint committee of the picnic



Beardmore's employees and friends at Acton, Ont.

Following this was the presentation of prizes. And here were more surprises for every one present especially for the members of the firm. Mr. E. Job, who has been with the company over 50 years in a very happy speech addressed the members of the firm and asked each them to accept a sterling silver cigarette case a gift from the employees and there were then presented to the Messers Beardmore by Mr. Jas. McIntosh, whose service covers over 35 years with the company.

The recipients were visibly affected by this little touch of human kindness and in thanking the employes for their thoughtfulness said that it had been the policy of the firm to always maintain most friendly relations with the help and to retain them in their employ as long as possible, and for life if such a thing could be.

In the evening there was a band concert in the park and a dance in the town hall. Music for the latter was furnished by a Hawaiian orchestra. Prizes were given for various dances at this event and Miss Irene Curles of the Toronto staff captured the prize for best waltzing.

The days' enjoyment did not break up even when Toronto was reached for special cars were provided for the merry makers to convey them to their homes. It is the present intention of the company to link up the Bracebridge plant next year and make this annual affair even bigger than ever by bringing the employees from there down to Acton to the second picnic.

The entire expenses of the day were provided by the company and there were about eight or nine hundred people present including the members of the firm except Geo. Beardmore, who is in England and to whom a cablegram was sent congratulating him on the success of the picnic. Everyone voted the day a big success.

STICK TO FACTS

When you start to advertise—stick to facts!
 Good business isn't built on lies—stick to facts!
 No matter what you have to sell,
 The truth is good enough to tell,
 Boost your goods, and boost them well, but stick to facts!

When tempted to exaggerate—stick to facts!
 Tell the truth; don't overstate—stick to facts!
 If the truth is not enough,
 Something's wrong about your stuff;
 Anyhow, don't try to bluff—stick to facts!

Makers, merchants, middlemen—stick to facts!
 Pick your points with pungent pen—but stick to facts!
 Though others make their figures lie,
 Boasting of their values high,
 Causing trade to pass you by—stick to facts!

CLERKS, BUYERS, ATTENTION

Cut this out and mail it to the boss, particularly if his health isn't good:

The late Robert Fraser, department store proprietor, of Utica, N. Y., made a bequest in his will of \$5,000 to Buyer C. T. Groves. Mr. Groves has been buyer for the shoe department since it was opened 14 years ago, and has been a capable official. The Misses Murphy, Owens and Brough, three sales women in the department, were left \$500 each. Miss Murphy has been in the department since it opened, Miss Owens has been 13 years on the job, and Miss Brough nine years. "Tim" Murphy, a well known salesman, says, "This gratitude and form of appreciation reads like the 'Spirit of '76,'" and he intimates that the world would be a better place to live in if others emulated such kindly deeds.

UNUSUAL DAMAGE SUIT

An unusual action was instituted in the civil court at Milwaukee recently. James H. Harris claims \$2,000 damages from the Fiebing Chemical Company of that city alleging that he became violently ill, his body turned brown, his feet yellow and his blood black, as the result of having his shoes dyed in a shining parlor at Akron, O., with a product of the Fiebing Company. The complaint charges the company with negligence in not labeling the bottles, which Mr. Harris declares contained nitro-benzine solvent and dinitro-benzine. He claims he was ill three months and incapacitated for a year.

SPRING-HEELED GAIT

It will no longer be necessary for stage and society beauties to take lessons in deportment. The new and fashionable "spring-heeled shoes" do the trick without any wastage of time or golden guineas.

Attached to the base of the Louis heel, favored by so many women-folk, are small springs, terminating in a soft pad. The wearer is enabled to move with a spirited gait, happy in the knowledge that her carriage is considerably more graceful than formerly, due to the flexibility of the springs underneath her smart heels. These springs are responsive to every motion on the part of the wearer, and also help her to cover ground in record time, besides rendering walking in high-heeled shoes infinitely more comfortable than has hitherto been possible.



Trunks, Bags and Travelling Goods

Profitable Line for Progressive Shoe Men to Handle—Stock Not Heavy and Can be Handled Easily.

DO you sell trunks and valises? If not, why not? The latter question is possibly more important than the first. That more shoe dealers should sell travelling goods seems to be the most logical thing. It is a surprising fact that years ago the only place trunks and valises were obtainable in small cities and towns was in shoe stores and harness shops. The harness shops seem to have continued his trade more than the shoe stores. For a number of years shoe stores seem to have become so engrossed with the selling of shoes that they have not considered the sale of trunks and valises. Hosiery of course has become more popular, but this article is to deal with travelling goods, not hosiery.

Small Space Required

The greatest objection or apparent objection to selling trunks is the space they require. This objection should not come up in towns and places outside the large cities. As rule store space is more generous there than in the larger trade centres. If shoe retailers will decide to put in a stock, the matter of space will be quite a secondary consideration. It is surprising what places may be found around the average store that can be utilized for this purpose. It will interest some to know that one man "hung" a flooring from the ceiling in the back part of his store which served the purpose splendidly for a place in which to show trunks. It was about 5 ft. 6 in. from the ceiling. Even this expense is not necessary. If one can find a store room for a few trunks two or three sample lines on the floor will serve quite well and be enough from which to sell.

In putting in a stock of these goods one should not expect to make big chunks of money immediately. With a little patience a nice trade can be built at very little expense. There is possibly no other side line, if this can be classed as a side line, that can be added with so little outlay. It may surprise some merchants to know that a stock of \$300 will make a fair start in a small town, and \$500 will supply a rather extensive stock. The expense then is really only the interest on the outlay and a small amount of advertising. The space will not cost anything. The heat and light you have to have for the store. The selling help will not likely need to be increased.

The correct time of year to start, if one purposes adding these lines to a shoe business, is right now. It is right now that the summer travelling is at its height. After you have decided to put in the stock, there is one resolution that should be made and emphatically kept. That is that these goods must be displayed. To keep them in the rear or in the basement or any other place where they will not be seen will have a very discouraging effect on you. They will not sell if they are not displayed. Whether yours is a new stock or one you have been handling for years, you should push the sales right now.

While there is always a demand for trunks the year around, it is greatly increased during the holiday season. Hand bags, grips and suit case have their greater sales during the summer season and before Christmas. During the other portions of the year they do not sell proportionately so well as trunks.

If you do newspaper advertising it will be well to give space to these goods while the summer holiday season is on. Supplement this advertising with circulars sent to people

in your district whom you know do travelling. Acquaint them with the fact that you have a stock of these goods and you will find the results greater than you had anticipated. In your regular ad. space in the papers it will be advisable to mention in all ads that you handle travelling goods.

One merchant has tried the circulars for several years and finds splendid results from them. He makes his lists from memory of people whom he knows does a certain amount of travelling. This will not be difficult. Taking the telephone directory and going down the names will be a great help for jogging the memory. This merchant states that many of those to whom he sent circulars were his own customers in shoes. He had good results with these but the part that was most gratifying was that many who were not his regular shoe customers came to purchase travelling goods and later bought shoes from him. In fact he gained a number of customers in this way. The profits on the shoes could be credited to the expense of the trunks.

Trunks may be shown on the floor and really add to the decorative effect of the store. There will always be room for two or three some where on the ground floor that will not interfere with the display of other goods. The display of hand goods, grips, club bags and suitcases is a much easier proposition than trunks, because of their size. A show case can be utilized for the display of these goods and a few pairs of shoes shown with them. The ledges over the shoe shelves in many stores form a good resting place for these too, but they should be changed and at least once a week to make them look fresh and to keep them free from dust. The window should have one or more in every time it is dressed and occasionally, and particularly at this time of year, a display given entirely to small goods should be put in. A window in which these good and white outing goods are shown will make a strong summer combination. The two lines will work well and effectively as a window display.

Another important feature about making sales is to know something about the stock. That is, you should be well posted on the different kind of travelling goods, the difference in makes, etc. One should be able to explain intelligently the difference between a cow hide bag and one made of sheepskin. Also what a fibre trunk is and what the material is in other trunks. This information can be had largely from catalogues and observation. Now if this is done it will give you an opportunity of doing a little missionary work with customers when they may be in on other business. If they feel you know something about the business it has a good effect and if they think you are taking an interest in them that is good business. So if you will make a point to read up some on the trunk and bag industry you will be surprised to know how interesting the business becomes and the good effect it will have in making sales.

No Harm to Regular Trade

If you have any misgiving about this line hurting the shoe business we ask why does not the putting in of hosiery do the same thing? There is absolutely no danger but on the other hand it will help it. The more people you can have come to your store the more trade you will do, and travelling goods will certainly bring more people.

Those who have room for only a small stock or for any other reason choose to put in a small stock, will find that this can be greatly augmented by selling from catalog. A few real good samples from which may be shown the quality of the goods you carry and a catalog or two will make your stock big without carrying it on hand. Almost anyone will be able to wait a week or so for a trunk or grip and these can be had in the great majority of cases in that time. By the catalog plan you are able to obtain anything special for your customer and as illustrations are perfectly accurate the customer may see what he is getting almost as well as if the sample were on the floor.

Toronto A.H.M. Co. Annual Picnic

Travellers, Office Staff, Warehouse Employees and Friends Spend Day at Bond Lake—Baseball, Games, Races, Band Concert and Supper Feature Entertainment.

THE Toronto Branch of the Ames Holden McCready Co. held their second annual picnic on Saturday, the 19th of June, and this time it even exceeded the last for real solid fun and enjoyment. The picnickers included the entire staff of the Toronto Branch, the travellers and the wives and families of the married men and sweethearts of the single fellows and "Friends" of the young ladies connected with the above branch.

Bond Lake was the chosen spot and it would be hard to locate a much nicer place. It is reached by interurban cars

any of the events and they timed themselves to arrive at the hour of the "eats."

The Aurora town band was present during the afternoon. A splendid supper was served in the pavillion at 5 o'clock which every one seemed ready to enjoy. The day was one of great pleasure for every one present. This company have the record for pulling off more social functions that any other house in the country and they do it well too.

A NEW ALARM CLOCK

"Billie" Sisman, one of the younger fellows of the Sisman Shoe Co., of Aurora, in writing to a friend says something like this: "Production in the factory is coming along better. The men think it is because I get down earlier in the mornings. Well, I certainly get down earlier for we have a new and never-failing alarm clock. The one trouble with it is, it is hard to set and it is liable to start in at any time during the night. But it has not failed at 5:30 since we got it. It has a wonderful and powerful ring, but I really cannot say that I have found any particular sweetness in



Part of the Toronto staff at the Ames Holden McCready picnic

after about an hour's most delightful ride. About a hundred were in the party and a jollier bunch would be hard to find. On arrival all sorts of games were indulged. There was a baseball game for a starter, between the salesmen and warehousemen for a gold challenge cup to be played for each year and won three successive years before owned by the contestants. The warehousemen won this first try, which does not in any way say the sales fellows are slow. Score, not much, just 17 to 14.

Following this were all kinds and conditions of races. Races for fat men, fat women, skinny men and thin women, wheelbarrow races, coat races, peanut races, balloon races, two, three and four legged races and some for the kiddies, and everybody had a race fitted to their needs and everybody tried. Mr. Kabel, the general sales manager of the tire department, who was present beat Mr. McCabe in the bald-headed men's race by two hairs' breadths. Mr. Stagg won the fat man's race and Mr. Kabel came second. The latter declared he would have won this only his opponent measured a bigger girth than he. H. W. Pearson, the Ontario Division Manager, would have won this race easily only he ran too slow.

There was a party from the London office motored down but arrived late for the games. The excuse was tire trouble and burnt carbon, belt off the fan and a too small monkey wrench to hang on the safety valve. H. G. McCullum says the real reason they arrived late was they were afraid to try

the ring up to date. I presume you will want to know the name of it. To tell the truth we have not named it yet so if you know of a real good name for a seven and a half pound "boy" send it along. Both doing well."

BRITISH SHOES TO INVADE U.S.

Indications are that there will be a wholesale invasion of the American shoe market by British manufacturers. According to an American shoe manufacturer in London recently, the British factories are turning out huge quantities of shoes exclusively for sale in the United States.

The British shoe trade is said to see a big opportunity in attempting, in view of the present free tariff on shoes into America and the depreciation of the pound sterling, which enables them to give better value at equivalent lower prices than American makers.

The old difficulty of designs unattractive to the American public is being removed by the adoption of the American styles for shoes intended for shipment.



Meet me
at Montreal
July 12-14

Quebec Merchant Resents Attack

Retailer Replies to Writer in Quebec Chronicle
who Advocates Elimination of Wholesaler and
Retailer to Lower Shoe Prices

ONE of the citizens of Quebec City, rightly called the Crade of the Canadian Shoe Industry, recently used a lot of valuable space in the Quebec Chronicle to make an attack on the wholesalers and retailers of that city in particular, and the country in general, for the immense profits they were making in the business, and advocated their elimination to lower the cost of shoes.

A shoe retailer, who did not sign his name, replied to the article as follows:

Mr. Editor:

"Footwear Cost is Unwarranted"

The above was the heading of a long lucubration which appeared in the Chronicle of the 15th inst., and the writer to prove the truth of his assertion has attacked the "jobber" and the retailers.

In the second paragraph of his interview he says: "If the three intermediaries: the Wholesaler, the Jobber and the Retailer were eliminated the price of footwear would be less than what the consumer is called to pay." Being a retailer I am not authorized to defend the jobber here and I will simply state that the wholesaler and the "jobber" is the one and same thing and constitute only one intermediary.

The same writer who suggests that both the wholesaler and the retailer be eliminated has forgotten to tell us where boots and shoes will be obtainable after we are all closed!

Will people walk into the boot and shoe factories, help themselves and go away with their pick?

I consider that the retailer is the natural and indispensable distributor of the different wares, shoes or provisions to the families and that he is their friend. He is at your service all the year round from 7 o'clock a.m. till eight p.m. and till 11 o'clock on Saturday nights.

Besides, did you ever see our shoe dealers in this city drive a "Pearce-Arrow", a Winton-six or even a "Ford" car? No! because he simply cannot afford it. The boot and shoe retailer of this city is contented with a small profit (although he is heavily taxed).

When the trade commissioners sent to the shoe retailers an order not to take over 33% gross profit on their sales we all rejoiced over the decision for we never had made as much profit in our lives.

If the Chronicle's correspondent really has the good of the consumers at heart, let him direct his investigation way back to the "packers"—to the manufacturers of leather and also of boots and shoes. Let him make his attack on the big trusts or combines.

That is where the profiteer hides and it is also there, I acknowledge it, where it is the hardest to trike for they are all powerful. The rulers of our Dominion are afraid of them.

The interview closes by stating that there is little hope of relief except in revolution and if so belief that in the ranks of the revolutionaries you will behold the boot and shoe retailer for he had suffered as much as the consumer himself.

As to the other assertion in the same correspondence that shoes stamped \$4.90 for W. L. Douglas, of Salem, Mass., are sold here at \$9.50 a pair, I say it is made of whole cloth and cannot be proven.

Hoping Mr. Editor that you will kindly publish this letter, and thanking you in advance for the favor,

"A QUEBEC SHOE DEALER."

This attack on the merchants is much like the periodical outbursts of the western Farmers against the high profits in boots and shoes and calling for a reduction in tariff on footwear. None of the assertions which are so freely made regarding huge profits can ever be substantiated. The one undesirable feature of these attacks is that they tend to convey a wrong impression to the purchasing public and in this way injure the legitimate shoe merchandising business.

While it is admitted that distribution is a heavy item in the cost of any merchandise, there has been no system yet perfected that can do away with the present system of getting shoes from the factory to the public.

A LASTING JOB

A shoe manufacturer who was recently pushed for skilled workers, and his orders were not being filled so rapidly as he and his customers desired, decided to break in some green help. To secure this material he hung the following sign on the door.

WANTED

Good steady Men, Willing to Learn.

Job, Lasting.

Apply Before 8 A.M. Bring Your Kit.

A son of the Emerald Isle saw the sign and was on deck next morning with his "Kit." The incident inspired the following poem by a SHOE AND LEATHER subscriber, and which we publish, showing that some of our readers are not only humorists but real good poets.

A big manufacturer, who always made shoes,
For lack of good help had a fit of the blues.
His orders were late—it was no use to whine,
So he sat himself down and did write out this sign:

"WANTED—Real steady Help, for a Good Lasting Job,
"Apply With Your Kit, Ask for Andrew McRobb."
He hung the sign out as he'd oft done before,
And was sure there'd be applicants come by the score.

An Irishman passing, looked up at the sign,
"Bedad," he yelled out, "and sure that job is moine."
So he went straight to Andy, Boss Andy McRobb,
With his pick and his shovel he asked for the job.

"Say, boss," yelled out Patsy, "I'm here wid me kit,
"Fer that good lastin' job, sure that's right in me mitt.
"I've been skippin' around now fer nearly a year,
"Wid a day's woruk up there and another down here.

"That good lastin' job will sure suit me just foine,
"An' it's happy I am that I seed yer ould sign."
Now Andy McRobb's heart was big as your hat,
And he wouldn't for anything wound Mr. Pat.

"My man," he said gently, "'twould sure beat old Nick,
"If you could do lasting with shovel and pick.
"However, I'm willing to give you a trial,
"Leave your 'Kit' standing there; come with me for
a while."

To the "Lasters' Rink" then Andy took Mr. Pat.
"Come tell me, old man, just what you think of that."
"Well, I'll tell yeh," said Patsy, "I ken sure do that job,
"And I'll not need me pick ner me shovel be gob."

"I've niver yit flunked on a piece of hard woruk,
"So if this job is 'Lastin',' yeh bet I won't shirk."
It's a year now this month since they took Pat in hand,
And his job is still "Lasting" to beat any band.

Employment Exchange

Bona-fide advertisements of Situations Wanted or Situations Vacant in shoe and leather trade inserted free of charge. Space limit—one inch.

WANTED—Manager. An opportunity for a man with executive ability, personality and refinement, with knowledge of handling an up-to-date, exclusive shoe store in Canadian city. Apply, stating experience, and reference, to Box 896, Shoe and Leather Journal, 545 King Street West, Toronto.

POSITION WANTED—A high grade shoe buyer with departmental and shoe store management experience desires change. Can give first class credentials and show results. Apply Box 890, SHOE AND LEATHER JOURNAL, 545 King street west.

WANTED—Men who cover this territory: Manitoba, Saskatchewan, British Columbia and Alberta, also man for Winnipeg. Carrying Famous Canadian Shoes Findings Novelty Co. Merchandise. Side line or by itself. 2 Trinity Square, Toronto.

FOR SALE—Up-to-date Shoe Repair Business. \$1,500. Landis Stitcher, Finisher, Rollers, Patcher Stock. Best location. West End Toronto. Box 893, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

FOR SALE—One of best Shoe businesses in West Toronto. Good clean stock. About fifteen thousand. Will rent or sell building. Reasons for selling, ill health. Box 892, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

FOR SALE—Shoe repair business. Goodyear machine, nearly new. Full line stock. Splendid location. Owner leaving country. Address 303, 2nd avenue, South Saskatoon.

FOREMAN OR FORELADY—Experienced on shoes and overgaiters. Must be capable of securing and handling help. Unusual opportunity. Apply Box 891 SHOE AND LEATHER JOURNAL, 545 King street west.

FOR SALE—All the patents belonging to Geo. Evans, for detachable rubber heels and slip over rubber heels, for French heel shoes. Address Geo. Evans, 457 Yonge street, Toronto.

TRAVELLER WANTED—Nova Scotia and New Brunswick—to sell a line of Women's Fine McKay's. Box 895 SHOE AND LEATHER JOURNAL, 545-549 King Street West, Toronto.

SHOE TRAVELLER—Young man with sixteen years continuous service on the road with one house in northern and central Ontario, including city of Hamilton, contemplates making a change and would like to get in communication with manufacturer who will have an opening for spring trip starting about Sept. 1st. I have a first class connection with the leading merchants and am a salesman. Replies treated with strictest confidence. Box 894, SHOE AND LEATHER JOURNAL, Toronto.

S. E. WYGANT GOES TO BUFFALO

L. H. Wynkie, assistant manager of the Toronto store of the Walk-Over Shoe Co., arrived in Montreal last week to take over the management of the company's business in Montreal, replacing S. E. Wygant, who, after managing the Montreal store for several years, is leaving for Buffalo, to open a new store for the Walk-Over Shoe Company in that city.

Mr. Wygant was very popular with the trade in Montreal and one of the live men in the National Shoe Retailers' Association in that city.

HAMILTON SHOE RETAILERS MEET

The Hamilton, Ontario, Shoe Retailers' Association met recently to consider the effect of the Luxury Tax. There was a great deal of discussion over the matter and it was thought best to wait to see what the outcome of the new amendments would be and if any action were taken it should be taken in conjunction with other similar bodies.

The association have decided to hold their regular annual picnic on the second Wednesday in August when a fine program of sports and games will be pulled off. It has been arranged that the prizes will be given fairly this year and a "Kick" committee has been appointed so that all kickers will have a consolation prize given them and the slogan will be "Satisfaction guaranteed to all contestants, win or lose."

There will be a big representation of the Hamilton shoe

men go to the Convention in Montreal and already twenty five have signified their intention of being there. In all likelihood there will be several motor parties in this number.

SHOES AND THEIR SHAPE

A fashion writer, in an article in a magazine, recently dealt with the subject of prevailing fashions in shoes. And this is what she said: "There has been much speculation as to the shape of the toe, whether it is to continue on its weary way with a needle point, or whether it will be shaped to fit the feet God gave us. The question is of particular interest to those of us who have toes on our feet. Some of us have not—that I am convinced, for how could toes possibly be crammed into the pointed leather cases displayed in the smart shops?" Feminine foibles! How persistent they are, how all-pervading! What women will suffer—and pay—in their cause!

SHOES FREE WITH SUIT OF CLOTHES

A pair of \$10 shoes free with every purchase of a suit of clothes was the offer made by Carl Mee, of Rockwood, Tenn., men's and boys' clothing merchant. The offer held good for two weeks, and was made to reduce clothing stocks, the firm explained.

There is a better market for smiles than frowns.

10 COMMANDMENTS OF SELLING

First, be agreeable to me. Be agreeable in voice and all details of dress.

Second, know the thing you are selling me. Tell me what I want to know about it in English.

Third, don't argue with me. When you disagree with me and tell me about it you probably will succeed in antagonizing me.

Fourth, make it plain, whatever it is. Don't talk at random.

Fifth, tell the truth. If you lie, don't expect me to come back.

Sixth, be dependable. If you promise me something, keep your promise.

Seventh, remember my name and face. Nothing pleases a man more than subtle flattery.

Eighth, beware of egotism. Don't tell me about yourself when you are trying to sell me something. Get me to talk about myself if you can.

Ninth, think success. Radiate confidence; it is contagious.

Tenth, be human. Selling goods successfully is a psychological proposition.—Dr. Frank Crane.

FRENCH NATIONAL SHOE RAISED

In March last the price of the French national shoe was fixed on a basis of 56 fr. (about \$11.00) and a month ago this was raised to 60 fr. (about \$12.00). The prices arranged are as follows: Men's, 60 fr.; women's boots 50 fr. (\$10.00); women's shoes, 47 fr.; youth's, 52 fr.; misses', 46 fr.; boys' and girls', 42 fr.; children's, 32 fr.

There is a feeling that owing to the probable decline of leather values the need for the standard shoe will shortly disappear although there is a general feeling amongst shoe merchants in France that the standardization of shoes thus accomplished has not been a bad thing all around, as it has curbed profiteering to a considerable extent.

WITH THE WESTERN FINDINGS MEN

A note from Walter Wait, secretary of the Western Canadian Leather and Shoe Finders Association is full of optimism for the trade in the West. He says in part:

"S. L. McCracken, president of the Western Canadian Leather and Shoe Finders Association, intends attending the Convention of the National Leather and Shoe Findings Association which is being held at Cincinnati, Ohio, July 12-16.

"All of our members are feeling particularly optimistic concerning future business conditions in the West. Returns coming into our office from all parts of Alberta reveal the fact that copious rains have been saturating the grain fields for the past three days. These reports are particularly gratifying in as much as adverse reports of impending damage to crops through lack of moisture, had just started to dribble in from Southern Alberta, but crops are now practically assured in so far as moisture is concerned and all of us in Alberta are now planning ahead for splendid business this fall and winter."

MANUFACTURERS OFFER PRIZE

Great interest is being aroused by the prize contest being run by the Shoe Manufacturers' Association of Canada, who are offering one hundred prizes for the best one hundred papers received on the subject of "Why You Should Buy Canadian-Made Shoes." Ten prizes of \$2.00 each will be given to the ten best papers received from each of the nine provinces of Canada. In addition, ten prizes of \$2.00 each will be given to those children writing in French.

In all, 100 school children are going to get a prize of

\$2.00 each. Contest is open to all children, sixteen years of age and younger. Do not write more than 500 words. Use only one side of the paper. Put your name and address plainly at the top of each sheet. Papers must bear parents' certification that child is of proper age and has written the paper without assistance. Papers containing the best arguments on "Why You Should Buy Made in Canada Shoes" will be given the prizes. The advertisements being run in this and other newspapers by the Shoe Manufacturers' Association of Canada will give information on which these papers can be based, but what the shoe manufacturers want to get are the original thoughts and arguments of young Canada on the advantages of building up the industries of Canada by buying Canadian-made goods. Contest closes June 30th, 1920. Papers should be addressed, "Editor, School Children's Contest, 1007 Lumsden Building, Toronto."

SHOE INDUSTRY IN THE NETHERLANDS

A prominent Dutch shoe manufacturer states that the high rate of Dutch exchange is responsible for the present serious condition of the shoe industry. It is stated that sole leather can be obtained by Belgian factories at the present equivalent of about 4.50 florins per kilo (2.2 pounds), while the sole-leather distribution office in Waalwijk charges the manufacturers seven florins. Under these circumstances, Belgian shoes are being offered on the Dutch market at prices with which the Dutch factories cannot compete. It is even stated that German shoes made of good chrome leather and glazed kid are obtainable at prices which now represent only 10 florins a pair, while the same quality of shoes cannot be produced by the Dutch factories for less than 25 or 30 florins per pair. A recent investigation showed that there now exist in the Netherlands about 1,000,000 pairs of standard shoes such as are made by the Waalwijk factories. The local market is too small to absorb such a large quantity, and the rates of most foreign currencies are so low that exportation is practically out of the question. Some of the manufacturers are urging the Government to place an import prohibition on shoes from England, Belgium, Germany and France and in general from all other countries where the present rate of guilder exchange is abnormally high.

TRAINING RETAIL SHOE SALESMAN

(Continued from page 31)

enough merely to wish, or even to determine—action must be the order of the day, after you know how.

The public will pay for service—we all know that. Have you turned that human-nature fact into cash in your store?

The retail shoe merchant must make a sort of a good service because the public is going to demand from the shoe stores a very different and higher order of service than in the past. This is so largely because the public are paying so much more for their footwear and in all human probability will have to continue to pay a much higher price than previous to 1914. Remember always that shoes have come into their own as a style feature, and the stores are therefore expected to provide a special class of assistance to the public that has heretofore been the particular province of the milliner and dressmaker.

The retail shoe merchant is entitled to reasonable profit on the **style** hazard, as such, and on **service**, highly specialized, informative and intelligent, as such. The greatest of these is Service, which will sustain the other two elements and maintain the retail shoe store as a reasonably profitable institution and not merely a make shift distributing point, as was the case on the average before the change came into effect.

NEW ADVERTISING STUNT

Wickett & Craig, the leather manufacturers of Toronto, recently received a letter from a Chicago hide firm that was slightly unusual to say the least. It is a form letter, evidently sent out to the firm's prospective customers, and reads as follows:

And behold it came to pass that one Brand, a leather-monger's scribe, was commanded by the Rulers of the land to betake himself to the Temple of the Senate that they might learn of him. And the young man Brand, fair of countenance, and well versed in the ways of the leather-mongers, did appear before the seat of the Rulers. And the young man displayed much learning so that the Rulers were dismayed that one so young should have so much learning.

But the Rulers sought not so much a man of learning, but rather they wanted a prophet. And they besought the young man to know if he could prophesy about the future price of shoes. And behold forthwith the young man became a prophet and did prophesy that, ere the moon did wax and wane eight times, the price of shoes would fall and great would be the fall thereof.

And the Rulers were greatly rejoiced and they called fleet messengers and sent the word out over the whole land. And when the people heard the words of the prophet, they all, with one accord, sent up a great cry and they rejoiced greatly and they sent their old shoes to the cobbler.

And behold, forthwith the retailers cancelled their orders, and the wholesalers sent back their old stocks unto the sandalmakers, and the sandalmakers sent cancellations to the leathermongers, and the leathermongers passed the buck to the hidemongers, and the hidemongers became white behind the gills and became sore afraid. And some were so overcome with fear that they bargained with the leathermongers and sold their good hides for 16 shekels of silver. But others believed not the words of the prophet, for they perceived that the sun still shone, and they knew that there were those in Europe who wore paper sandals, although they yearned for sandals of leather. And they knew that cobbled sandals would soon become unsightly. And so these wise hidemongers stood pat, and presently, because there were unbelievers among the leathermongers, the wise hidemongers were able to sell for 36 shekels of silver, and some got 30 shekels and some got 25.

And the Rulers proceeded to a village by the lake called Chicago, there to nominate a new chief Ruler, one versed in the law and with respect for the rights of property.

What kind of hides do you want?

Yours very truly,

FRANCIS A. GROVES.

THE SPANISH SLIPPER LEAGUE

Great enthusiasm is being displayed all over Spain as a result of the recent formation of the Liga de la Alpargata, or the "Slipper League," the members of which are pledged to discard leather footwear, and to substitute instead the economical Spanish alpargata, which is composed of cheap canvas uppers and hemp rope soles. This shoe is very comfortable to wear, and is obtainable at prices varying from 1½ pesetas per pair.

The idea has taken on so well that the Government employees generally and the clerks in a good many large offices are wearing alpargatas, whilst several important clubs and casinos have decided that the alpargata is conventional. Many of the aristocracy also have taken up the new idea. The craze has already become so popular that at the races at the Madrid Hippodrome lady members of the aristocracy were to be seen wearing the new footwear, although, as is natural in such cases, they exhibited a taste for adorning

their shoes with silk embroidery, so as to distinguish between others of their sex who wore the common alpargata.

The newspapers are conducting a vigorous campaign in favor of the new footwear amongst the middle classes, and for those who have hitherto only worn these articles when holiday-making in the country or playing tennis or hockey, for which they prove excellent.

SHOES \$1.20 A PAIR BUT NOT NOW

Men's shoes, showy, fashionable shoes, for \$1.20 a pair, and a good pair of women's shoes for 30 cents; a good cloak for a man or woman for \$1.80, and \$3.00 for one of extra fine material, cut by a fashionable tailor. Twelve and one-half cents for a meal for three children, and 2½ cents for a meal for an old man.

These are some of the prices paid in ancient Athens about the time of Demosthenes, 350 years before Christ. They are given in "Studies in History, Economy of Athens," by George Bancroft, the famous American historian.

The rent question could not have bothered the Athenians, according to Mr. Bancroft. He tells us that the whole expense of building was inconsiderable. The price of houses varied from \$45 to \$1,800, according to size, situation and quality. The latter price was unusually high; half the sum would purchase a good dwelling house.

ADVISES PROSECUTING SHOE CO.

A despatch sent out from Ottawa recently gives the judgment of the Board of Commerce in the case of the Manhattan Shoe Company of Toronto, which was heard there June 14th. The judgment, which is signed by Commissioners W. F. O'Connor and James Murdock, finds Messrs. S. N. and K. N. Saba, trading as the Manhattan Shoe Company, of Toronto, "guilty of an offence against Section 17 (2) of the Combines and Fair Prices Act in that they sold to Robert Lachapelle a pair of shoes for \$22.00, being a price higher than was reasonable and just; and the board directs K. N. and S. N. Saba and each of them to mark in plain and legible figures on the sole of each pair of boots, shoes, slippers, pumps and other like articles which now are or may hereafter for the space of twelve months from this date be held for sale or offered for sale by them, or either of them, the price to the customer."

This case involves the purchase of a pair of shoes from the Manhattan Shoe Company on May 8th, 1920, for \$22.00.

At the hearing at Toronto on June 14th it was shown that the shoes in question cost \$9.25 a pair at the factory, and that express, taxes and box for the shoes brought up the cost to the vendor, the Manhattan Shoe Company, to \$9.75, the shoes being thereupon marked up for sale at \$14.00 a pair, but were actually sold to the complainant on May 8th for \$22.00.

The judgment says: "The Board accepts the offer made by counsel for the defendant of restitution of \$22.00 on the shoes being returned to them, and directs that the defendant refund the \$22.00 to the complainant and that restitution of the shoes to the defendant be made when the Attorney-General for Ontario shall no longer require the use of said shoes as an exhibit; but the board is unable to accept the further suggestion of counsel for the defendant that the matter be allowed to drop or rest there.

"In the opinion of the board an offence has been committed against part 11 of the Combines and Fair Prices Act, and the board will forward to the Attorney-General for Ontario all necessary documents together with a recommendation to the Attorney-General that the guilty parties be prosecuted. In the prosecution the board will do the utmost of its power to assist the Attorney-General, if called upon to do so."

JUDGING CHARACTER BY SHOES

From a French contemporary we quote the following:

"Can the character of a person be judged by the wear on the soles of his shoes? That is a question that has been treated by quite a number of writers, who, we may add, have not always convinced their readers.

"We ourselves have discussed the subject, which has again been given a momentary interest by a very pretty volume written by Emile Herriot, 'Le Diable a l'Hotel,' in which he devotes a whole chapter to the subject, entitled 'The Red-brown Shoe.' At the door of a hotel chamber the author notices a natty pair of woman's shoes. He examines them, feels them, turns them in all directions and tries to identify them. Who among the gentle travellers he has seen at the hotel table is the owner of these Cinderella slippers?

"Their soles indicated that they had been worn many times, yet they did not show much wear, a sign of a light and certainly graceful step. The foot shod by this shoe must have scarcely grazed the ground on which it barely rested.

"From that it is to be concluded that the lady who owned it possessed an amiable character, she had only one kind of step. And so one can develop the psychology of the foot.

"A heel run down indicates a disagreeable character. If it has been worn rapidly on the inner face, it is proof that the wearer is knock-kneed.

"If the sole is worn more on the inner side than on the outer it indicates a badly balanced step, and the woman who wears her shoes so must have a cranky, disagreeable disposition, and she lacks intelligence. If the toes of the soles are worn before the sides, that is because the shoes have been worn by a young person who dances more than she walks, and their owner has a light, frivolous, inconstant disposition.

"So you see what, according to psychology, can be read on the sole of a shoe!

"For us who judge things in a somewhat more matter-of-fact way, we would suggest that to all these observations should be added the greater or less value of the shoemaker, and take into account the workman's part in it."

THE SHOE AND LEATHER CLUB

Twenty-eight years ago the SHOE AND LEATHER JOURNAL ran a series of articles purporting to be the proceedings of a fictitious "Club" which was said to meet at the Windsor Hotel, Montreal, on the first Saturday evening of each month. The club discussed current events in the shoe and leather trades in a facetious vein and the proceedings as published were embellished with cartoons of prominent members of the trade in various roles. A feature of the gathering was the famous "Lemoine St. Brass Band." Most of those whose names and faces were recorded in these humorous sketches have passed from the scenes of their

activities. On request of a subscriber we reproduce herewith a skit that was supposed to have been given at the meeting of March, 1892, by the late L. H. Packard. The previous two months had been unusually productive of failures in the shoe and leather trades. The Club by the way paved the way for organizations formed a year or two later by both manufacturers and banners.

THE DEBTOR'S SOLILOQUY

To fail or not to fail, that is the question;
Whether it is better in the mind to suffer
The threats and lawsuits of relentless creditors,
Or to take arms against a sea of troubles
And by assigning end them? To fail, to assign,
Give up; and by so doing say we end
The heart ache and the thousand financial shocks
That trade is heir to; 'tis a consummation
Devoutly to be wished. To fail, to assign;
To assign; perchance to be sold up; aye there's the rub,
For in that dread assignment what chance may come,
When we have handed over all our goods
In to the curator's paws; there's the respect
That makes failure of such danger rife,
Else who would bear the kicks and growls of men,
The lawyer's letters and the bailiff's writs,
The pangs of failing trade, the angry creditor's taunts,
The insolence, contumely and the chin
A hard-up business man is compelled to take
When he himself might his quietus make
With but a penstroke. Who would "kiting" do,
Worrying his friends and lying to the bank,
But that the dread of something after failure,
That tinkling auction bell, whose deadly sound
Tolls many a business knell, puzzles the will
And makes us rather bear those ills we have
Than fly to others that we know not of.
Thus bad insolvent laws make scoundrels of us all,
And principle and business honor
Are buried in the grave of wretched compromise;
And industries of great breadth and moment
Find their strong currents turned awry
And lost in dumb paralysis.

PERTINENT SUGGESTIONS

The most valuable "system" is a good nervous system.

Never contrive to make it easy for your concern to get along without you.

Don't expect poor work now to lead to brilliant work hereafter.

It's all right to aspire to control others, but have you begun with Number One?



Three French summer models. The one on the right is an extreme cut-out which will be introduced by Canadian manufacturers soon.

The Shoe Repair Man

MEETING OF THE TORONTO SHOE REPAIRERS

The regular bi-monthly meeting of the Toronto Shoe Repairers was held on Thursday evening, June 24th, and despite the fact that a street car strike was on and the night was excessively hot there was a good crowd, over twenty members being out. And it was an interesting meeting. The friendly discussions on various topics were of profit to those present. r. Hendry, the genial immediate past president and organizer, took up the matter of an auto trip to Hamilton. It was decided to run this on the afternoon of Wednesday, the 14th of July. This is just a little social affair of the members who have cars and who will take a number of those who may not have autos for a little outing. Fuller announcements will be made later when all arrangements have been made as to place of meeting, hour of starting, etc.

The annual picnic came up for discussion also. It was thought best to hold it at some point in the city like Centre Island, but when it came to a vote it was decided to hold it at the regular meeting place, Niagara Falls. The date has not been set and a motion went through to leave all arrangements of this affair in the hands of the executive committee. There will be the usual number of sports, games and so forth and a big day will likely be enjoyed by the members and their families and friends.

A very pleasing little incident took place during the evening. Mr. Chamberlain, one of the oldest members of the association, is leaving the city and the president on behalf of the members presented him with a gold emblem of the association. This was a very touching incident, as Mr. Chamberlain has not held office in the organization but is our ideal of a model member. He has missed but one meeting since the organization of the association. He takes great interest in affairs and has not missed a drive or picnic or any function that has been held. It is such men as he who get the most out of the association. You never hear him ask: "What is there in it for me?" He's always on the job and despite the fact that he has never held office he was a most valued member and one of the most appreciated ones of the organization and every one present expressed that view. And they wanted to show their appreciation by giving him this emblem. There is no fear of Mr. Chamberlain not prizing it. He made a very nice reply and was deeply affected by this little token of appreciation as well as other kindnesses extended to him by the members when his wife was in hospital and received bouquets at their hands.

The Toronto Association is truly alive to what an association should be.

SHOE SHOP CLEANLINESS

We are willing to admit that a repair shop or shoe shop is a hard place to keep clean because of the nature of the work. We also admit that a printing office is in the same category. But occasionally a clean printing office may be found which is proof that such a thing is possible and clean repair shops are to be found which also proves that such things are among the possibilities.

It is also a singular fact that the shops showing that extra amount of cleanliness are the ones that are doing a nice business. And that word "nice" includes the term

profitable business. One night, recently, I was making a street car transfer when I noticed a rather inviting front on a repair shop that was located near the transfer corner. I had a little time on my transfer so walked over to the shop. It had a large front window. The window was artistically dressed with a splendid display of laces and polishes. It was not cluttered with soles and heels and foot easers, and a hundred and one other things from the family of "Findings." It simply had a sensible display of the laces and polishes. These were shown in the bottom of the window, and there were not many of a kind. There was possibly a foot or more of extra blank space around the display. The bottom of the window was laid with bright colored crepe tissue paper, and there were a number of very attractive show cards which added to the effect of the display.

I went inside. I had not met the proprietor before. He came out from the back, and I said: "I was attracted by the cleanliness of your store and just dropped in to have a look at the inside." He was a man in the thirties, and was clean-cut and businesslike. We chatted for a time on the repair business. The front of his shop was partitioned off about seven feet wide. His workroom was in back of this. The place was painted clean and bright. He informed me that he paints it every little while, that is, at least once a year to keep it new and fresh. He scrubs the floor and washes the woodwork, if necessary, every week. He dresses his window once a week. At one time he had his machines right up to the window, but he said it was impossible to keep the front clean and tidy on account of the dust and other dirt that is bound to come from a workroom, no matter how careful one may be. So he spent a hundred and fifty dollars in putting up the partition and was well satisfied with the expenditure.

He employs a good sized staff and does a great telephone trade. When asked if it paid to call for and deliver work he was most emphatic that it did. He said it kept a steady trade and less fluctuation on account of bad weather. He had been in the district for some time and his customers had grown to know he called and delivered work, and people would telephone for him on a stormy day when they would not venture out themselves. He used to employ a boy to do this collecting and delivering. But he found it impossible to keep boys any length of time as they would take the job only as a temporary one, expecting to take another as soon as one would come around. He also found that they would become impertinent with customers, which worked detrimentally to his trade. So he adopted the novel plan of doing his own collecting and delivering. This may seem a rather expensive operation for a full-fledged boss to do a boy's work. But this man figures it this way, he meets the customers himself. He can give the necessary advice about the repairs when any is needed. He also is a good salesman, and says he is able to get three pairs in many cases where a boy would only get the one pair handed out. He suggests to the customer that he might as well take any others the customer may have while he is there. Oftentimes, he says, a woman will go and get two and sometimes three extra pairs. He does the collecting in his car and starts about ten o'clock and gets back to the shop at noon or thereabouts.

He employs three hands, and last year his turnover ran up handsomely into five figures.

REPAIRING FOR RETAILERS

In some towns and cities retailers are almost compelled to take in repairing for their customers. The public seem to feel that the shoe store is the place to have their shoes repaired, just as a watchmaker's store is the place to have a watch repaired. This feeling is possibly due to the old arrangement of shoe stores which existed years ago, before the custom shoe came in, and shoemakers were in reality shoemakers. They were "hand" men, although they were never called such, for the simple reason that all shoemakers in those days were hand men. Machinery had not come as it is established to-day. So custom dies hard and slow, and when the public wants a shoe repaired a large percentage of them, even yet, think of a shoe store as the place in which to have it done.

While all shoe retailers are aware of the fact that hundreds of retail stores do not now do repairing on the premises, the general public do not have that part of the detail of the shoe business so well in mind. As a result there are a large number who still go to the retail shoe merchants to have their repairing done. The merchants who do not do repairing on the premises, do not like to disoblige a customer, or send them away from their store to some other place, so, many of them take the work and "farm" it out to repair men to do.

And right here is where the trouble begins. The general rule is for the repair man to allow 15 to 20 per cent. on the work taken. The retailer hunts up a man who is willing to take his work—even may be anxious to take it. The deliveries are all right and the work is finished on time. Every satisfaction is given. But, as time goes on, it may be that the repair man becomes busy with his own work. He will naturally not feel like hustling work through for which he receives 80c, when he has his own work at \$1.00. He becomes careless. Deliveries become less punctual. The retailer gets into trouble with his customers to whom he has promised work at a certain time. Things go from bad to worse until some eruption makes him throw up this repair man and he starts out to find another. And the same thing is repeated in time with the new man. Finally he gives up in disgust and does no repairing at all.

From the repair man's end of the situation it looks different. He has his troubles. The retailer takes in a job that is just a little out of the ordinary. Standard prices do not apply. He quotes a price of 50 or 75 cents. When the repair man gets it he finds a new welt is required, and the job cannot be done for less than 75 cents or a dollar. Now the repair man calls the retailer and explains. The latter either has to stand the extra amount or have a row. He does the former and is out the 25 cents. That does not warm him up to enthusiasm over doing repairing. And the retailer may promise a job at a time that will upset the repairman with his work, and interfere with his deliveries.

Do not think that all repairmen do as stated above, with their retail customers. There are repairmen of whom we know, who are as particular to give good and satisfactory service to the retail stores, both in workmanship and deliveries, as to their own regular customers. They are as prompt with their work as is humanly possible. They make two deliveries a day, at regular hours, and have been doing this work for a number of stores for several years, and figure on it as a part of their regular trade.

It is also a fact that many retail stores are dropping the repair part of the business as a general trade. They feel the time it takes to wait on a repair customer could be better spent in selling shoes, and in which there is more profit. The obligation to customers is not worth the trouble of taking in the goods for repairs. But this cannot be set down as a rule to govern every one. As stated above there are repair men who have given excellent service for years, and are still keeping it up, but even with a good

service there are many retailers who feel that the results do not justify the trouble.

Every retailer will, of necessity, be compelled to do a certain amount of repairing of their own lines that may not prove up to standard, even though they do not do general work. In such cases they will likely pay regular prices the same as other people.

PRACTICAL SUGGESTIONS

Before applying the lifts when repairing heels, it is well to nail down the out-sole solidly to the insole.

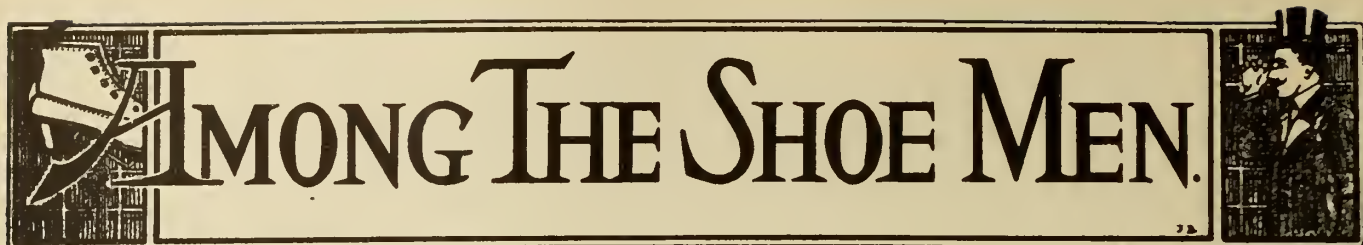
Repair men claim that low priced finishers are dearest, and high priced finishes are cheapest. This seems to be good argument, for less good finish is needed to complete and make a good job than where an inferior finish is used. Have your stock well tempered and roled, and it will finish all the better and much easier.

It is claimed that condensed top lifts give better wear than regular sole leather, which should be hammered well. If they are so much better, repair men should buy them, for they do not cost any more and give better wear. Of course there are always those in business who prefer to see soles do not wear too long, thinking it creates more business.

It is remarkable the difference of opinion existing between the use of cut top lifts and cutting them out of whole stock. One man will tell you he can cut them more economically than he can buy them. Another talks the opposite. As the day of hand-work is fast passing it may be well for the man who thinks he can cut more economically by hand to consider the matter from every angle, and keep track of his time and see which is the more economical. When soles were cut with maul and die by hand it was a good cutter who could cut six or eight hundred soles a day, but to-day with a sole-cutting machine a man can cut from eight to ten thousand pairs in a day. If this is true in the factory, what about the repair shop, and in the repair shop the soles are not even cut with a maul and die.

Don't neglect your machines. A man who uses a horse must take good care of it, or it will not give him the service it should. The same with your machines. They need a little attention every day, and need it regularly. Don't neglect to keep them clean. Oil them often. Oil them when running in the places where grease cups are not used. The small space in an oil hole will not be so liable to lubricate well when the machine is standing as when it is in motion. Use the best oils. Cheap oils are not economical. Always keep spare parts of those liable to break.

Don't introduce economical methods if they are liable to cheapen your work. It pays best to keep the standard of your work as high as possible. It is well to adopt short cuts or anything else that will lessen labor, but only on condition that it does not impair your work. The thing that pays best and builds a reputation is good work. People soon find this out. And speaking of economical methods, did you ever think that the arrangement of your shop may make a great deal of difference in expediting your work? Have your materials and tools where you will have to take the least steps to perform your duties. Remember that every step you take costs money, for it takes time and, of course, time means money during the working hours you are in your shop. Having materials handy, that is, near at hand, means speed in turning out work. All these small details are worth thinking about. Of course, one may feel it does not take long to do this, that or the other little thing, but it is not the doing of one thing that counts, it is the doing of it often. One sand does not make a beach, but the accumulated sands do. And when you have made unnecessary moves for a year they amount to considerable waste of time.



AMONG THE SHOE MEN.

A late Quebec incorporation is La Chausseure Rita Limited of St. Hyacinthe.

W. A. Hendry has started a real nice shoe store in Hamilton and is located on Barton St.

Albert Giddy has purchased the shoe repairing business of Charles Chamberlain, Toronto.

The Griffin-Shoe Co., of Ingersoll, has recently received an Ontario Company incorporation.

Wm. Shaw, Caledonia, Ontario, the oldest shoe dealer in that town, died recently at his home.

The Ideal Import Co. of Montreal has been placed in the hands of Chartrand & Turgeon, liquidators.

Hugh White, of the White Shoe Co., Toronto, has been in Montreal on business in connection with his firm.

The death is reported of Chas. McGilvery of Simcoe, Ontario, who conducted a shoe business in that town.

The new house has its headquarters at 224 West Superior Ave., Chicago. Their trade mark name is "Marbo."

R. J. Orr is taking care of the city of Hamilton as well as the Niagara peninsular with the Ames Holden McCready lines.

P. C. Higgins, of Moncton, N.B., of the firm of Higgins & Co., wholesalers, was in Montreal recently on a buying trip.

The Empire Leather & Shoe Finding Co., of Montreal, has dissolved and is making a new registration for a similar organization.

Mr. Taplin, of the Natural Tread Shoe Co., Toronto, gave a talk before the Kiwanis Club in Toronto recently on misshapened feet.

A newspaper report says that one tannery in London, Ontario, imports 27,000 tons of tanning material every year from Atlantic ports.

N. J. Collins, of the Chas. Davies Shoe Co., Toronto, has just returned from a buying trip to Montreal, Quebec and other eastern points.

Work is going along nicely on the shoe plant in Ingersoll, Ontario, for which that town passed a by law to give the company financial assistance.

The Red Front Shoe Store, Halifax, N.S., is changing its location and will open up a more up-to-date store in the new Imperial Block, Main street.

A thief with a duplicate key entered the shoe repair shop of Wm. Leyland, Hamilton, Ontario, while the latter was out about seven o'clock, and stole considerable cash.

The J. A. Johnston Co., wholesale shoe dealers, of Brockville, Ontario, are putting an addition to their building 60x35 feet to take care of their increasing trade.

Fred Courtenay, of Lundbreck, Alta., has written the Calgary Herald a letter of protest against the poor material manufacturers are putting into shoe these days.

The Dominion Rubber System has won a suit against a customer whom they sued for amount of goods sold and delivered to him. The amount involved nearly \$800.

N. E. Ingram, who has been handling the Hamilton territory for the Ames Holden McCready Co., is now travelling in Western Ontario for C. N. Saba Co. of Toronto.

Quebec City is looking forward to entertaining the Canadian National Shoe Retailers' Association right royally when it goes to that city on the excursion from the convention.

Morley Chisholm, of Chisholm Bros., Toronto, has been

on a fishing trip at Bobcageon. He motored all the way but expected to be back in time to run his jitney during the street car strike.

The price of hides seem to be on the decline but there is no fear about it affecting the price of leather or shoes for many, many days yet. The hide price is not the only factor in the shoe price situation.

Shannon & Grant, who have sold shoes in connection with their clothing business in Hamilton, Ontario, have decided to discontinue the selling of shoes. They need the space for their clothing business.

J. A. McLaren has just returned from an extensive trip among the factories of Montreal and the east. He leaves with his family for France and Flanders, where he has two sons buried, victims of the late war.

A fire destroyed over eight thousand dollars' worth of hides and wool, according to newspaper reports, in a barn at Alexandra, Ontario. The origin is unknown and the insurance was only fifteen hundred dollars.

There was a small fire recently in a portion of the factory of the Minister Myles Co., Toronto, in which smoke did more damage than the fire. All the employees left the building on account of the smoke and the fire was extinguished with little damage.

A new Cut Sole Company has been organized in Galt, Ontario, and is located in on the lower floor of the Crown Hat Building. It is said to be the only company of its kind in Canada. Machinery has been installed to turn out from four to five thousand soles a day.

There is a report from Vancouver that a company has been formed known as the Veterans' Products Co., who will make fancy footwear from the skins of mud sharks. The company has been granted an exclusive license to fish for these creatures in the Gulf of Georgia.

The Patternick Co., who have a chain of shoe stores have purchased the Model Shoe Store in Lindsay, Ontario, which is situated in the Woolworth building in that town. The purchasers will not say whether the store will be operated in Lindsay or the stock sold there and the store closed.

The widow of Gleason Thomas, an employee of the Kaufman Rubber Co., Kitchener, Ontario, received \$800 insurance from the insurance company with whom the Kaufman Company have placed the insurance on their employees. This does not cost the employees a cent as the company pays the whole amount.

Albert Steinke, of Elmira, Ont., has purchased the retail business of A. W. Hoffer, on Arthur street. The new proprietor took possession July 1st. Mr. Hoffer will continue to manufacture infants' shoes, his business having grown so much in that line that he decided to give it his undivided attention.

The newspapers all over Canada seem to be greatly interested in the reported 10 per cent. drop in the price of shoes in Montreal. There is also reports in the papers that United States shoe manufacturers agree that the peak of high prices has been reached. If we remember rightly this agreement has been going around for the last four years.

The Gourlay Shoe Co. factory that met with rough usage at the hands of the cyclone in Acton, Ontario, last December, is now being rebuilt. Why all the delay? Six good months have gone by before this work has been started. Mr.

Gourlay is moving his plant. He had an arrangement with the town in connection with this factory but the storm rather upset things.

F. X. Leblanc, of Montreal, has taken over the business of J. B. A. Corbiel and will continue the business. It will be remembered that Mr. Corbiel was drowned some little time ago through a motor accident.

VANCOUVER NOTES

General trade during the last two weeks has been fair, especially with low grade goods. The luxury tax that was sprung upon the public so suddenly has curtailed the sale of high price goods temporarily, as it is expected to recover itself later. The balance in turnover has been made up by sales of white canvas goods.

The Fit Ezi shoe store, on Granville street, will in future trade under the name of the Murphy Shoe Company, Limited.

H. C. Hobday, who for many years was in business on Commercial Drive, and lately with Mr. A. S. Cox in the same locality, has left the city to take a position in Vernon, B.C.

G. Puttman, who was many years in the saddlery department of Storey & Campbell, and lately with the K boot stores, has entered the grocery trade in partnership at North Vancouver.

H. C. Crawshaw has opened a stand on Powell street. He was three years overseas, leaving Canada with the 121st, then transferring to the 54th in France, and was wounded at Vimy Ridge.

Tait & Tufield have dissolved partnership. The business in future will be carried on by G. Tufield.

A. E. Greatorex and A. Cutter have taken over the stand of A. Webb, Main street. A. Webb is giving his attention to poultry and small fruit farming.

The Goodyear Shoe Repairing Co., who were forced out of their old stand owing to premises being rented over their head at a 225 per cent. increase, are now located in their new quarters one block west of Granville street, on Pender street. The new stand is fitted up in a very tasty style, and the machinery and equipment is so arranged as to give the most efficient service. G. Morris, the proprietor, intends making it the best repairing depot in B.C.

R. Abbott sailed on the 16th for England, travelling via New Zealand and Australia. He expects to be away about a year.

NEWSPAPER ADVERTISING FOR RETAILERS

(Continued from page 32)

Geo. W. Cowan's ad will give you an idea of the prices up in Cobalt. This ad is well arranged, but could have been just as strong in less space. The prices come out well, and it should have done business. But Mr. Cowan is paying for considerable white space.

The Men's Brogue Oxford lacks the price. Otherwise it is a good ad. Particularly is this true when only one line is advertised.

The Geo. G. Gales' ad is small but right to the point. The idea of advertising the tax separate from the shoes is a good one. People will know exactly what they will have to pay without figuring it. The space is well filled and the ad should have brought some business.

The Southern Tie Shoe ad is good, but some people consider the spread of prices from seven to twelve dollar is too great to give a definite idea of the kind of shoe one could obtain at the price one might have in mind. But ads of this kind bring results.

Now we come to the Foley ad. Mr. Foley is a live advertiser and takes advantage of every situation that comes along. He is now awake to the fact that the holiday and

travelling season is here, and he advertises nothing but baggage. It will be noticed that Mr. Foley uses the spread idea in pricing, that is from so much to so much. But our remarks on this as applied to shoes do not apply to trunks and valises, for the difference in prices of these goods is largely a matter of size and not of quality. With shoes it is largely quality, and not of size. Those who handle travelling goods should get them out right now. The season is at hand and should be taken advantage of.

Lockett's Boy Scouts ad is very direct. It advertises nothing but Boy Scouts' goods and does it well. The illustration is much in keeping with the lines and will arrest attention immediately. The description is good, and when the prices are given it leaves no doubts in the minds of the reader as to the shoes.

The little ad of the American Boot Shop is very nifty all through. It has a stylish ring to it and describes the goods well, and leaves no guess work about the price. This is a good ad for a large sized city like Vancouver.

In offering these suggestions the object is to give some help that will enable advertisers to write stronger copy and get more and better results from their advertising. Space costs money, and an advertiser should get every cent out of it that it is capable of earning. Just ordinary statements is not good advertising, but specific statements of the goods you have, and at what price you sell them is good advertising.

DEATH OF FRED A. MacFARLANE

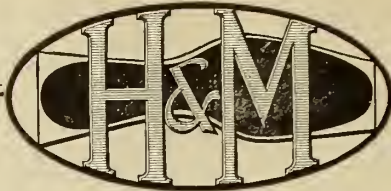
In our last issue we printed a brief notice of the death of Fred A. Macfarlane, who passed away at his home at St. Catharines, Ont., following his return a few days previously



FRED A. MacFARLANE

from his completed trip to the Pacific Coast for the E. T. Wright & Co., of St. Thomas, Ont.

Mr. Macfarlane had been selling Just Wright shoes for 12 years, first for the American factory at Rockland, Mass., and from 1912 for the St. Thomas factory. Three years ago he was called back to cover temporarily territory in the middle western states, formerly covered by his brother, Alex Macfarlane, who died four years ago. After remaining in the States for a year he returned to Canada and for the last three seasons has travelled from Kingston east through the Maritimes and from Fort William west to the coast.



WE CAN REDUCE CUT SOLE COSTS

THE PRICES we quote for Hilliard & Merrill Cut Soles are of vital importance to you. Timely buying of finest packer hides in Oak and Union leathers (we use no others) and expert manufacture enable us to offer exceptionally interesting quotations.

SEND TODAY FOR PRICES AND SHOW-YOU-WHY SAMPLES

SOLE LEATHER

We also furnish Sides, Backs, Bends, Shoulders, Heads and Pellies.

HILLIARD & MERRILL

INCORPORATED

Main Office: 206-210 Broad Street, Lynn, Mass., U.S.A.

BROCKTON WELTING CO., Inc., Dept. of HILLIARD & MERRILL, Inc.
69 Crescent Street, Brockton, Mass.

SALES OFFICES: BOSTON, 185 Essex St.; PHILADELPHIA, S. W. Cor. 5th and Arch Sts.; CINCINNATI, 810 Sycamore St.; MILWAUKEE, 258-260 Fourth Street; ROCHESTER, N.Y., 22 Andrews St.; NEW YORK CITY, 33 Spruce St.
FOREIGN REPRESENTATIVES: ENGLAND, Messrs. Pearson Robinson & Arterton, 4 Albion St., Leicester.
FRANCE: Louis Dubois, 47 Rue des Petites Ecuries, Paris
GREECE: Hercule P. Issidorides & Co., P. O. Box 12, Athens.

THE OLD AND THE NEW WAY

In these days of improvements there have been many changes in the forms of correspondence and especially in this true of business letters. A magazine recently gave the old and new way of starting business circulars which we reprint here and think are worthy of consideration. Old stereotyped forms of opening and closing letters have long since lost their force and many of them are meaningless as well. The lines which are given herewith are simply the opening lines of letters or business circulars that may be adapted to other businesses.

Old Way

I wish to call your attention to
We hear it constantly said that
I wish to announce that my annual sale
Have you ever stopped to consider?
I solicit a share of your tailoring business
We are agents for the famous Long-wear Shoes
For your information, I desire to state that
We hereby beg to inform you that
Enclosed please find a circular which describes
We have been in business for twenty years and
We claim that our device is the best on the
market and
It will pay you to place your orders with us
because
Our store service is unexcelled in

New Way

Some day this situation will arise in your business
Does this idea fit in with your experience?
There is one point about my sale, which, by the
way begins on March 3rd.
Perhaps this sounds unreasonable, but
To be well dressed is to be dressed
Shoe leather and mileage are questions that
The difference between thrift and extravagance
is this:
The other day we carried out a test in which we
think you
On page seven of the circular enclosed there is a
"The greatest friend of truth is time," and
"The voice of reason is more to be regarded than
It will not pay you to place your orders with us
unless
Here where the West begins, is a store that



ACTON PUBLISHING CO., LIMITED
545-549 KING ST. WEST. TORONTO

Everything essential to the production of

HIGH-GRADE PRINTING

is embodied in the equipment and facilities of this New Acton Plant. In addition to this there is the expert experience and workmanship that puts CHARACTER into every Acton job.

No one can look after your printing needs better than we can, whether for

**CATALOGUES, BOOKLETS,
CALENDARS, STATIONERY**

or any kind of publicity work.

Acton Publishing Company, Limited

Printers, Designers, Publishers

545-549 King Street West
Toronto

Lemoine and St. Nicholas Sts.
Montreal



THE
PEAK
of
PERFECTION

In Kid Leather Production
is represented in each one
of the reliable

NEW CASTLE LEATHER LINES

The summit of satisfaction in SHOEMAKING, SHOE SELLING and SHOE SERVICE is reached by using New Castle Kid. An extensive range including

Fancy Colors, White, Black, Glazed or Mat

In addition to our own lines we are Canadian Selling Agents for American Tanners of Splits, Heavy Leathers, Calf, Indias, Cabrettas, Skivers, also for Cotton and Cloth.

NEW CASTLE LEATHER CO., Inc.
NEW YORK

Canadian Branch: 335 Craig Street West, Montreal

Factory: Wilmington, Del., U.S.A.

Of Vital Interest to Canadian Shoe Manufacturers

is the fact that they can now obtain from us shoe patterns that represent the very latest ideas and up-to-date styles in footwear designing. Every Canadian Shoe Manufacturer should take advantage of our

RELIABLE SHOE PATTERN SERVICE

It means Better Shoemaking with less expense and trouble.

When attending the National Shoe Retailers' Convention and Shoe and Leather Fair, Montreal, July 13-17, let your trips about the city include a visit to our factory. We are anxious to welcome you to Montreal and to assist in making your visit interesting and enjoyable.

Conaway-Wadsworth Pattern Co. Ltd.

223 MCGILL STREET

Rooms 11 and 12

MONTREAL, QUE.

GUS LOSSMAN, Manager

"PERFECT" COUNTERS

give to all shoes in
which they are used

The Staying Powers
The Fitting Features
The Attractiveness

that assures their SALEABILITY and their SERVICE-ABILITY. They stand the wear and hold their shape because only the best selected Tough Flexible stock and the best methods of preparation are used in their production.

COUNTER SATISFACTION comes with using
PERFECT COUNTERS.

PERFECTION COUNTER LIMITED

699 Letourneux Ave.

Montreal

Steady Sellers

The outstanding reason

Yamaska Brand Shoes

are such steady sellers is because the purchaser can see at a glance the luxurious comfort and extra wear each pair will extend.

They have been winning trade and making customers by these qualities for the past 50 years and are still going strong. Are they working WITH you? Why not let them—they're ready!!

LA COMPAGNIE
J. A. & M. COTE

St. Hyacinthe

Quebec



Biggest and Best

Some shrewd manufacturers are of the opinion that the present is a good time to place orders for

Maple Leaf Brand Sole Leather

for their Summer and Fall requirements. Are you keeping in line by protecting yourself in this way?

If you have not already placed your orders, call and talk the matter over with us either at our booth at the Shoe and Leather Fair, to be held in Montreal, July 13-17, or at one of our Warehouses; or place orders with our salesman.

MONTREAL

TORONTO

QUEBEC

Anglo Canadian Leather Co., Limited

Tanneries: Huntsville and Bracebridge

The Largest Sole Leather Tanners in the British Empire

Infants' Footwear, Limited

Infant House, London, E. C. 1, England. Canadian Branch: Greene-Swift Bdg., London, Ont.

BABIES' NURSERY AND DRESS SHOES OF DAINTY, NOVEL AND EXCLUSIVE DESIGNS

SOFT-SOLE SHOES in White Kid, Tan and Scarlet Persian Leather, Emerald Green Leather, Pink, Blue and White Suede, Red and White Plush, Silk, Poplin, Wool, Etc.

HARD-SOLE Shoes in sizes 1-6, Tan and Black. BUNNY BOOTS, in Genuine Rabbit Skin, Natural and White.

CHILDREN'S GAITERS in White, Black, Tan, Scarlet and Green FELT, also in White, Tan and Red Woolly-Wear.

PLACE YOUR IMPORT ORDERS FOR FALL AND WINTER REQUIREMENTS NOW.

WE CARRY STOCK IN CANADA AND GIVE SPECIAL ATTENTION TO
SMALL ORDERS FOR IMMEDIATE DELIVERY

INFANTS' FOOTWEAR, LIMITED, Greene-Swift Bdg., London, Ont.

Colonial Hide Company

MONTREAL, P.Q.
QUEBEC, P.Q.

OTTAWA, ONT.
PETERBORO, ONT.
THREE RIVERS, P.Q.

ST. JOHN, N.B.
WINDSOR, N.S.

MONTREAL PACKER HIDES

COUNTRY and CITY HIDES and CALFSKINS
All Close-Trimmed and Thoroughly Fleshed

Horse Hides, Sheep Skins and Fleece Wool

Both our PACKER and our COUNTRY HIDES are delivered to the tanner, switches and dewclaws off, well fleshed of excess meat, thoroughly cured.

VISITORS TO CONVENTION are cordially invited to inspect our Hidehouse at 274-280 Wellington Street, Montreal, see our equipment and methods.

If you have not tested out "Colonial Hides," try a car and compare yields.



ACKERMAN SHOES

No. 13 Men's - \$5.00
No. 113 Boys' - \$3.80

Black Mennonite Grain,
Blucher Cut, Plain Toe,
Half Bellows Tongue,
Standard Screw, Lock
Stitched Sole, Men's Sole,
Gauge 20; Boys' Sole,
Gauge 17. No. 1 Quality
throughout.

Peterboro
SHOE

for
Men, Boys, Youths,
Little Gents

F.O.B. PETERBORO

B. F. Ackerman, Son & Co., Limited
PETERBORO, ONT. Western Branch, REGINA, SASK.

MAKERS OF THE "PETERBORO" SHOE

C. A. Spencer & Son Co.

183 ESSEX ST., BOSTON, MASS.

Manufacturers of

Acme Brand Quebracho Extract

Deliveries in Barrels and Tank Cars

QUERMOS

A Special Extract for
Retanning Fancy and
Colored Leathers



CAMESCO
SULPHONATED
OIL

SULPHONATED NEWFOUNDLAND COD OIL

Branch Offices: 11 Tithebarn Street, Liverpool, England
Cable Address: "CASPEN," Boston
Telegraph Address: "HESPWILL," Liverpool

Are You Making Patent Leather Shoes?

If so, you surely need our preparation for repairing Patent Leather.

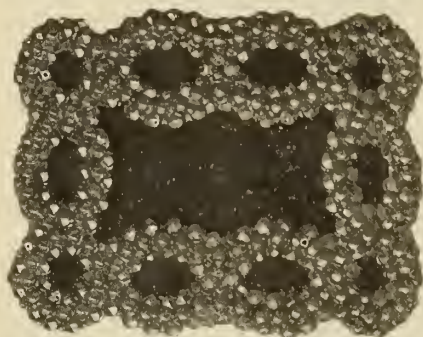
No. 1 IS THE FILLER
No. 2 IS THE CUTTER
No. 3 IS THE FLOW

Bear in mind hot weather will not affect this repairer.

Manufactured by . . .
BOSTON BLACKING CO.
152 MCGILL STREET MONTREAL, P.Q.

BOSTON BLACKING CO.

E. Cambridge, Mass.



No. 5321

“DALCO” Buckles of Distinction

The buckle illustrated shows one of the latest patterns in Cut-Steel Effects. They possess all the brilliancy and fine cut points of the high grade imported buckles, and positively will not rust. Will retail for popular prices. Our booklet showing all the best patterns in metal, beaded and rhinestone buckles should be in the hands of every retailer.

Make Pumps and Ties Easily Salable

All “Dalco” buckles supplied with fillers and patented “Dalco” device ready for attaching to shoes. Simplifies work for the merchant and makes possible the instant changing of buckles by the customer.

A proven success for a year

DALRYMPLE-PULSIFER COMPANY

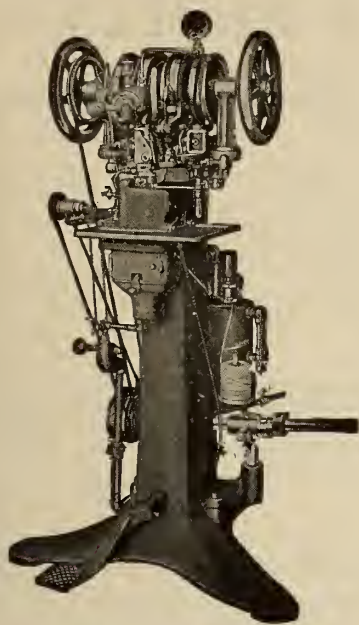
Haverhill, Mass.

R. B. GRIFFITH CO.

Sole Distributors for Canadian Retail Trade
HAMILTON, ONT.



Landis Outfits are Money Makers



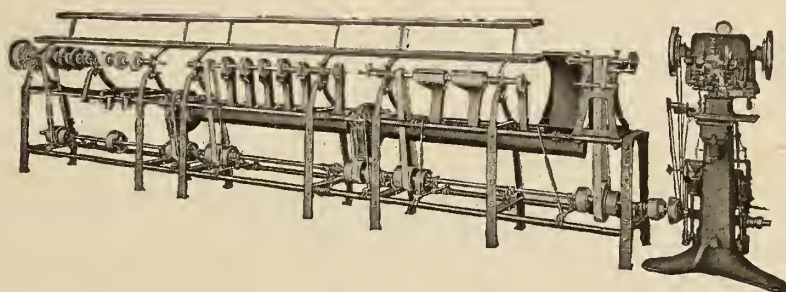
Landis No. 12 Shoe Stitcher
Sold Outright. No Royalty

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

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

We have many models of Stitchers and Finishers. Write for complete Catalogue with price and terms.

Landis Machine Co. No. 1515 25th St.
ST. LOUIS, U.S.A.



Shoe and Glove Leathers

GLOVE HORSE

Creemore
Boulevard
Smoked
Alaska
Pearl Grey



SIDE, NECK & HORSE SPLITS

Creemore
Boulevard
Black
Alaska
Smoked

PFISTER & VOGEL
85-87 South St. Boston, Mass.



Cabinette
Wooden Heels
for
Ladies' Shoes

+++

Manufactured by
CANADA CABINET WORKS
 Limited
 2732 St. Hubert St., Montreal
 Calumet 1959 CANADA

CLARKE & CLARKE Limited
 Established 1852

Manufacturers of
SHEEPSKINS
 Of all kinds

Our sheepskins have been
 the standard for quality
 and colors in Canada for
 over thirty years

Clarke & Clarke Limited
 General Offices & Works -
 Christie Street, Toronto

BRANCH WAREROOMS
 252 Notre Dame St. W., Montreal
 553 St. Valier Street, Quebec
 RICHARD FRERES, Agent

GOOD PATTERN DESIGNING
 IS AN ACQUIRED ART

Fitting the lines of a last is not
 a Mechanical Operation but a
 Matter of Skill—a result of years
 of Study and Training

PATTERN MAKING demands Rare
 Judgement to give Style and Grace-
 full Lines and assure conformity
 to the Original Last Outlines

FITTING QUALITY DEMANDS ACCURACY

WHEELER & CUMMINGS

179 Lincoln St. Boston Mass U.S.A.

For sample of our work see the exhibits of The Hartt Boot & Shoe
 Co., Ltd., and the Slater Shoe Co., Inc., at the big
 Montreal Fair in July.

FIBRE COUNTERS



RELIABILITY

The **RELIABILITY** of Duclos & Payan Fibre Counters,
 as evidenced in their persistent use by the Trade for
 forty-five years, signifies a constant High Quality in the
 Product. Best grade materials and faultless manufacture
 result in counters that we are able to **GUARANTEE** to
 outlast the shoe.

Representatives:—

For Ontario, E. R. Lewis, 45 Front St. East, Toronto.
 For Quebec City, Richard Frere, St. Valier St., Que.

DUCLOS & PAYAN

ESTABLISHED 1873

Tannery and Factory Sales Office and Warehouse
ST. HYACINTHE **MONTREAL**

Mention "Shoe and Leather Journal" when writing an advertiser

Tanners' Oils & Greases

Sulphonated Cod Oils
Sulphonated Neatsfoot Oils
Sulphonated Castor Oils
Acid Fat Liquors
Moellon Degras

□

MADE FROM CANADIAN PRODUCTS AND
MANUFACTURED AT FARNHAM, QUEBEC.

□

Salem Oil & Grease Co.,
of Canada, Limited
Farnham, Quebec

We Make a Specialty of All Kinds of

FELT

for the SHOE TRADE

Upper Felt	Lining Felt	Sole Felt
Insole Felt	Cushion Felt	Heel Pad Felt
Shoe Toppings		Filler Felt
	Shoe Roll Felt, etc.	

SUPERIOR LINE OF FELT FOR BOX TOES
THE BEST FELT FOR EVERY PURPOSE

Write for samples of our Special Innersoling
Artificial Leather for Shoe Purposes

Write us for Samples and Prices

Boston Felt Mfg. Co.

112 Beach Street Boston, Mass.

We beg to announce

That B. L. MARDER and
CHARLES BOSKOWITZ
have withdrawn from the firm
of Heinstein-Marder & Co.,
and in the future will con-
tinue under the name of

B. L. MARDER CO.

We will carry a complete line
of Shoe Findings for jobbers.

B. L. MARDER CO.

224 West Superior Ave. - Chicago, Ill., U.S.A.

MORSE - REDDEN

(INCORPORATED)

50 South Street,
Boston, Mass., U.S.A.

SOLE LEATHER

Backs—Bends—Shoulders
Bellies and Heads

Cut Lifts Top Stock—Heel Stock
Rough Splits—Sock Lining Splits

Careful attention given
the foreign trade.

Cable Address : "MORREDCO."

The Highfield Tanning Co., Ltd.

Runcorn (Near Liverpool) England

Invite Enquiries from Canadian Boot Manufacturers and Merchants
of their well known

British Tanned Oak Sole Bends

ALL WEIGHTS

Insole Bellies and Shoulders
Welting Bellies

AND FOR

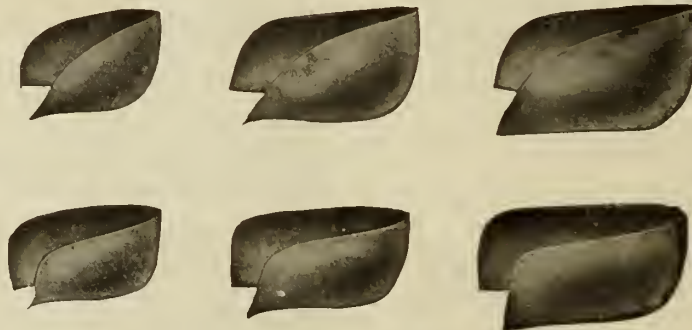
Dressers, Rough Belting Butts (short cut), Strap Backs,
Welting Shoulders

Cables: "Highfield, Runcorn." A.B.C. Code, 5th Edition.

FAIRE BROS & CO., LIMITED

RUTLAND STREET, LEICESTER, ENGLAND

Manufacturers of **STIFFENERS**



TO BOOT MANUFACTURERS

Our well-equipped modern factories are adapted
to meet all your requirements in high grade

SOLID GRAIN STIFFENERS
GRAIN BACKED STIFFENERS

In all sizes.

SOLID SPLIT STIFFENERS
TWO PIECE SPLIT STIFFENERS

Men's, Army, Women's, Children's and Golosh Shapes.

THREE PIECE SPLIT STIFFENERS
LEATHER LAYER STIFFENERS

BE SURE AND SEE OUR SAMPLES BEFORE RE-ORDERING.

IT WILL PAY YOU TO DO SO

FAIRE BROS. & CO., LIMITED, Manufacturers of Shoe Mercery, LEICESTER

T. N. & F. H. Briggs (Tanners), Ltd.

Waring Street, .: LEICESTER, ENGLAND

MANUFACTURERS AND EXPORTERS OF ALL KINDS OF BOOT AND SHOE **UPPER LEATHERS**

IMPORTERS OF FINE GRADE BOX CALF, GLACE KID, ETC.

CABLES "TAN" LEICESTER

TELEPHONES 38 & 138

Davies & Co.

LIMITED

BRISTOL, - ENGLAND

Importers and Distributors of All Descriptions of **Leather**

Branches: London, Leicester, Northampton

Cable Address: "HEMLOCK, Bristol"

Codes: Widebrook
A. B. C., Fifth Edition

H. Ingle & Sons, Limited

LEEDS, ENGLAND

Buyers of all classes of

Sole and Upper Leather

ALSO AT

Leicester, Bristol, Rushden and Northampton

Cable Address "INGOT" Consignments Solicited.



EMBOSSED LEATHER HEEL PADS

Splendid advertising medium. We emboss name on with a turned impression that will be conspicuous as long as the shoe is worn. Live repairers among your customers cannot afford not to use these embossed heel pads. Packed 100 pairs to a box.

Splendid Profits, Satisfied Customers and Constant Repeat Orders are Secured when you Sell our Shoe

FINDINGS THAT SELL



"LEATHER GRIPPER"

NON-SLIP HEEL LININGS
Made of Genuine Leather.



"SELWEL"

Heel Lining
Repairers

Made of Extra
Quality Russet
Sheepskin

WRITE FOR CATALOGUE AND PRICE LIST

L. G. & S. S. CO., 76 and 81 High St., Boston, Mass., U.S.A.

KANGAROO

We are Headquarters for all Finishes,
Grades and Kinds

Sheepskins Skivers "Ryco" Matt Kid

RICHARD YOUNG CO.

36 and 38 Spruce Street - NEW YORK, U.S.A.

Branch: 54 South Street, BOSTON, MASS

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In connection with the leather industry and leather operations, frequent novelty is evidenced, and particularly with regard to customs, prevailing tendencies, and inclinations of those in foreign lands. An interesting item has come to light with reference to the use of leather money as shoe soles in Tyrol, Mattighofen, Austria. Residents of this

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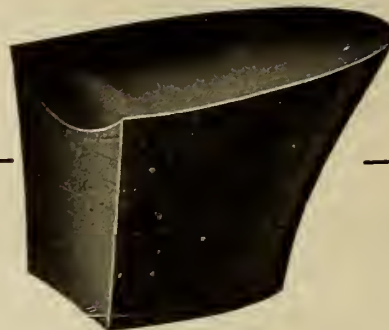
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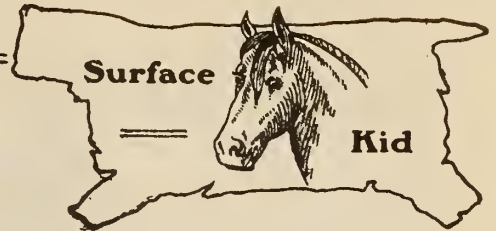
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(SIDE LEATHER IN BLACK AND COLORS)



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HORSE FRONTS AND CORDOVAN
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OOZE, FLEXIBLE AND WAX SPLITS FOR HOME AND EXPORT TRADE

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NEW YORK

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“We deliver what you buy”

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The Shoe Lining That Makes Shoes Wear Longer



Your shoe manufacturer can put this lining
in any of your shoes at
small extra cost

See RED-LINE-IN at the Montreal
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LET A VISIT TO OUR
BOOTH be the first
thing on your programme
when you come to the
Big Fair.

Our representatives will give
you a royal welcome and endea-
vor to extend the courtesy and
attention that will make your
visit a genuine pleasure.

Be sure to call on us.

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Windsor Hotel, Montreal

CLARK BROS. LIMITED

ST. STEPHEN, N.B.

THE SHOE & LEATHER JOURNAL

THIRTY-THIRD YEAR

TORONTO, JULY 15, 1920

*The
Invictus
Shoe*



E. O. A. SLATER LIMITED

MONTREAL, QUE.

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Quality that Produce Quality
Tannages Footwear

**BREITHAUPT
SOLE LEATHERS**

Hemlock, Union, Oak

A tannage to meet every requirement
of Shoe Manufacturer and Repairman

THE STANDARD
OF CANADIAN SOLE LEATHERS

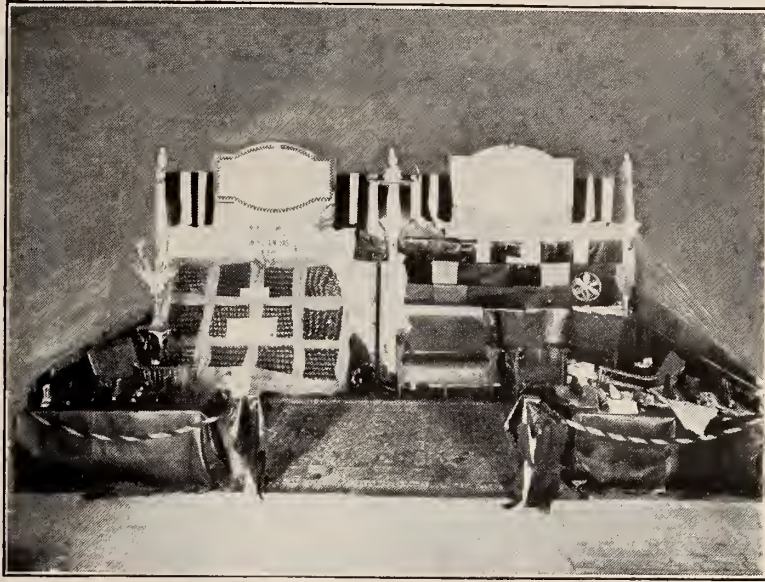
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A counter for every purpose.

In BOOTH 15 at the Shoe Fair D & P FIBRE counters were shown. The counters that have durability built right into them. By their use YOUR SHOES will outsell those made without them.

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It is a chrome side Leather with a grain and a finish like genuine kid. It is wonderfully durable and presents a fine appearance in the finished goods.

In two weights, adaptable for both men and women's shoes.

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RUBBER FOOTWEAR
CANVAS
RUBBER-SOLED SHOES
FELT SHOES and SLIPPERS
IS NOW ON THE MARKET



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AMES HOLDEN McCREADY, LIMITED

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Every Hour in the Day

DAVIS LEATHER

Will Serve You Right

For High Grade Calf Shoes these Brands
Will Give Perfect Satisfaction

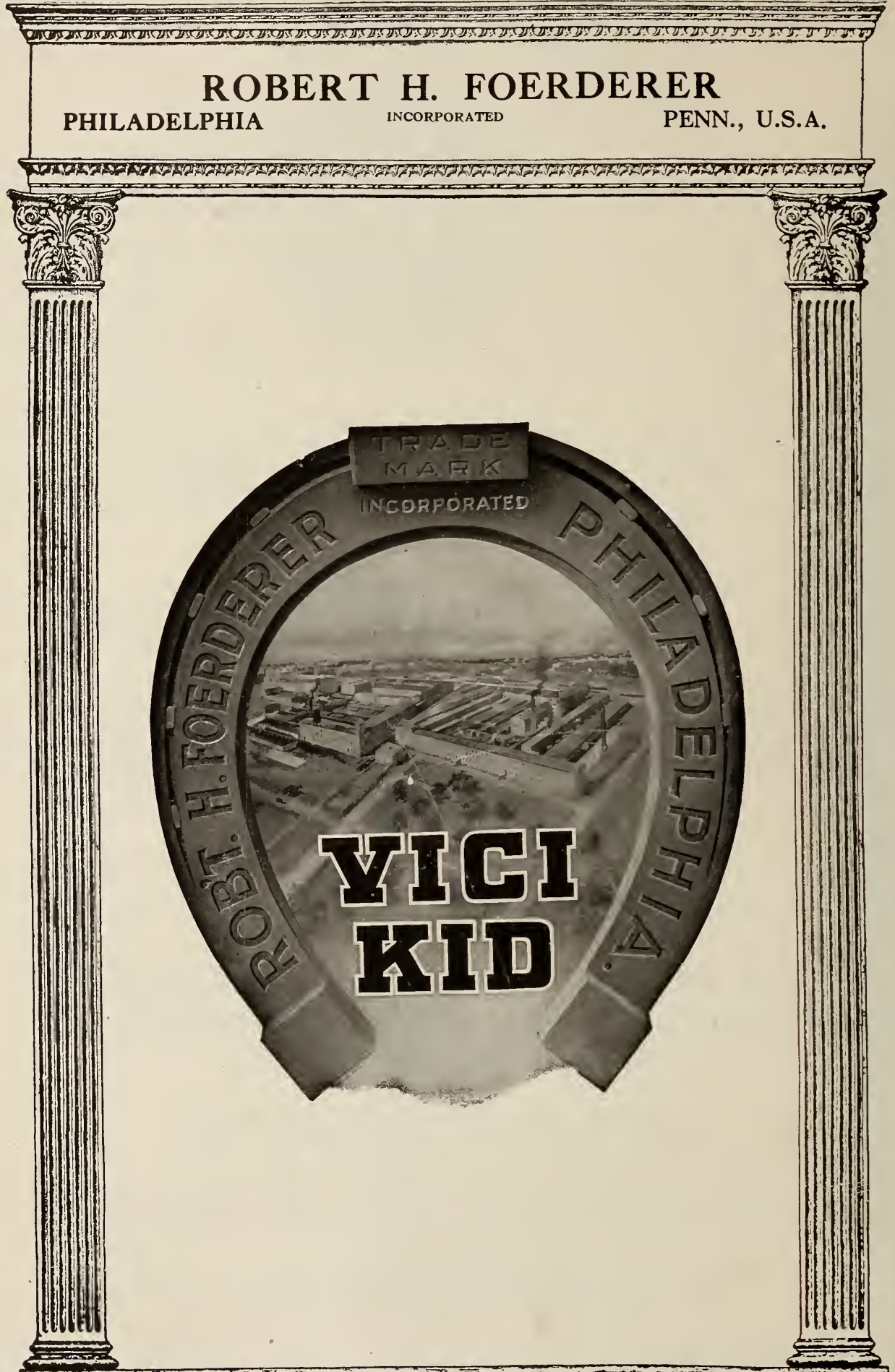
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Duchess Russia, Briar Boarded Calf,
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DAVIS' MATT CALF and NIGRO CALF

DAVIS LEATHER COMPANY

LIMITED

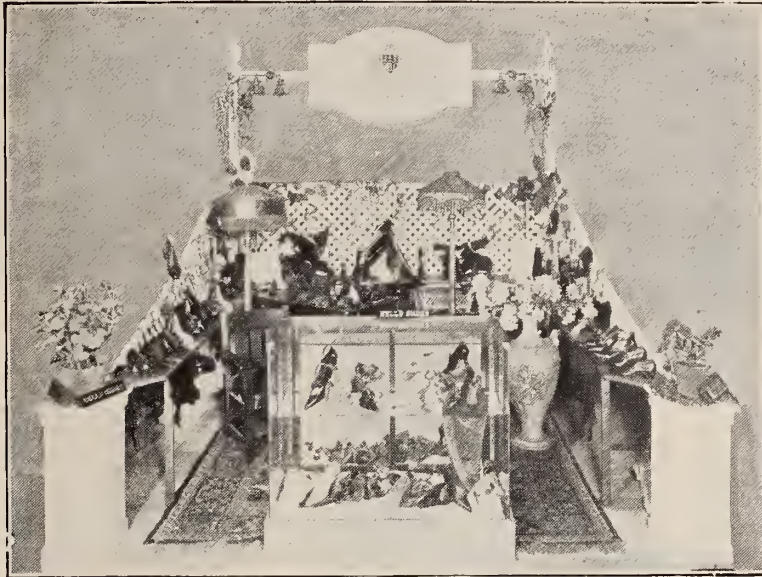
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ONE OF OUR SEASONABLE
LASTS.

IF your patrons need any incentive to buy Made in Canada Footwear it is forcefully supplied when you show them Bell Shoes.

They are CANADIAN Shoes that Canadians will buy cheerfully and wear with pride.

J. & T. BELL

LIMITED

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SHOEMAKERS FOR OVER A CENTURY TO PARTICULAR MEN
AND WOMEN OF CANADA

ALSO
Manufacturers for Canada of Dr. A. Reed Cushion Sole Shoes



No. 1



No. 3



No. 4



No. 8



The above line comes in Black, Brown, Tan and Oxblood.

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Bigger, better business in your Polish Department will come with featuring Ralston's Polishes, because shoes look better when a Ralston Dressing is used. They represent the best that has been achieved in polish production.

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is now at its height. Keep well stocked with Ralston's and you can most successfully meet the big demand.



- A Dressing for Every Shoe
- A Complete Range of Findings
- An Efficient Supply Service

Robt. Ralston & Co.
Limited
Hamilton, Ont.





SELECT GUN METAL CALF BAL.

Aristocrat Last

Widths A to D

Stock No. 70

MADE IN CANADA

No doubt you have customers who simply "*must*" have imported shoes. Next time you are up against it just flash a pair of Just Wrights. You'll be proud to say that they are made in Canada, and ten to one you'll make a sale.

THIS SHOE IS IN STOCK

E. T. Wright & Company, Inc.

ST. THOMAS, ONT.

ROCKLAND, MASS.

20TH CENTURY SHOES

In Stock

60 Days
1st of Month
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500	—	Woms. White Canvas	10"	Bals. Pln.	½ Ls.	Heel.....	\$3.25
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502	—	"	8"	"	½ Ls.	"	3.10
502½-	—	"	"	"	"	Mil.	3.10
503	—	"	Poplin	"	½ Ls.	"	2.85
504	—	"	"	"	"	"	2.65
505	—	"	"	"	"	Mil.	2.75
506	—	"	"	"	"	Low	2.75
507	—	"	Canvas Oxford	"	"	Mil.	2.25
507½-	—	"	"	"	½ Ls.	"	2.25
508	—	"	Poplin	"	"	Mil.	2.10
508½-	—	"	"	"	½ Ls.	"	2.10
510	—	"	"	Pump	"	"	1.90
511	—	"	"	"	"	Mil.	1.90
512	—	"	"	"	"	Cub.	1.90
513	—	"	"	Mary Jane Pump, Low	"	"	1.90
514	—	"	"	1 Strap	"	Cub.	1.90
517	—	"	"	3	"	"	2.10

THE C. E. McKEEN SHOE CO.
LIMITED
MONTREAL

BRANCH OFFICE: FERNIE, B.C.

“LEVOR LEATHERS”

The trials, the disappointments, the *successes* of forty years of experiences back the brand, bulwarked by a long-standing well-guarded good reputation.

Levor Leathers Lead!

Ask Your Neighbor

LEVOR MAT KID - The Black Mat Shoe Topping

Economical—durable—satisfying.

LEVOR GRAIN KID - - - Colored and White

Firm and upstanding leather.

Stylishly snug on the foot.

Colors? All that Dame Fashion demands.

White? Yes; *pure* white—the *whitest* white.

LEVOR BUCK - - - An Ooze (Suede) Finish

Black—white—browns—greys—as good as the best at a lower price.

All tanned from only the best classes of Cabretta raw stock the world provides by

G. LEVOR & CO., Inc.

AT GLOVERSVILLE, N.Y.

BOSTON
ST. LOUIS

Export Department
88-90 Gold St., New York

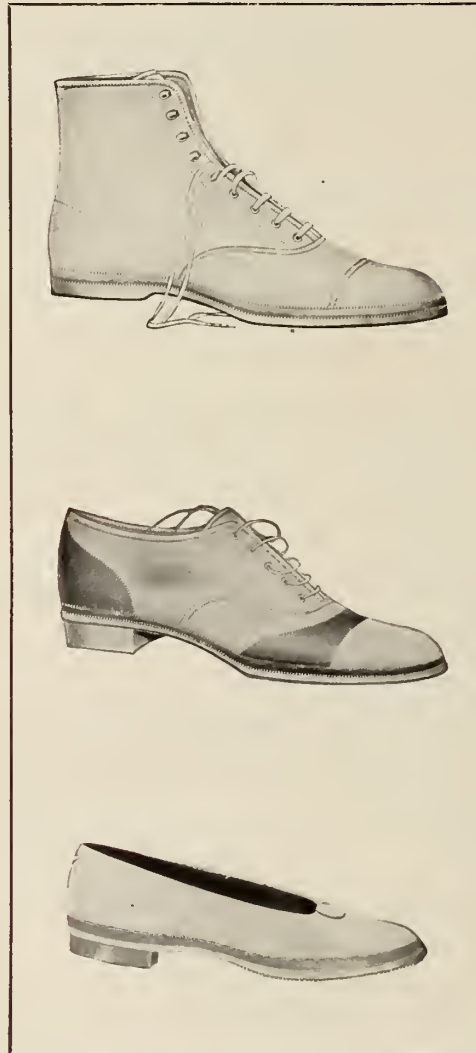
NEW YORK

SPEED KING SHOES



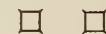
There is no speculation in handling Speed King Shoes.

They command a heavy sale in every store throughout the whole Summer Season. The people LIKE their APPEARANCE, ENJOY their comfort, and are always SATISFIED with their LONG wear.



It is now the height of the Season for this popular line. Don't limit your sales by incomplete stocks. There is a Speed King style to please everybody—a Model suited to every outing footwear purpose. Send your sorting orders to any of our wholesalers.

They will do the rest.



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The Independent Rubber Co. Limited
Merritton - - - - - Ontario

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LEATHER
LASTS**

**LANG'S
LEATHER
LASTS**

LANG'S
Real Scoured Oak
**LEATHER
LASTS**

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**LANG'S
LEATHER
LASTS**

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Wonderful Style!

That is what experienced shoe men said about the two models we show on this page. When they examined the shoemaking and learned the price they pronounced them to be wonderful value.

Jobbers can make no mistake when they add either of these brands—"REGINA" or "DIANA" to their lines.

"Regina" and "Diana" exhibit attracted great throngs at the show

It was a fact that there were more people at all times at our booth than at any other spot on the floor.

The visiting merchants and the women who buy "REGINAS" and "DIANAS" were most enthusiastic about the beautiful appearance of the samples we showed.

The Regina Shoe Company, Limited

MONTREAL, QUE.

SELLING TO JOBBERS ONLY

LENNOX SLIPPERS

Your Headquarters for SLIPPERS

Do not neglect your Slipper Trade. It is too extensive and too profitable for you to be content with offering anything but the best lines and best values.

We Specialize In Slippers

and have the largest and most complete assortment being shown by any Canadian House.

In English and Canadian Make

In Felt, Velvet, Plaid, Arctic Cloth and Colored Suede for the Whole Family in

JULIETS and **COZYS**

and many other trade winning lines.

We can look after all your slipper needs with the most saleable productions obtainable. Order NOW and be assured of a full share of the Slipper Trade during the coming season.

JOHN LENNOX & CO.

Hamilton - - Ontario

WHITE

SHOE COMPANY, LIMITED

TORONTO.



W H O L E S A L E S H O E D I S T R I B U T O R S



Make Your
Mid-Summer Sorting Orders
 "White" Orders

and you will appreciate the
RELIABILITY of **WHITE SERVICE**
 in keeping your stock right
 up to demands in Styles and
 Sizes in

Saleable Seasonable Footwear

Our lines are complete in
FINE MEDIUM and **STAPLE SHOES**
 for men, women and children
 and the values are as **TRADE-**
WINNING as the goods are
CUSTOMER-SATISFYING

White Shoe Company, Limited

Wholesale Shoe Distributors

9 Wellington Street West ; Toronto



Light, Right and Easy
TENAX SOLES
 Will Delight Your Customers

You are missing a good chance to gain the confidence and patronage of your community if you are not using Tenax Soles for all repair work. They are sure to please your customers. Soft, pliable, water-proof and noiseless, they are the ideal soles for everyone. Your jobber can supply you with Tenax Soles.

TENAX SOLES WILL NOT CRACK

Gutta Percha & Rubber, Limited

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BRANCHES: HALIFAX, MONTREAL, OTTAWA, FORT WILLIAM, WINNIPEG, REGINA, SASKATOON,
 EDMONTON, CALGARY, LETHBRIDGE, VANCOUVER, VICTORIA



Naugahide Bags as Trade Builders

Men and women everywhere who demand distinctive luggage will want Naugahide Bags. These new bags are waterproof, smart and durable. They are made in attractive styles, in sizes for both men and women. Every bag has the finest of brass fittings and specially selected linings.

There's not a stitch of seam anywhere in a Naugahide Bag. The material is first fitted carefully over the steel frame of the bag. Then, by a special process, the seams, joints and corner reinforcements are all fused together into one piece. The result is a bag that

can stand the hard knocks of modern travel and yet keep its smart appearance.

Naugahide is a durable and waterproof material. Its handsome black surface can be wiped clean with a damp cloth. Its composition and the process of manufacture make it an exclusive product.

Every Naugahide Bag is backed by the reputation of the oldest and largest Rubber organization in Canada.

For full information as to sizes and prices, write to the nearest Dominion Rubber System Service Branch.

DOMINION RUBBER SYSTEM SERVICE BRANCHES

at

HALIFAX ST. JOHN QUEBEC MONTREAL OTTAWA TORONTO
 HAMILTON BRANTFORD LONDON KITCHENER NORTH BAY
 FORT WILLIAM WINNIPEG BRANDON REGINA SASKATOON
 EDMONTON CALGARY LETHBRIDGE VANCOUVER and VICTORIA

Shoe and Leather Journal

Published Twice a Month

\$1.50 a Year Office of Publication Foreign, \$2.00
545-549 KING STREET WEST, TORONTO
Acton Publishing Company, Limited
JAMES ACTON, President
Montreal Office: Boston Office:
510 Coristine Building 161 Summer Street

TO ADVERTISERS
The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

THE TRADE ENTENTE

THE conference held at Montreal between the Executives of the National Shoe Manufacturers' Association, the National Shoe Retailers' Association and the new National Shoe and Leather Travellers' Association is an augury of the better day dawning upon the industry when mutual understanding will take the place of bickering and when some of the evils that have not yielded to individual effort and skill will disappear under active co-operation.

The crisis brought about within the past two months by the flood of cancellations that have reached manufacturers naturally made this subject paramount. The fact that, after all, the habit of returning goods and cancelling orders as a practice is confined to a comparatively small minority was developed, nevertheless the discussion brought out the fact that the cost of the practice was inevitably placed upon the shoe product of the country, so that the innocent were made to pay for the practices of the guilty. The statement was several times made that were it not for those who persistently return goods and cancel orders the cost of shoes would be much lower.

Manufacturers no doubt are often to blame for late deliveries and there are occasions when retailers are justified in countermanding orders but the interest of the entire trade lies in the direction of minimizing the waste and loss involved in the policy on the part of too many of regarding an order as a mere scrap of paper. No doubt that regular conferences of the sections of the trade will open up a plan for the practical elimination of the evil.

There are other things that should be taken up by this joint organization such as the much vexed question of "up to sample." Everybody in the shoe trade knows the practical impossibility of a regular shipment being absolutely up to sample. In Great Britain the standard has been set at 85%. The question also of inter-season styles should also afford opportunity for betterment in the entire shoe trade.

THE SHOE AND LEATHER JOURNAL for the past four or five years has been advocating the establishment of a permanent organization such as that which met at Montreal and since endorsed by the resolution passed by the National Shoe Retailers' Association of Canada. But the tanners' organization should be represented as well as the other three. The "entente" should be rounded out.

National Shoe Retailers' Association Second Annual Convention

Merchants from all Over Canada Gather at Montreal—Brilliant Addresses and Papers on Merchandising Methods and Market Conditions—Place of Next Convention to be Decided by Executive—George G. Gales Elected President, James W. Jupp Treasurer, and Howard C. Blachford Secretary

Retrospection of the second annual convention of the National Shoe Retailers' Association, held last week in Montreal, with about 500 retail shoe men in attendance at the different sessions, reveals the fact that it was the most successful gathering of any branch of retailers ever held in the Dominion. Although the assemblage of the shoe merchants, representing every part of the country, did not inaugurate any startling regulations in merchandising methods, they nevertheless thoroughly reviewed the present market conditions and the various aspects of the business of getting merchandise from the factories to the final consumer through a series of unusually well prepared addresses and papers and round table discussions.

It will be from these addresses and discussions that the greatest benefit will result. No merchant could have been present at one or more of the sessions and not have picked up a large amount of information on the business of retailing shoes, the business which will probably be the life work of the majority of those present in the business.

The convention also made possible a co-operation between the retailers, the manufacturers and the travellers, which in the past has been lacking, not so much due to any animosity between the various branches of the trade as to the lack of any ties to hold the groups together. As the result of the convention, the executives of the three branches met and discussed at length what measures they could adopt to mutually assist each other. For the future there will be a permanent executive embodying representatives of the three groups, which will meet regularly to work for the better conditions in the trade.

The officers and the executive of the association had been so active during the past year that there were few or no trade difficulties to be handled during the session. Matters such as the luxury tax, standard cartons, free cases, etc. had all been successfully worked out during the past twelve months and the convention meeting was left for almost purely market and merchandising discussions.

The election of officers for the next year met with universal approval, as was shown by the applause which greeted the reports of the nominating committee, which was composed of W. R. Devlin, of Winnipeg; E. A. Stephens, of Ottawa; E. R. Gavin, of Port Arthur, Ont.; and Albert La Salle, of Montreal.

George G. Gales, of Montreal, who has served as vice-president for Quebec during the past year, and who acted as chairman of the entertainment committee during the convention and fair week, was honored with the presidency. Mr. Gales, during the week, gave evidence of executive ability in handling the huge mass of work in connection with the entertainment, that promises for him a most successful term of office.

James Jupp, of Toronto, was re-elected treasurer, a tribute to his ability to handle finances during the past year. Mr. Jupp turned over the treasury for the first term of office in an unusually prosperous condition for an organization of this nature. In addition he has, for the last two months, been shouldering the duties of secretary, due to the resignation of Edward Cook when he moved to New York City.

Howard C. Blachford, of Toronto, is the new secretary. He has been an active worker in the Toronto Shoe Retailers' Association, and is well qualified for the office. During the convention he had charge of the registration booth at the Coliseum, was chairman of the resolutions committee and delivered an excellent paper on "Returns and Exchanges."

The vice-presidents for the coming year, including three who were re-elected, namely, H. W. Rising, of St. John, N.B., for the Maritimes; W. R. Devlin, of Winnipeg, for Manitoba, and James Goodwin, of Vancouver, for the far west. The new vice-presidents are C. R. LaSalle, of Montreal, for Quebec; E. A. Stephens of Ottawa, for Ontario. Both of the newly elected vice-presidents delivered papers at the convention and are all real live members of the association. Mr. Stephens was active in the work of the association this spring in securing the change in the luxury tax.

The executive shows 15 members re-elected and three newcomers. These serving for the first time include C. F. Rannard,

of Winnipeg; R. E. LeSueur, of Sarnia, Ont., and B. Leonard, of Quebec City.

The place of the next convention was erroneously reported in the Montreal dailies and by word of mouth around the Coliseum and the Windsor to be Winnipeg. It is well within the realm of

OFFICERS OF THE N. S. R. A. FOR 1920-21

PRESIDENT

George G. Gales, Montreal

SECRETARY

Howard C. Blachford, Toronto

TREASURER

James W. Jupp, Toronto

VICE-PRESIDENTS

Quebec—C. R. La Salle, Montreal

Maritime Provinces—H. W. Rising,
St. John, N.B.

Ontario—E. A. Stephens, Ottawa

Manitoba—W. R. Devlin, Winnipeg

Saskatchewan, Alberta, British Columbia—Jas. Goodwin, Vancouver

EXECUTIVE COMMITTEE

Maritime Provinces—

W. L. Tuttle, Halifax

C. I. Hughes, Charlottetown, P.E.I.

P. L. Higgins, Moncton, N.B.

Quebec —

Louis Adelstine, Montreal

Fred J. Argall, Three Rivers

B. Leonard, Quebec City

Ontario—

R. E. LeSueur, Sarnia

Felix Forbert, Lindsay

Fred H. Foley, Bowmanville

Manitoba—

John Affleck, Winnipeg

R. Creelman, Brandon

C. F. Rannard, Winnipeg

Saskatchewan and Alberta—

W. Marshall, Moose Jaw

J. Moreau, Edmonton

W. M. Hood, Calgary

British Columbia—

James Gordon, Vancouver

H. C. Wilson, Vancouver

James Maynard, Victoria

The place of the next convention has been left to the discretion of the Executive. It will undoubtedly be either Winnipeg or Quebec City.

possibility that such will be the case, but at the final meeting of the executive, a luncheon given to them at the Windsor Friday by George G. Gales, it was deemed advisable not to make a decision on the matter at the present. Quebec City and Winnipeg are both anxious to have next year's meeting but from inside information it seems probable that it will be in the Capital City in 1921 and in

Winnipeg the following year. The final decision will be made when the executive of the association has conferred with the executive of the manufacturers and the travellers' associations.

The resolutions committee, composed of Howard C. Blachford, of Toronto, George H. St. Leger, of Toronto, H. Megginson, of Sault Ste. Marie, Ont., C. R. La Salle, of Montreal, Fred Foley, of Bowmanville, Ont., and James Acton, of the SHOE AND LEATHER JOURNAL, presented a set of 17 resolutions that were almost letter perfect, covering all the issues which needed official endorsement of the association. They were passed unanimously.

Warren T. Fegan, who successfully guided the association through its initial year of birth, handled the meetings with judgment, and at the same time managed to push through a large amount of business in the shortest possible time. His address was a comprehensive survey of the needs for the association and the possibilities which it had to assist shoe retailers throughout the country. Mr. Fegan also reviewed briefly the work that the association had accomplished in the past year.

In reviewing the convention it would be possible to close without saying something regarding the general excellence of the addresses and papers which were delivered. Individually and collectively they were brilliant discourses on particular phases of shoe merchandising and the discussions which they prompted attest the interest with which the merchants regarded them. It is doubtful if the members of

RETAILERS' NEW PRESIDENT



GEORGE G. GALES
of Montreal

any trade have ever had the opportunity of listening to such a complete set of discussions on the latest methods of conducting their business.

The complete list of addresses and papers were as follows:

"Canadian Shoe Industry," by George A. Blachford, of the Blachford Shoe Manufacturing Co., of Toronto.

"Constructive Advertising from the Shoe Retailers' Standpoint," by J. N. E. Service, of A. McKim Ltd., Montreal.

"The Leather Situation," by Joseph Daoust, of Daoust, Lalonde & Co., Ltd., Montreal.

"How to Buy Under Existing Conditions," by E. A. Stephens, of Ottawa, Ont.

"Dressing Windows—How to make Them Work for You," by H. E. Groves, of Montreal.

"Better Merchandising," by F. W. Stewart, of the Cluett-Peabody Co., of Montreal.

"Co-operation in the Shoe & Leather Industry," by G. W. McFarland, of the Williams Shoe Co., Brampton, Ont.

"How Should Retailers Pay their Clerks?" by W. R. Devlin, of Winnipeg.

"Why Your Books Should be Audited," by Mr. Grant, of P. S. Ross & Son, Montreal.

"Diplomacy in Salesmanship," by C. R. LaSalle, of Montreal.

"How to Keep Stock Clean," by Rowland Hill, of London, Ont.

"Refunds and Exchanges," by Howard C. Blachford, Toronto. Arthur L. Evans, of Boston, Mass., also spoke briefly instead of giving the paper for which he was scheduled, but which he gave at a meeting of the retail clerks in the city. Mr. Evans conveyed the cordial wishes of the National Shoe Retailers of the United

States and asked for more consideration from the Canadians and Americans for each other.

S. B. McCall, of Toronto, was unable through illness to be present to give his paper on "How to Keep Tab on Your Stock,"

NEWLY ELECTED SECRETARY



HOWARD C. BLACHFORD
of Toronto

but his paper was forwarded and incorporated in the report of the convention.

One of the unique features of the convention was the daily community sings held in the Coliseum hall before the sessions got under way. "Jimmie" Rice, of Montreal entertaining fame, led

RE-ELECTED TREASURER



JAMES W. JUPP
of Toronto

the singing, with Willie Eckstein at the piano, and the way those present responded showed the possibility of forming a trained chorus for the association any time that it is deemed advisable.

On the one morning when these gentlemen were unable to be present, Fred Foley, of Bowmanville, Ont., put the delegates in

the right mood by reciting "Me and Jim," a bright bit of verse of Civil War times but very appropriate to the Great War.

First Day's Session

The convention opened Tuesday, July 13th, with President W. T. Fegan in the chair. The verbatim report is as follows:—

President Fegan: Ladies and gentlemen, we will open our second annual convention of the National Shoe Retailers' Association by rising and joining in singing "God Save the King."

(Song: "God Save the King," standing.)

President Fegan: I am now going to call upon Mr. Peter Doig, our genial manager, to introduce the representatives from the city of Montreal. Mr. Doig? (Applause.)

Mr. Peter Doig: Mr. Chairman and gentlemen, I am sure it is a great pleasure for me to have this duty to perform this morning. I think possibly my good friend, Mr. George Gales, might have done this better, but whenever we get Mr. Fegan here, Mr. Gales puts me in, and when I get Mr. Fegan, I put him in, so it about equalizes matters anyway.

Mr. Gales knows Alderman Dixon much better than I do. He just whispered in my ear that they were boys together, and, in fact, he used to steal apples from him; and it seems to me when a man knows another one well enough to do that he should be the one to introduce him to a gathering of this kind. (Applause.)

However, I assure you, sir, that it is a great pleasure for me to have this duty to perform, the duty of introducing you to the members present here to-day.

Mayor Martin, of Montreal, was to have been with us to-day, but is absent on account of illness, and Alderman Dixon

VICE-PRESIDENT FOR QUEBEC



C. R. LaSALLE
of Montreal

has been delegated to take the place of the Mayor at this time.

Therefore, Mr. Chairman, ladies and gentlemen, I have great pleasure in introducing to you members of the National Shoe Retailers' Association, Alderman Dixon, member of the City Council of the City of Montreal.

Alderman Dixon: Mr. Chairman, ladies and gentlemen, in the absence of the Mayor of the City of Montreal, the duty of welcoming you to this city has fallen upon the shoulders of an English-speaking boy.

We welcome you to the largest city in the Dominion of Canada, and, needless for me to tell you, it is a great pleasure.

As the first magistrate of this great city, he has delegated to me the pleasure of welcoming you to our great city, and in his name may I convey to you the message he asked me yesterday to convey, inasmuch as he is detained in his house by illness. Therefore, may I convey to you ladies and gentlemen who happen to be in a trade which is not feeding the head, but taking care of the feet—may I tell you ladies and gentlemen that you are following a calling which is a very noble one, and right here to my right I see a young man who started

in very humbly in this large city of ours, and as you have put him near the head of your organization, you should feel very proud of George Gales. (Applause.)

The faculty of our English-speaking friends in this province learning to speak the French tongue is one of the greatest helps to your trade, and I hope that the same thing will be followed through this great Dominion of ours. You who have travelled from one coast or the other to be at this gathering know and observe a good deal that the rank and file of us do not see. You, no doubt, deserve a good deal of credit. There is one thing that strikes me very forcibly and that is the great cost of shoes. (Laughter.) So, now, can you who are retailing shoes over the country do something to help humanity in that regard? If you can, I wish you would do it.

It comes to my mind that when you are selling a man, or selling a child, or selling a lady a pair of shoes, be good and honest enough—you gentlemen who know shoes—to tell them what they are and to see that they take the better shoe. (Applause.)

Now, I am very sorry that the Mayor is not here to-day. Our Mayor, as some of you people know, is a French-Canadian, but I want to tell you that he speaks our language and has been looking after the affairs of our city for a number of years and is very well liked by the people in Montreal, and particularly his own kind.

Now, Mr. Chairman, it is not my purpose to take up any more of your time at this meeting. You have other things which are more important. But there is one thing that I want to say to you in extending a welcome to our city and that is you are not in what we call a "dry city." (Laughter.) Nor, if you look out of the window you will see that it is not a wet city. It is quite dry to-day. May the weather continue fine for the shoemen (applause) so that your deliberations may gain something for the public of this great Dominion. May you be gifted with those motives of honest purpose that guide your trade, and which have placed a great number of these delegates whom I see to-day at the head of your profession.

In giving you a welcome to our city I have only this to add. Have a good time, as Mayor Martin suggested, while you are here, and if in having your good time should anything happen to you, ring up the Mayor or the Aldermen and we will take care of you. I thank you. (Prolonged applause.)

E. R. Gavin Replies for West

President Fegan: I will ask Mr. E. R. Gavin, of the Twin Cities at the head of the lakes, to respond.

Mr. Gavin: Mr. Chairman, ladies and gentlemen, and the Toronto delegation (applause)—The President has assigned to me an honor when he asked me to reply to these very kind words of welcome from the City of Montreal for that section of our country lying west of the Great Lakes.

It would be well to remember that this conference is a national conference. We are situated less than 800 miles from the Atlantic Coast; less than 300 miles from Toronto and practically 1,000 miles from the head of the lakes. From the head of the lakes to the Pacific Coast it is 1,900 miles.

Our President has asked me to reply to the words of greeting for that 1,900 miles, or in other words, one-half of the Dominion of Canada. Representing that 1,900 miles I have the honor to represent several large cities such as Winnipeg, Edmonton, Calgary, Saskatoon, and Regina, the cities at the head of the lakes, and Victoria and Vancouver at the far extremities. These are cities of which we have every reason to be proud. They are growing very rapidly. In this country, while we have one-half of the territory of the Dominion, roughly speaking, we only have 20 per cent. of the population, but that population is growing very rapidly and we believe that the generations, of which we are a part, will most likely see the head of the lake practically the dividing point of the centre of population of the Dominion of Canada.

In speaking in reply to the words from the representative of the City of Montreal, I think it is only fit and becoming to say that this great convention, the greatest of its kind ever held in the Dominion, should come to Montreal. Montreal is without equal in the shoe industry of the Dominion, in the handling of leather, or any industry associated with the manufacture of shoes. Montreal, as Alderman Dixon has told us, is the first city in population, a city which I believe carries in round numbers ten per cent. of the population of the whole Dominion.

Alderman Dixon: Nine hundred thousand souls.

Mr. Gavin: Over ten per cent. You have also a strong financial position and a strong commercial position outside of the shoe industry.

In speaking of the premier position your city is in, I would like to say a word, as one of the delegates from the head of the lakes said, that you have an historic city filled with historic

RESOLUTIONS THAT WERE PASSED BY THE N.S.R.A.

1. RESOLVED: That in view of the general attitude of the public with regard to prices and considering the reduced costs of raw material, such as hides, and skins, that the Association consider that tanners and shoe manufacturers should co-operate with the Retailers in bringing about a reduction in the prices of general lines of footwear.

2. RESOLVED: That we urge upon the retail shoe trade of Canada the desirability of maintaining as far as possible, at the present time, a policy of steadiness both with regard to buying and selling in order to avoid the development or accentuation of conditions unfavorable to shoe retailing.

3. RESOLVED: That the Association reiterate its demands that a month be added to dating of placing orders for rubber footwear, and tennis goods, particularly as the industry has in the last year or two, through the development of the latter branch of the business, been placed upon a footing that makes this demand most reasonable.

4. RESOLVED: That the thanks of the Association be extended to the retiring officers and executive for the good work done during the past year, particularly in securing the co-operation of manufacturers in adjusting certain grievances in the trade with respect to the Board of Commerce investigations, so as to in a most diplomatic way have secured from it not only freedom from vexatious and harmful regulations, but vindicating the retailers against charges of profiteering.

5. RESOLVED: That this second annual convention of the National Shoe Retailers' Association of Canada, express its unqualified appreciation of the splendid arrangements made by the management of the Shoe, Leather, and Allied Trades Fair, which have resulted in the finest display of leather and shoes ever seen in America. Not only should the shoe and leather trades be proud of the magnificent display, but it is a credit to the Dominion at large.

6. RESOLVED: That this Association co-operate in every way possible with the campaign inaugurated by the National Shoe Manufacturers Association of Canada, in promoting the sale of Canadian made footwear, throughout the Dominion.

7. RESOLVED: That the Association recommend that a joint committee, consisting of representatives from each of the allied trades be formed for the purpose of meeting periodically with a view of promoting greater co-operation between the various sections of the shoe and leather industries in Canada.

8. RESOLVED: That the Association again call attention to the great injustice done to the entire shoe trade of this country by the unfounded statements appearing from time to time in the daily press with regard to the retail shoe business.

9. RESOLVED: That a special committee be appointed to deal with the matter of affiliation with the Retail Merchants' Association of Canada.

10. RESOLVED: That the executive be empowered to make an appropriation to cover the secretarial and executive expenses in connection with the Association.

11. RESOLVED: That the thanks of this Association be extended to the Canadian Shoe Manufacturers' Association, for their courteous and cordial co-operation in their endeavor to promote better relationship between the manufacturers and distributors of footwear throughout Canada.

12. RESOLVED: That the cordial thanks of this Association be extended to the Canadian Shoe Manufacturers for placing at their disposal the convention hall of the Coliseum for the use of their meetings as well as for the entertainment of the ladies and that this Association place on record its appreciation of the superb arrangements made for the comfort and pleasure of the delegates and their friends.

13. RESOLVED: That the thanks of this Association be extended to the Montreal ladies who have contributed so much to the pleasure and enjoyment of the visiting ladies in connection with the convention.

14. RESOLVED: That the warmest thanks of this Association be extended to the various speakers of the convention sessions as well as to those entertainers who have contributed so largely to the success of the whole event.

15. RESOLVED: That the thanks of this Convention be tendered to the trade and daily press for their courtesy in giving the fullest publicity to the convention arrangements and proceedings.

16. RESOLVED: That fraternal greetings be extended to the National Shoe Retailers' Association of the United States and our secretary be instructed to suitably acknowledge the fraternal greetings received from other organizations and individuals connected with the trade in the United States.

17. RESOLVED: That this Association deprecates the practice of some Canadian newspapers in border towns and cities receiving advertisements from retailers of the United States, concerning special sales of merchandise at prices which they fail to indicate as subject to the proper Canadian customs duties, thus encouraging the avoidance on the part of the purchasers of legitimate customs duties, to the disadvantage of the country at large, as well as the local merchants, and suggest that immediate steps be taken by local merchants as well as by the "Made-in-Canada" campaign of the Canadian Shoe Manufacturers' Association to eliminate this evil.

events, and to that should be added the historic events which are to take place this week, because I believe that this convention will be remembered for a generation as the greatest gathering of a trade fraternity that has been held in a long time. I believe there is no other allied trade could make such a tremendous showing as the shoe industry is putting on and it is a credit to the City of Montreal and the manufacturers of Montreal that this great show is being put on.

Three Associations Co-operate

The retailers will take a small part in this annual event. You may say that the retailers are holding this convention but

they have associated with them the Travellers' Association and the Manufacturers' Association, and the magnificent responses which the manufacturers have given to make this a grand success will, I believe, add another historic event to the long chain in which your city has already participated.

The trip I had on coming here has been one of great danger to me. It started out by way of several instances that promised to be of a sensational nature. When I first got on the boat at the head of the lakes I was assigned my key and the bell-boy took my valise to my berth and stepped inside the stateroom. I followed immediately after him. One of the first things that greeted my eye was a beautiful pair of ladies' white kid

pumps—about 4 double A. (Laughter.) I looked around the stateroom and saw some ladies' ornaments, gowns and so forth, and the bell-boy said, "you can't have this room, there is a lady in here." I said, "Don't you be in such a hurry about that, you were told to leave my valise here. Give me the key. You just go on about your business." (Applause.) I said, "This lady and I will not quarrel at all and to make sure, I will just leave my bag and my hat so there will be no misunderstanding." A little later on I had occasion to meet the purser and I congratulated him upon the hospitality of his line of boats. (Laughter.) I said, "I have done considerable travelling, but this is my first experience in being provided with a lady for a room-mate." However, when I got back there was nothing left in the stateroom except my own personal belongings. (Laughter.)

This is the first time, gentlemen, that I have ever enjoyed this trip through the Thousand Islands, and the Rapids of the St. Lawrence River, and I can assure Alderman Dixon and the people of Montreal that the scenery of that river trip is appreciated by but very few of the people of this Dominion and I recommend anybody who has not taken this trip to be sure and take it before they go home, even if you have to stay another day, because it is a trip you will always remember. The thrills and excitement on coming through the Rapids, where man has conquered the forces of nature, are very, very interesting.

We had another sight yesterday. I was with a group of the Toronto delegates and we were anxious to see some of the

RETIRING PRESIDENT



WARREN T. FEGAN
of Toronto

sights of the town and we went down to the harbor where one of the big boats, I think it was the "Saturnia" was in, and we looked over the bow of the boat where they were unloading merchandise. There were eight of us in the party and as we looked over into the hold where they were unloading the merchandise, we saw case after case and case after case of what looked awfully good to me. One of the delegates said, "Look at the Dewar's and McDonald's." (Laughter.) We could hardly get away from that spot. (Laughter.) We left that spot six or eight times and started on a tour of inspection around the boat but it seemed peculiar that all of those little passage-ways invariably brought us back to the same spot. (Laughter.) I think finally the crew became a little anxious about their cargo and the first mate came along and very politely enquired if we were watching the boat. We said yes, that we were looking over the boat and one of the party asked him about the cargo and he said we have forty thousand cases of McDonald's and Dewar's in, as he said, "a dry country." (Laughter.) We had some difficulty in getting away from there.

We were told afterwards that this was brought in for the convention. (Applause.) Mr. President, the delegates from the West had a little conference this morning and asked me to put their claim in, not in proportion to the population of the dis-

trict we represent, but the proportion of the geographical area. We are one-half of the country. (Laughter.) I might say in making this claim for the district which I represent that I have the support of the Toronto delegation.

Mr. Chairman, if you would ask all of the Frenchmen to retire and the English and Irishmen who speak French to retire, I have a few words I would like to say to those who do not understand French. They handed out a bulletin and I spent nearly half the night trying to figure it out, and if those who understand French have all retired I will tell you what it is. As I understand it it is this: "Have a darn good time and I will pay the fine.—Mayor Martin." (Applause.)

President Fegan: I will now call upon C. R. Lasalle to reply in French.

C. R. Lasalle: Mr. Chairman and gentlemen—I am delighted to join my confreres of the shoe trade in Montreal in extending a hearty welcome to the delegates to this convention.

Though ours is the most cosmopolitan city of the Dominion, it is, nevertheless, one of the most hospitable and I could almost envy the lot of our eminent colleague from Toronto who is called on to preside over the harmonious gathering, if I felt myself capable of undertaking so important a task.

Our friends from the Queen City and other cities of the sister provinces, in common with our brother delegates from the Maritime Provinces and from the wide West, must consider themselves absolutely at home here.

Montreal, the heart of the Province of Quebec, is the Mecca, not only of those who wish to get in touch with the centre of business affairs, but is also the chosen stopping place of the tourist, for our hospitality is so open that it allows the thirst to taste inoffensive beverages, the delightful product of hops, and the captivating juice of the vine.

To our American friends who have come to attend our meetings, I am glad to say that their presence here might help us to create a League of Nations among the shoe retailers.

To our friends from the Capital City, who have come in large numbers to give us the hand of friendship, and to show their good feeling, and to our Montreal companions, we extend the same message of welcome.

As a member of the Retail Merchants' Association and of the National Shoe Retailers' Association, I rejoice at this convention, which is going to place us in touch with our confreres throughout the Dominion, and give us an opportunity of exchanging views on the trade in which we are interested.

This getting together is most necessary, it is essential to the success of the trade, for only a uniform plan of action will enable us to better the situation and give satisfaction to the public.

In my official capacity as member of the provincial executive of the National Shoe Retailers' Association and delegate from the Retail Merchants' Association, I again heartily welcome our confreres and join all who have spoken before me in the sincere wish that their short stay in our city may be most pleasant.

Alderman Dixon: May I speak just a word in French.

President Fegan: Certainly.

(Alderman Dixon spoke in French a literal translation of which is as follows.)

Ladies and gentlemen, permit me to add just a word of welcome in French to what I have already said in English. We are more than pleased to welcome our French-Canadian friends to this convention and on behalf of Medric Martin, the Mayor of our city, I extend to you a most hearty welcome and trust that you may all have a good time. I thank you. (Applause.)

Piano selection by "Willie" Eckstein.

President Fegan: We will now proceed with the business of the convention. The first item on the programme is the reading of the minutes of the last convention.

G. H. St. Leger: I move that they be taken as read.

The motion was carried.

President Fegan: I notice that the next item on the programme is the President's address. I am sure it is most gratifying to see so many present and such a large representation as is here this morning, and if you will permit I will go on with my address.

THE PRESIDENT'S ADDRESS

This Association has been in existence but one short year. It stands for service—first, last and always. Every progressive business man recognizes the fact that the business or association that is not built upon the highest ideal of service, cannot succeed permanently.

Have we as an Association justified our existence by service rendered? Emphatically, yes. Never in the history of the shoe business have we been confronted with such tremendously vital issues as in this year. I will mention but two, neither

of which one cannot place too much emphasis upon. I will leave the others for the executive to report upon. First, that relating to the Board of Commerce and its findings. You are all familiar with the facts no doubt, and yet few fully realize what important work was performed. It meant everything to every man of you. Our business was being assailed in every conceivable way.

Your executive representatives in every province were busy contradicting misleading and untruthful reports circulated in the daily press, which had the effect of creating in the minds of the buying public that we were exacting unfair profits (from the consumer) on our merchandise, and that we were indeed "profiteers." Your Association, through their members, were able to prove conclusively to the Board that these reports were exaggerated and untruthful in every particular. Your executive met in Montreal, prepared a statement with certain recommendations attached. These were placed before the Board, and you know with what result. The Board granted our recommendations as having been reasonable. Who were benefited by our work. Every shoe merchant in Canada, and we are to-day doing business upon a legalized, legitimate per cent. of profit. One cannot begin to place a value upon that service, for it revealed to the public we were and are rendering them a proper service at a living cost. During that crisis, and it was a crisis, your executive officers worked day and night in order to serve.

Secondly, came the budget with its cumbersome and burdensome Luxury Tax. Trade was shaken and business terribly disorganized as you have reason to know. Your officers from coast to coast were besieged with telegrams, letters, long distance phone messages, etc., and they were working earnestly and thoughtfully with but one object in view—that of service, and the amendment under which we are now operating is due solely to the prompt, energetic, well-planned arguments which your officers presented before the Commissioner of Taxation at Ottawa. We had the endorsement of the Canadian Shoe Manufacturers' Association which was of a very helpful character indeed. An injustice to the buying public and to ourselves has been removed and we are confident that our business will in a short time become normal. Whatever of effort has been put forward, whatever of achievement has been realized, one dominant ideal has been sought by your officers. That of service to all.

An Association of Service

I am glad to have this opportunity of expressing my gratitude in belonging to an Association which has been capable of rendering such real, genuine and beneficial service, and to tell you of the eagerness with which your officers at all times and under all circumstances were willing to give their time, at the expense of personal and family comforts, and of their ability in order that your business might be placed upon the best possible basis. Just here I am going to tell you of an incident which very recently occurred.

At a Sunday School picnic there had been a fire started by some lads, and a child's dress caught the flame. She was badly burned. An appeal was made for volunteers to save the child's life by skin-grafting. The response was immediate. From the group there were boys in knickers, office girls, clerks, matrons, business men, plumbers, whose time was worth \$1.25 an hour, two or three boys who had returned from the war with nerves still shattered, until finally there were fifty who volunteered.

To those who watched that scene, it seemed as if all this was out of the fruits of the war. That war which resulted in so much of bitterness and suffering, had it in beauties of high purpose, sacrifice and service. As business men, may we recognize how important it is to serve our fellows. If we as an Association can inculcate this unselfish service idea into the very fibre of every soul here, we shall go away from this Convention and Shoe and Leather Fair feeling as if we have accomplished something that shall tend to make this country of ours a better place to live in.

Regarding the business outlook, we are anxious and some of us, I fear, are over anxious, regarding the outcome. To begin with—is there the remotest possibility of business depression in our country, when money is as plentiful as is the case to-day? I would say not. Did you ever know of commercial inactivity or paralysis at a time when there is a decided under production of necessities? I think not. The facts are that this country and practically the rest of the world, are clamoring for goods, and as long as that condition exists there will and can be no commercial depression. We have had an era of personal extravagance largely due to high wages.

There is naturally an easing off in extremely high prices, and rightly so. There is coming, in my mind, a re-adjustment of industrial conditions. Labor will find it necessary to rouse

herself and realize that nothing short of production to meet the demands will bring about a lower price on commodities.

Let us as business men have little or no room for the pessimist. Rather let us be a big factor in the building up of an industry that shall be second to none in a country that is second to none in the world to-day. I will not be the presiding officer next year, and I want to take this opportunity of saying while this year has been a strenuous one, I have been delirious at the most hearty co-operation given me by you all and can only wish that my successor may be tendered the same faithful support as has at all times been mine.

Thank you.

TREASURER'S REPORT

President Fegan: The next item on the programme is the secretary's report, and in calling upon Mr. Jupp to make his

VICE-PRESIDENT FOR MARITIMES



H. W. RISING
of St. John, N.B.

annual report I wish to say this, that he has been a tireless worker. He has had to do two men's work during this year. Mr. Cook, our former secretary, removed to New York city, and had the opportunity of carrying on this work, and the duties of the secretary have fallen upon Mr. Jupp, and no one is deserving of more praise than he is. I will ask Mr. Jupp to now read the secretary-treasurer's report.

Mr. Jupp: Mr. Chairman, ladies and gentlemen—In reply to Mr. Fegan's few words in reference to the work which it has been my pleasure to have the honor of accepting and trying to get away with, I will say that I am sure this has been one congenial round of real experiences. I might also say pleasure.

The duties have been at times somewhat strenuous but nevertheless we have gone over the hill and I think I can speak for the rest of us that we have taken real pleasure in the work, particularly our President. We have enjoyed it very much.

I can report that at the present time our financial position is in a very flourishing and satisfactory condition. Last year our receipts were slightly under our expenditures. We started this year of 1920 with a deficit of \$107.66, which I am very pleased indeed to say was wiped out very early in the year. At the present time we are to the good \$865.56. (Applause.) I do not know whether there were a million and a half of receipts since I arrived in Montreal but it looks like a big fat wad, and this has still to be reported, as the statement was only made up until I left Toronto about the 8th of July.

We have at the present time a membership in good standing numbering 256, which I might relate was due considerably to the draft campaign which we passed through the country from end to end, and to which the responses were extremely satisfactory. Some of our executives felt that perhaps these were not too satisfactory, but I felt that they were very satisfactory from every standpoint as a number of acceptances were received immediately. Those drafts were sent out broadcast.

They were formulated by your President and handed over to me. I did not anticipate it was going to be quite such a duty, but I think I shall have to give a great deal of credit to the bankers who handled these drafts for us.

The drafts passed numbered 627 and the total acceptances were 212, a percentage of 34. You might think that the charges on these would be considerable, but when you take into consideration that the average cost on these was 13 cents for col-

VICE-PRESIDENT FOR FAR WEST



JAMES GOODWIN
of Vancouver

lection and rejections, I think the whole result was very gratifying. (Applause.)

I might say, gentlemen, that I have called this the secretary's report, but it is in reality the report of the secretary-treasurer.

President Fegan: Gentlemen, you have heard the secretary-treasurer's report. What is your pleasure?

C. R. Lasalle: I move it be adopted as read.

Morley Chisholm: I second that motion.

President Fegan: Had this not better be handed over to the Finance Committee?

Moved by Mr. C. R. Lasalle, seconded by Mr. Chisholm, that the Secretary-Treasurer's report be adopted and that part of it relating to the treasury be handed over to the Finance Committee for verification.

Motion was carried.

President Fegan: I will now be glad to call for the report of the Executive Committee. I will ask E. A. Stephens, of Ottawa, to give that report.

Mr. Stephens: This report is dated the 13th day of July, 1920. With your permission, Mr. Chairman, I will read this report.

Features pertaining to the convention in Toronto were discussed and the resolutions relating to the shoe and rubber manufacturers were ordered to be forwarded. A committee was appointed to consult with the manufacturers in regard to the style show now being held in conjunction with this our annual convention.

EXECUTIVE COMMITTEE REPORT

Meeting of executive held in Montreal 10th December, 1919. Members being present from Montreal, Ottawa, Bowmanville, Toronto and Winnipeg.

Features pertaining to the Board of Commerce ruling were discussed to a very great extent and satisfactory adjustments were subsequently realized, much to the interest of the trade in general throughout Canada.

In the afternoon a joint meeting was held with the executive of the Manufacturers' Association in Board of Trade

Building, at which we were very courteously received, and the resolutions presented were fully discussed, touching upon—

Free cases and cartons.

Standardized cartons.

Wholesale selling at retail prices.

Shipping orders complete.

All of which were approved by the Manufacturers' Committee. Further, your committee went into the Style Show feature and they unanimously pledged their hearty co-operation.

The resolution regarding the additional month of dating and discount on rubber footwear was forwarded on to the Rubber Manufacturers' Association in January, 1920, reply being received from R. H. Green, reference to same being refused.

The resolution in regard to the co-operation with the Retail Merchants' Association of Canada was taken up and considered, but as yet no satisfactory arrangement has been completed.

On the publication of the Budget Speech re the Luxury Tax, your executive immediately wired the Minister of Finance as follows:—

Wire—

"Minister of Finance—Sir Henry Drayton: "The Association of Canada protest against the price of shoes being placed at nine dollars. We submit in all fairness it should be twelve dollars. Forms also should be supplied for checking of same."

Reply—

"On behalf of Sir Henry Drayton I acknowledge receipt of your telegram of the 20th instant with reference to the price at which boots and shoes under the new excise taxes become taxable. Your suggestions will have attentive consideration."

(Signed) B. J. Roberts, Private Secretary.

Addressed to Warren T. Fegan, Esq.,
President National Shoe Retailers'
Association, Toronto.

Following up with a letter to F. S. Scott, M.P., as follows:

F. S. Scott, M.P.,

Executive Boot and Shoe Manufacturers' Assn.

"Sirs,—We understand your executive will be in session to-morrow and thought it opportune and no doubt to your interest as well as ours to present a few of the peculiarities arising re this new luxury tax. An enclosing telegram sent Sir Henry Drayton and reply received from him.

"Since tax has been levied we have been flooded with telegrams, letters and enquiries. The universal opinion of all is that said tax should apply only on excess of amount specified, namely, \$9.00 and not on total sale price. In this it is felt we should have your undivided and immediate intercession, and endorsement.

"We do not wish to criticize the Government in levying a tax but are of the decided opinion that the present one is excessive and does not meet with the approval of the consumer (whom they desire to benefit). The apparent outlook seems to be that cheaper shoes will be sought and bought, much to the detriment of the purchaser.

Thanking you in anticipation of your hearty co-operation which we have always received, we are,

"Yours truly,

(Signed) W. T. Fegan, President.
J. Warden Jupp, Sec.-Treas.
Galt, Ont., 29th May, 1920.

W. T. Fegan, Pres. N.S.R.A.,

88 Queen street west, Toronto, Ont.

"Dear Sir,—I received your letter of the 26th inst., through Mr. Blachford. We had our meeting, met Sir Henry Drayton, and presented our case as best we could. I return to Ottawa to-morrow night and will be closely in touch with matters.

"I assure you that the Shoe Manufacturers will co-operate with you with all their power and influence."

I am, yours sincerely,

(Signed) F. S. Scott."

Their Executive met and had interviews with R. N. Breadner, Commissioner of Taxation, and Sir Henry Drayton, Finance Minister, reporting back to your Executive.

Following this up your Executive proceeded to Ottawa, securing a private interview with R. N. Breadner, Commissioner of Taxation, being very courteously received. A

very full discussion and demonstration took place, from which resulted the change of which we all know.

Your Executive feel that too much praise cannot be given to the different committees which have co-operated so heartily in making this Convention and Shoe and Leather and Allied Trades Fair such a wonderful success.

And also the liberal and hearty co-operation that we have received on the part of the manufacturers, wholesalers and travelling salesmen.

In conclusion—We, the Executive Committee, feel that we cannot let this occasion pass without expressing our feelings of gratitude for the work which has been accomplished on the part of Mr. P. Doig and Mr. Geo. G. Gales.

The undertaking in the management of the Shoe Convention and Allied Fair has been a colossal one, and in other hands we are convinced it would not have been the huge success which it is. We ask you to accept our united thanks and appreciation for your individual labors which have been done in an untiring manner.

F. H. Foley: In seconding this motion I am sure the retailers present listened with a great deal of pleasure to this satisfactory report of the Executive Committee of the work which they have done during the year. I take great pleasure in seconding this report.

John G. Watson: May I be permitted to make a very short reference to one of the items in that report regarding the co-operating with the sister association. I was to have left Montreal as one of the Dominion Executives of the Retail Merchants' Association to meet with the Dominion Board in a National Convention at Vancouver. I propose leaving this evening. I shall be very pleased if this Association would take some action upon that question. I think it is important. The Retail Merchants' Association are working under a Dominion Charter, having provincial offices in each province of the Dominion, together with a head office and staff in Ottawa.

The constitution and by-laws furnish the machinery for a Dominion or National Sectional Association. We are working along the same lines. I shall be very much pleased if this Association should take some action upon this question; if they will wire me, or if you should take action to-day it would be quite in time to have a letter posted to-morrow night. I think it is very much to the interest of the shoe sections of the Dominion of Canada. We have up to the present worked together but all our efforts have been the same, and I do not think there is any use in duplicating the work. I am sure this might be brought about and I would suggest the appointment of a representative committee, but I do not see anything insurmountable in that and I assure you that I would do everything within my power and ability to bring out something that will be of mutual interest and very great benefit to the Retail Shoe Dealers' Association of Canada.

I thank you for your courtesy in allowing me to introduce a question that is perhaps not altogether bearing upon the report of the Executive Committee, but at the same time I am stealing a few minutes from a very busy day.

President Fegan: It is quite all right.

Mr. Watson: I regret very much that I shall be absent during the time of your convention and I would have liked very much to take part in your deliberations. I am a member of the Association, and I would have liked to have been associated in entertaining our conferees who have honored us with this visit to Montreal. (Applause.)

President Fegan: I am sure we have listened with a great deal of pleasure to Mr. Watson, and I can assure you that a committee will be appointed before the session bearing on the subject to which you have referred.

There is a motion before meeting to the effect that the report of the Executive Committee be received and filed. All those in favor signify by the usual sign. Carried.

The next item in the programme is the appointment of standing committees. We have three committees to appoint—nominating, resolution, and finance. Is it the pleasure of this convention that I appoint the membership of these committees?

Several delegates: Yes.

RESOLUTIONS COMMITTEE

President Fegan: Then I will suggest that those members to act upon the Resolution Committee be H. M. Blachford, of Toronto; Mr. Megginson, of Sault Ste. Marie; Mr. Foley, of Bowmanville, and C. R. Lasalle, of Montreal. Will that be a sufficient number to work upon?

Several delegates: One more.

President Fegan: Then I will add G. H. St. Leger, of Toronto, to the list. That is five.

Now the Committee on Nominations: E. A. Stephens, of Ottawa; Mr. Devlin, of Winnipeg; Mr. Gavin, of Port Arthur, and Mr. Louis Adelstein, of Montreal.

Mr. Adelstein: I really will not be able to serve on this committee. Albert Lasalle is here and I would ask that he serve in my place.

President Fegan: Albert Lasalle will take the place of Mr. Adelstein on that committee.

On the Finance Committee we will only have two or three members. I will appoint for that Mr. McClray, of Ottawa, and Roland Hill, of London, Ont.

That completes the appointment of the standing committees.

I will ask the secretary to read some of the correspondence which he has received from A. H. Geuting and J. P. Orr, of the Shoe Retailers' Association of the United States.

The letters were read and ordered filed.

President Fegan: We have with us this morning John N. E. Service, of the A. McKim Limited, Montreal, who will address us on "Constructive Advertising from the Shoe Retailer's standpoint." I take great pleasure in calling upon Mr. Service for his address. (Applause.)

The address is printed in full following the report of the first day's proceedings.

Mr. Service: Yes, it is up to the retailer if he wants it done, to insist on it being done. You have seen for yourselves, gentlemen, and you know that a good deal of money is spent selling to you. It costs the manufacturers quite a lot of money to sell his goods to you. You can show to him, in talking this matter over, that he will more than save the cost of his advertising, because you are more ready to sell a line for which there is a demand. At the present time you have no line for which there is a demand, but if people are coming into your store and asking for "Step-Under" or any other make of shoe, and they keep on asking for it, you are going to stock that shoe before a great while. I think you, yourselves, can put the pressure on the manufacturer.

President Fegan: I am sure that we are all agreed that we are deeply obligated to Mr. Service for the very efficient manner in which he has presented his talk to us to-day, and while we were not supposed to have asked him any questions, I am very glad, Mr. Service, you were willing to go to the trouble of taking the time to answer them, and I feel sure we have all derived a great deal of benefit this morning. I thank you very much. (Applause.)

President Fegan: The next item is an address on the

VICE-PRESIDENT FOR ONTARIO



E. A. STEPHENS
of Ottawa

Canadian Shoe Industry, by George A. Blachford, of the Blachford Shoe Manufacturing Company. To me it is a delight, which is more than a pleasure, to introduce to you one of the younger manufacturers of Canada, and I venture to say that there has been no manufacturer connected with the shoe industry who has made such rapid strides as has the Blachford Shoe Manufacturing Company. Their product is equal to any

shoes manufactured on this continent. I say that advisedly, gentlemen. (Applause.)

I have great pleasure now in calling upon Mr. Blachford for his address. (Applause.)

This address is printed in full following the report of the first day's proceedings.

President Fegan: May I assure Mr. Blachford that we are justly proud, as retailers, to be associated with and be the developers of an industry such as he has portrayed to us this morning, and I am sure that the address which he gave will remain in our minds for many years to come. It has cost Mr. Blachford, no doubt, considerable effort and I personally have to thank him for giving us this address. He did it most willingly, and at a time when he could least spare the time, and I think we owe a deep debt of gratitude to Mr. Blachford for his very magnificent address this morning. (Applause.)

I will now ask Mr. Gales to make a few announcements.

Mr. Gales: Gentlemen, this afternoon at two-thirty the exhibition downstairs will be officially opened, and we hope to see you all there.

At four o'clock we are giving a sight-seeing drive to the ladies, and we want all the ladies to meet in the ladies' parlor downstairs. Before I go any further, I would advise you that all events will take place and start from the Coliseum—not any hotels, nor any other place, but the Coliseum. Everything starts from here and everything centres around this building.

At four o'clock the ladies will get into automobiles provided

by the Automobile Committee, and they will have a very nice and I hope enjoyable trip around Montreal for a couple of hours.

To-night at eight o'clock the Gala Night will be staged. I am not going to tell you about what is going to happen, but I will say that there is something in store for you. Souvenirs are to be given out; the travellers will be here in full force, and—well, anything may happen. (Applause.)

I think, gentlemen, that is the programme for to-day. This will take us up to eleven o'clock to-night, and I think that is late enough for the majority of us to be up.

To-morrow morning we will have some very special community singing. "Jimmie" Rice, whom, no doubt, you met and got acquainted with this morning, will be here, and "Willie" Eckstein, one of the musical wonders of Montreal, and another gentleman from the Imperial Theatre, will be here, and we will start things off with a bang. Get "onto the job" early; bring your friends at 8.45 to-morrow morning. We will start the community singing at that hour, because to-morrow is a day that is jammed full with with business, entertainment and everything else. To-morrow morning at eight-thirty the meeting will be started.

President Fegan: If you will wait just a minute until the Official Bulletin is distributed, a motion to adjourn will be in order.

(Whereupon at 12.20 p.m. the meeting adjourned to reconvene on Wednesday, July 14th, 1920, at 8.45 a.m.)

Constructive Advertising from Shoe Retailer's Standpoint

J. N. E. SERVICE Advises Necessity of Emphasizing Quality in Advertising to Build Up Permanent Trade

Mr. Chairman and members of the Association—I was asked to speak to you this morning on "Advertising from the Shoe Retailer's Standpoint," but at my request that heading was changed slightly to read "Constructive Advertising from the Shoe Retailer's Standpoint."

Every one of you are advertising. You may not all be advertising in the newspapers, which is the matter of prime interest to myself, but every one of you are advertising. From the moment that you look over the list and select a pair of shoes; the time you display those shoes in your store; the time a customer comes in to ask for a pair of shoes, and you serve her or him; the time you dress your windows, and when you send out letters or send out circulars, or when you put advertisements in your local newspapers, you are advertising all the time. The very foundation of your business is advertising, but it occurred to me that I want to tell you something about newspaper advertising that will be constructive, whereas, at the present time, it is the very reverse of constructive.

In making a short investigation (and it being short, it may not be altogether just) into the retail shoe advertising in Canada, I picked out at random nine newspapers of towns of less size than Montreal, Toronto, Winnipeg and Vancouver, and so on, and in these nine newspapers I found altogether eight advertisements for the retail shoe dealers, and of these eight advertisements, one was made brazen enough to suggest that he had quality in his shoes. The rest were altogether too modest and relied entirely upon prices.

I found that by shopping around the country I could buy fifteen dollar shoes for six dollars and ninety-five cents, and I found in other places that I could get eight dollar shoes for five dollars, and so on. In every case they were very anxious to tell me how much money I was going to save, and not the least anxious to tell me what I was going to get.

Now, in these days of trying competition, it behooves a man to do more than getting his trade for to-morrow, and I submit to you, gentlemen, that any advertisement which only speaks of a reduction in price is only going to help himself for a day or perhaps two days afterwards, and then the effects of it have passed away.

The advertising I want to speak to you about is the kind that will build up trade—constructive advertising.

Shoes That Will Satisfy

I want to see, when I open the town or country papers, displayed advertisements that will tell the public that "Here is where you get the shoes which will satisfy you," and I want to see that going in twice a week, if I can, but once

a week anyway, and I want to see that kept up in bad seasons and good seasons, until the public has grown to realize that here is some place where you can get good value, and probably a fair price.

I realize that there are times when you have lines that must be cleared, and the way to clear them is to put on your prices, but you must realize with me that a low price means nothing unless it is backed up by quality of the goods.

I am speaking to you more to-day on newspaper advertising. I believe there will be others who will tell you of merchandising, window displays, service, and the other branches of advertising, but perhaps I can tell you more about newspaper advertising, which is the most economical and the most effective and the most far-reaching of all forms of advertising. It goes right into the homes of the people. It is read in the homes by people who are sitting by their firesides, people whom you can never reach in any other way. They pass your store, but they do not know you, but when they read their newspapers week after week, and see over your name that you are giving satisfaction, and that you are giving good, solid leather, and that you are selling shoes that wear—when they need shoes they know where to go.

But, gentlemen, it does not stop there. Although I am telling you of newspaper advertising, don't forget that your windows have got to line up with this newspaper advertisement.

Now, it is like this. You are advertising a certain type of shoes in the newspaper, and you have your windows, and I hope they are not crammed full of bargains, but we will say that you have room right in the centre to display two or three pairs of shoes. You have taken your advertisement and have cut it out of the newspapers and put it on the window, and then with five cents worth of tape, you have stuck a little tape to that newspaper advertisement, and have dropped that tape down to the pair of shoes, and the people come along and say, "There is the advertisement and there are the shoes I have been looking for," and they come in to see the shoes, and then it is only a step from the window display to the people knowing your goods and stepping into the store. (Applause.)

There is one respect in which I think the shoe dealers have not been treated fairly, and if there are any manufacturers here I am quite willing they should hear what I have to say. The shoe dealers are left as no other retailers are left, to push lines for the manufacturer. In almost every other line you can go into, you can find the manufacturer doing his share in building up a name for his product, but when you go into the shoe business the chances are ten to one that the dealer cannot produce one single line that has been already half sold for him,

I will make an exception in that for the Ames-Holden-McCready Company, who have done a lot of work along this line. I will also give credit to the Hartt Boot and Shoe Company, who have not gone very heavily, but have gone as far as they could, with their present facilities. I do not need to tell you of the Fleetfoot and the Smartset, with their canvas footwear, but the time is coming if these gentlemen are going to make bigger sales with less trouble, you will get after the manufacturers and demand that they do their share.

Why are they here to-day in this convention or below? They are here to sell goods, but selling you is not all the manufacturer's job. It is also part of his job to sell to your customers and while you are here in convention assembled, I would submit to you the wisdom of putting the case very strongly before the men from whom you buy. (Applause.)

You may think, gentlemen, that you have no competition. I hardly think there is a dealer in this hall to-day who will think there is no competition. In case he has no competition locally in the town in which he is located, do you think he is free from competition? All of you are subject to the mail-order houses; you are subject to the largest city stores where your customers—or the people who ought to be your customers—are apt to travel to get their shoes, but even if you have no competition, advertising will be a God-send to you, for without advertising you are losing an opportunity to build up a trade in, say, pumps for dancing, canvas shoes for summer, dress shoes for other occasions, etc. It is not only the staples which will make money for you; it is all the other lines that you could sell to the same customers who buy your staples.

I realize there is considerable difficulty necessary in the preparation of advertisements to go into your newspapers. I realize that, when I see the advertisements that are appearing, but I think we ought to be able to devise some way of overcoming that difficulty. I know in the United States they have what they call "syndicate advertising," that is, a series of advertisements which are prepared with illustrations, and they will be sent out to different dealers throughout the country, who will insert them in the local papers. While these are not absolutely specific, the insertion of just a few words can easily make them specific before they are handed to the newspaper. I do not know whether anything like that could be arranged in this country, but I do not see why not. If any of you are interested and care to communicate with me, I will investigate a little and let you know what could be done, what it would cost, etc.

Pitfalls of Advertising

I have spoken of the pit-falls in advertising. I think the worst one is the danger of converting your store into a bargain store. If you are eternally running sales, you lay yourself open to one of two charges, either you have a perpetual sale, or that you are not telling the truth.

When you run sale after sale, people of our class do not like to be seen going into your store; they kind of look over their shoulder to see if anybody is watching them go into the shop, and even if they did get a bargain from you they would not be anxious to advertise to their friends that they had been in a bargain store. Of course, in many of these sales you also have the opportunity of talking quality.

Somebody handed me this paper a little while ago, and on it is written something which I think is very apt to this subject. It reads:

"There was an old woman who needed some shoes,
There were so many sales she didn't know which to chose,
But one store talked quality—value for price—
And the old lady made up her mind in a trice."

(Applause.)

There was going to be a blackboard here, I understand, but it has not come up yet. However, perhaps I can explain one or two points I wish to make in regard to what your difficulties may be in regard to constructive advertising.

Now, I am going to suggest that you use a space approximately eight inches by two columns, about that size (indicating), or perhaps not quite so wide as that. You get a nice little decorative design, with maybe your initials on it, and you could use that design at the top time after time in your advertisements, so you are building up a quality trade-mark. Then have a little name plate, with your name and address at the bottom. Then have a couple of good shoe illustrations and a nice little description of the shoes; if they are Goodyear welt, tell them; if they have a certain kind of sole, tell them; if they are specially sewn, tell them; let the people know what you have. Then have some little phrase, such as "Shoe satisfaction at fair prices." Does that not suggest to you far more than putting "Fifteen dollar shoes for eight seventy-five?" Does it not mean something to you, the next day, or the following day, or the following week or the

following month? Then you come down to a little sales talk, then a short advertisement, such as "Comfort with style," or "There is no necessity of sacrificing comfort for style," or something like that, or "Why buy shoes because they are stylish when they are going to pinch your feet, when we can give you shoes that will be the acme of style and as comfortable as an old shoe?"

I do not want to take up too much of your time, but I do want to emphasize all I can the building up of quality. There is so much that can be done, and there is such an opportunity for the dealers to get right ahead, and get away from this competition. If he can get that out of the road, then he is safe, and I think there is not a dealer here but with the expenditure of fifteen or twenty dollars a week (I don't know how that compares with your present sales, but I do know that at the end it will show a profit) spent in your newspapers steadily, not quitting and getting tired of it if you do not see a profit in a day or two, but keeping at it steadily, week after week, it will surely put some of you here who have quality to offer in a position where in a few few years' time you can sit back in your chairs and laugh at the little fellows who are running about yapping and jumping around and yelling, "Sales, sales, special sales."

I thank you. (Prolonged applause.)

Discussion on Address

President Fegan: I am sure that this address has been more than usually interesting to all of us, and perhaps Mr. Service would not object to answering any questions which the members may desire to put to him. Therefore, if any of you have any questions to ask Mr. Service, I am sure we can trespass upon his time and patience to ask him to answer them.

Mr. Service: I shall be glad to answer any questions I can.

Mr. Levinson: I would like to ask Mr. Service one question in regard to a remark he made in connection with the advertising of continual sales. What I would like to ask is this—Under the conditions at the present time, where prices are such that it is possible that there will be a slump or a reduction in the market, and a man has a stock in excess of what he should have, and wishes to reduce some of his stock and still not spoil the character of his store by filling the papers full of advertisements of his sale, what would be your honest opinion as to the best way to dispose of this merchandise and still not spoil the character of his store?

Mr. Service: I would like to answer Mr. Levinson in this way. I think you could very well cover that point by advertising your sale, but not put so many items in—just some representative items and a good description to show that you are offering quality rather than the price.

Now, for instance, if you opened your Gazette this morning you will see an advertisement which I put in yesterday, of Henderson's, the hat store. I did not say very much, but I just said, "All straw hats and panamas at half price." When this offer comes from Henderson's, nothing further need be said. I will say that before the end of the week they will clean out their entire stock, simply because Henderson's have built up quality all the time.

I presume you refer to the man or dealer who won't talk quality all the time, and I can only say in that case your sale advertising should not run for more than a couple of months, and no excuses should be made for running the sale month after month, until the beginning of the new year or the new season, and then advertise quality and make the price really mean something. Does that answer your question?

Mr. Levinson: I thank you.

President Fegan: If there are any others who desire to ask Mr. Service any questions, he will be glad to answer them.

Mr. Deacon: I would like to ask the speaker if it is so wonderfully essential to quote prices, even if you have been in the habit of making sales and quoting prices?

Mr. Service: I think so. I think I would always quote prices, because we all know there is a very practical problem in advertising now, in making the income meet the out-go, and prices are always a matter of very great interest, and I say, and I reiterate that quoting prices can only have a value insofar as they compare with the quality of the shoe you are offering a price on.

Responsibility of Manufacturers

May I say just one other word while I am on my feet. The point that will drive home the necessity of getting the manufacturer to advertise is this. There is a campaign now on of the "Made in Canada" shoes. You all know it, and it is a good thing so far as it goes, but don't let any manufacturer tell you that that takes the place of his own advertising, because it still leaves on your shoulders the full responsibility of selling the manufactured lines. The "Made in Canada" line is good, but if a man goes into a store, and he is offered two

shoes for the same price, and one has the stamp "Walk-Over" (I am taking that because it is not germane to this case), and the other is stamped "Made in Canada," and they both look the same, which will be sold?

Mr. Chisholm: There is one question I would like to ask. I do not think you mentioned it when the speaker asked regarding the price. I do not know whether he meant the competitive price or not. What would be your opinion of advertising, for instance, where you referred to buying a fifteen-dollar shoe for eight ninety-five? Would you quote the "eight ninety-five" or give the price from which it was reduced?

Mr. Service: I think in a case like that that the reduction is so patently incorrect, to put it that way, (hear, hear) that you would not be justified in making that reduction in a paper, but if you say, "price, regularly, \$9.50; selling for \$8.00," and there are a few words in your preliminary matter explaining why you are holding this sale, you need no further excuses for offering that reduction, and I would certainly mention that. It carries conviction.

Mr. Fegan: May I ask another question? Has not Mr. Service sometimes seen the very best of advertising matter spoiled by the composition?

Mr. Service: I tell you gentlemen, the only way in which you can really get the correct composition without knowing something of the typography yourselves is to have the advertising matter prepared for you, and of course to the small dealers it would be impossible to get that done. The cost would be too high, but if it could be arranged that the advertise-

ments could be prepared ahead of time, and sent to each dealer on a printed form with instructions at the top to the printer: "Notice—Herewith handed copy to you; please set this advertisement with the dealer's name exactly as this copy; same height, same type, same wide margin, etc." Then you could get it every time.

Mr. Deacon: Would there be any possibility of educating the newspapers up to a better point of advertising?

Getting Good Composition

Mr. Service: I spoke from the standpoint of the A. McKim Limited, who have for the last twenty-five years placed more newspaper advertising than the rest of the people of Canada put together, and we have found that the only way in which we can get any satisfaction is to give the newspapers a plan of the completed advertisement which they must print from. That, of course, does not include the Gazette or the Star or any of the big papers of the larger cities, but in every case, without exception, it costs us thousands and thousands of dollars a year to send out our advertisements in completed form. That is the only way we can do that satisfactorily.

J. S. Ashplant: You remarked about the manufacturer advertising his own goods to assist the retailer in his advertising campaign. Who should bring the pressure to bear on them, the newspapers or the retailers themselves? That is a pretty ticklish thing.

Mr. Service: There is no doubt but that you gentlemen who are advertising and buying can put on the pressure.

The Canadian Shoe Industry

GEORGE A. BLACHFORD Sketches Brief History of Development and Points Out Possibilities for Future in Shoe Trade

Mr. Chairman, ladies and gentlemen,—When your very energetic and persistent President came around to our plant in Toronto, some three or four weeks ago, something happened. Just what happened I am not quite sure, but the result was that I have been called upon to attempt to represent the shoe industry of Canada here to-day, and I do so with a great deal



GEORGE A. BLACHFORD
of Toronto

of diffidence, because I think there are other members of this Association who can speak on this subject very much better than I can.

Just what Mr. Fegan did at that time I do not quite remember. I am rather hazy, but some day I am going to try it myself on Mr. Fegan for a great big order, and I have an idea I am going to get it. (Applause.)

In attempting to gather together a short story on the development of the Canadian Shoe Manufacturing Industry, I

have found it different from most subjects of this kind, a not uninteresting subject, and I am satisfied if a thorough research of the industry could be made that from the archives of the old regime would be unfolded an industrial story full of romance and interest. Particularly in this great Province of Quebec, the development of the industry has been intimately interwoven with the social, political and industrial development of Canada.

One thing we do learn, that in the very earliest settlement days the necessity of industries was found to be essential and way back in 1667 we learn that the making of shoes had been actually established, and at that time in the entire country, which now comprises this vast Dominion, there were in all some twenty (20) shoemakers, so that not only is the shoe industry one of Canada's oldest industries, but we also find that it is to-day, as it always has been, one of Canada's most important industries, and at this time, included with the tanning industry, which is part and parcel of it, it stands in the sixth place amongst all of our industries.

Industry Represents People

I do not think there is any that more truly represents the energy and characteristics of our people than the shoe industry. With only some two or three exceptions, there is no outside capital interested in any of our many enterprises, with a result that we are entirely free from outside control or influence. Another pleasant fact is that combination of capital have not been put together to operate or build up large individual plants, and almost without exception the factories and businesses which are standing to our credit to-day, were commenced in a very small way with very little capital and backed almost entirely by grit and confidence, and we also note that in a great majority of cases the proprietors and active managers in our different businesses are the same people and they are men having had long practical experience in the craft in this country.

In the Province of Quebec the shoe manufacturing industry does not stand in the sixth place—it is almost at the top of the ladder—and in a matter of very great importance to the community it ranks first, inasmuch as no other industry in this province distributes in annual wages as much money as does the shoe industry.

From 1667 with its twenty shoemakers the shoe industry has developed, year by year, until to-day we find in its present highly organized and perfected state it is producing an article that in its different grades compares most favorably with the product of any other country.

Shoes in the early days were strictly a hand-made product. We had the travelling shoemaker who went from house to

house in the outlying districts supplying the needs of the people. It was well after Confederation before machinery became a greater factor in the development of shoemaking, and it is even within the memory of some of our oldest retailers that it was a common method in the factories, which then existed, to cut and fit the uppers in the factory while those workers who did the bottoming were supplied with their leather, thread, pegs and nails and they did the actual work at their own homes.

It is not until 1870 that we are able to obtain any official figures on the industry, and we find at that time the modest beginning of 1667 had developed until in 1871 in value of output it was the third largest industry in the whole of Canada. In the figures of that time shoe factories were recorded as a place where one or more people were employed in the making or altering of shoes, and records say that in 1870 there were approximately 4,150 establishments so employed. Their total combined capital amounted to some three and a quarter million dollars (\$3,250,000.00); the average value of their output being \$3,850.00 and the average number of workers in these so-called factories being a fraction over four, so that up to this time we can realize that the shoe industry was very much a little shop proposition, and the development of larger factories making larger quantities was still in its infancy.

By this time, however, the advantages of making shoes in larger units was well recognized and the hand shoemaker was gradually but surely being pushed aside, until in 1890, twenty years later, establishments employing less than five people had only increased to five thousand (5,000), while factories employing five people or over, numbered two hundred and sixty-nine (269), and ten years later, 1900, this number of two hundred and sixty-nine was reduced to one hundred and seventy-nine (179), indicating that many of the small factories employing over five people had had to close up, being unable to compete with the development of the larger plants where shoe machinery was now generally in use and where production in larger quantities had brought about economies impossible in the little custom shop.

By 1900 shoe factories, as we understand the meaning to-day, were a well established and developed factor in the industry and that development has continued until we now have some one hundred and sixty (160) factories employing a capital of over thirty-three million dollars (\$33,000,000.00), with an annual output of about fifty million dollars (\$50,000,000.00), paying over ten million dollars (\$10,000,000.00) annually in wages to shoe workers alone and buying materials at over twenty-seven million dollars (\$27,000,000.00), much of which is produced by other Canadian industries.

It is interesting to note, in considering the development which had taken place that the 179 factories in 1900 produced shoes in value only slightly less than the entire output of the 5,398 shops which existed in 1890.

From records obtained by the United Shoe Machinery Company, Canadian factories in 1908 turned out approximately ten million (10,000,000) pairs of shoes and in 1919 the total output had increased to well over nineteen million (19,000,000) pairs of shoes, showing that very great development had occurred during the past eleven years.

The development of our present modern shoe factory was only made possible by the introduction and development of shoe machinery, and in this respect, the shoe industry is still comparatively young. The very foundation of modern shoe machinery dates back only to 1858, when the invention of the McKay sewer by Lyman Blake made possible great strides in the industry. To-day the Goodyear welt shoe is considered, in the matter of construction, the standard shoe in the industry, and this process was not possible until 1862, when August Destouy invented a curved needle sewing machine for turn shoes. This machine was further improved by Daniel Mills, but it was a few years later before Charles Goodyear had so developed this machine as to make it adaptable for welts, and in so doing the beginning of the Goodyear welt process was established.

It was as late as 1883 before the first lasting machine was brought out. Since then, of course, very many rapid inventions and developments have taken place, until to-day, hand work has almost completely disappeared.

Probably one of the most interesting and, at the same time, one of the latest developments in shoe machinery which has occurred is the pulling over machine used in lasting shoes, and I certainly hope that while you are here in Montreal, or any other place you may visit, that you will not overlook an opportunity to go through a modern shoe factory and see the wonderful machines in process which are commonly in use, and I feel sure that at any factory this opportunity will be most cordially extended to you.

In connection with shoe machinery, we should not pass

without mentioning the name of Louis Cote of St. Hyacinthe, Que., one of the earliest and successful inventors of the industry.

Manufacturing No Bed of Roses

With all the development which has taken place, nevertheless, shoe manufacturing as a profitable business has not been a bed of roses. During the past thirty-five years, more than one hundred firms have closed their doors for financial reasons. We have no right to assume that in management the industry has not been and is not now in as able hands as any other industry, yet no other shows so many casualties as ours. What is the reason? There is only one answer, namely, the very keen competition existing in the industry and this competition is the absolute assurance to the Canadian consumer that the shoe manufacturers are selling their product on a very close margin.

Despite the many abusive and many unfair statements that get into the press, and many of these statements are sent broadcast by men who are absolutely unscrupulous or else criminally ignorant, there has not been and there is not to-day any profiteering in this industry. This statement would be entirely out of place if those careless self-seekers who apparently are willing to risk wrecking a great industry in an effort to gain a little personal notoriety would be only fair enough to look at the facts as they are. There are too many thousands of Canadians dependent direct and indirectly on the shoe industry for their livelihood for you or for anyone interested in Canadian industrial development to let this industry be unjustly slandered, or to get any but a square deal. I believe that every true Canadian shoe retailer is proud of the high standard of Canada's shoe industry and will continue to give it his loyal support.

The history of the shoe industry emphasizes one outstanding fact, that keen competition has existed, not only within our own borders but from outside sources of supply.

Until comparatively recent years we were producing the heavier and more staple lines of footwear and against these there was little criticism to be made. From the earliest days, and even well up to 1885, the finer grades of shoes were nearly all imported, with the result that when the industry did tackle seriously the making of the finer grades it had to meet that almost insuperable competition—prejudice.

You will find it a formidable task to undo in twenty odd years what was built up in a period of two hundred years, and that was the task the Canadian shoe industry undertook. Disappointment and lack of support met us everywhere but by bulldogged persistency and a constantly improving product we have gradually succeeded until to-day your Canadian factories are supplying 95 per cent. of the entire shoe requirements of this country. Even after our product in the finer grades was being accepted, how many of us were compelled to avoid any marks which indicated the goods were home-grown and even had to stamp our product in some manner to help mislead the public that these goods were imported.

Those days have passed. No longer is the consumer, the retailer or the maker afraid to recognize publicly the intrinsic worth of Canadian footwear, and those days would have passed long ago if all the many thousands upon thousands of Canadian shoes had been sold as Canadian shoes instead of being sold as imported shoes. For many years the industry got little credit for the high character of its product, but it did get all the criticism of its shortcomings.

Those days are over and instead the knowledge that a shoe is Canadian-made is now an asset not a liability with everyone, except possibly those few people who still would rather help build up an industry in other countries than back the energy and resources of their own people.

In recognition of this proud day, the shoe manufacturers, in co-operation with your association, are trying to do their part to make this week here in Montreal the greatest event that has ever occurred in the shoe industry of Canada. Further than this, and in recognition of popular approval of our product, and most generously assisted by the tanning and allied trades, we are going to conduct, beginning September 1st, the biggest and the best advertising campaign on behalf of the shoe industry that has ever taken place in this country, and in speaking of this I would ask you to consider it as the official announcement of the National Advertising Campaign. We are going to tell your customers the true facts concerning the shoe industry; a story they will be proud to read. This story will appear in every newspaper of importance in Canada from coast to coast, including dailies, large and small, weeklies, magazines and trade papers.

A special booklet full of suggestions and illustrated matter will be sent to every retailer in Canada. This booklet also

announces essay contests, the winners of which will receive valuable prizes. These contests have been divided as follows:—

1st—Contest for school children.

2nd—Contest for retailers and their clerks.

3rd—Contest for manufacturers' and jobbers' salesmen.

Every retailer in Canada will be supplied with a handsome shoe card that we feel sure you will be proud to use. Many interesting items and stories pertaining to the shoe industry have been prepared and, no doubt, they will receive generous notice from the press on account of their news value.

The campaign is rounded out to completion by the preparation of moving pictures, showing all phases of the leather and shoe trades and it will also include a number of views of the events taking place here at this convention and shoe fair. We have arranged to have these pictures circulated throughout Canada in every town and city having a moving picture theatre.

I would like particularly to mention that in financing this great proposition the shoe manufacturers have had the hearty co-operation of the jobbers and all the allied trades supplying raw material to the factories.

Gentlemen, before this campaign is over the honor flag of the Canadian shoe industry will be carried in every home in this vast Dominion, but the complete success of this campaign and the important link between the manufacturers and the consumers is the Canadian shoe retailer. We are not only asking for your co-operation but we cannot get along without it, and we recognize that one big, whole-hearted boost from the retail trade of this country will settle for all time any mis-

understanding of this industry and any prejudice which people have held, either justly or unjustly, against its product, and will by your generous co-operation, which I know we will have, you, as Canadian retailers, an industry of vital importance to the Dominion of Canada and the Canadian consumer, will obtain a great and everlasting benefit.

Mr. President and gentlemen, I know that it is absolutely unnecessary to tell you that the Canadian shoe industry extends to you, here in convention assembled in Montreal, its heartiest good wishes; they hope your work here will be amply successful, and that you will be more than repaid for coming here, and to those of you who have come from a distance, we hope you have enjoyed your trip and will have a safe journey home. (Applause.)

Probably the greatest value of a meeting of this kind is the opportunity which it gives us to meet new faces and new friends interested in the same problems as we are, and there is developed from a meeting of this kind friendships which will last throughout the years to come, and we hope that this aspect of your convention will be particularly successful. The great spirit which we look forward to in meetings of this kind is the spirit of co-operation, and there is room for a great deal of co-operation in the shoe trade, because the shoe manufacturer cannot, in any way, bring about a condition which is injurious to the retailers of this country without it being injurious to themselves, and the retailers in turn cannot bring about a condition that is injurious to the manufacturers without it being injurious to them, but we feel sure that in these meetings the real spirit of co-operation will be developed and everybody will benefit.

Second Day Convention Proceedings

Splendid Addresses by Joseph Daoust and E. A. Stephens Feature Wednesday's Business Session

The convention re-assembled Wednesday at 9 30 a.m.

President Fegan: We will now open our convention this morning.

Mr. Evans, the President of the Retail Shoe Salesmen's Institute of Boston, has arrived I believe, but has not yet reached the hall, so I will now call upon Joseph Daoust, of Daoust, Lalonde Limited, of Montreal, to speak to us upon the leather situation.

We had the pleasure of listening to Mr. Daoust in Toronto last year, and it was certainly a wonderful address, and I bespeak for

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FELIX FORBERT
of Lindsay, Ont.

him your most careful attention and I am sure you will receive great benefit from his address this morning. Mr. Joseph Daoust (applause).

Mr. Daoust: Mr. Chairman, ladies and gentlemen: I feel a

little nervous this morning when I have to speak to you on "The Leather Situation," when everything is so mixed up.

I confess that if I had known at the time I accepted the invitation of your president to address you today, though I hesitated even then, I would surely not only have hesitated, but have refused decidedly to come before you this morning.

President Fegan: It is a good job we nailed you when we did then.

Mr. Daoust: As I have to deliver my address in both languages this morning, I am afraid that the time allotted to me to speak in French and English will be very limited, Mr. President.

President Fegan: I will give you all the time you want.

Mr. Daoust: Thank you. Then, with your kind permission, I will commence my remarks in French, which is my mother tongue, and then I shall speak briefly in English, that beautiful language of Shakespeare (applause), and I promise you that I have something in store for you.

(Mr. Daoust here spoke in French, at the conclusion of which address he spoke in English).

The address in full is printed at the conclusion of the report of the second day's proceedings.

President Fegan: Ladies and gentlemen, Mr. Daoust has secured a reputation for himself of being frank. He has been extremely frank with us this morning, and I am sure that we have all been greatly pleased and instructed by his very able and efficient address this morning.

I feel that we owe a debt of gratitude to Mr. Daoust for his coming here this morning and giving us this splendid speech. I thank you, Mr. Daoust, very much (prolonged applause).

Now, ladies and gentlemen, we have with us this morning Mr. Stephens, of Ottawa, who will give us an address on "How to Buy under Existing Conditions."

I will ask all you gentlemen to be seated, as this is one of the most important addresses from the retailers' standpoint which we will have.

We have heard the conditions of the leather, and now we will hear on how to buy under those conditions. I take pleasure in introducing Mr. Stephens (applause).

Mr. E. A. Stephens: Mr. Chairman, ladies and gentlemen: When I was asked to prepare this paper it seemed like a very easy task, but that was some weeks ago, and since that time conditions have changed considerably, and I have found it a very much harder job than I anticipated.

However, I have prepared a paper, which I think, although brief, may be of some assistance to the retailers in general.

With your permission, as the time is somewhat limited, I will read this paper.

HOW TO BUY UNDER PRESENT CONDITIONS

E. A. Stephens, Ottawa, Ont.

Buying today can only be done intelligently, by a close examination of the facts which are entering into business affairs.

To buy shoes successfully under present conditions calls for the most careful study of the forces, which are at work, only by analyzing each item of the cause and effect of present conditions, will be able to place our orders intelligently.

There never was a time in the history of the shoe business which called for more careful thought in buying, and the wise dealer will give a big portion of his time and attention to this most important branch of his business.

To begin with, retail stocks of shoes have been too heavy. This no doubt is a result of the reckless buying of a year ago, and which had a great influence in forcing prices up to the highest point ever known. This is having its effect at the present time, and owing to late deliveries, and a backward spring, most merchants are carrying very heavy stocks on their shelves. This condition of course, in itself, is sufficient to develop caution.

It is a well known fact that cancellations have been going on at an enormous rate, owing to the alarming influence which clearance sales have developed. This condition has almost increased to a panic, and merchants who were hardly ever known to cancel, are now slashing left and right at their orders. This state of affairs is to be deplored, as it will revert back upon the retailer for the simple reason that when he wants the goods (which he surely will) the manufacturer will not be in a position to supply him, and if it develops to big proportions will have the effect of stimulating prices instead of keeping them down. On the other hand, if the goods are cut and in process of manufacture when the cancellation comes, it will mean that the maker is going to be loaded with undesirable goods, which somebody is going to buy cheap; thus upsetting business, especially in cities.

A fairly large proportion of the shoe dealers are holding off buying at the present time. Some are expecting a radical change in styles, or that a wonderful new creation may sweep the country. Others are delaying their buying, expecting that by so doing they will get in on low prices when the big drop comes.

To such I would say, you are making a great mistake. Place a fair portion of your orders now. Study every condition from every standpoint. Keep your ear to the ground, as it were, brace up your courage, and go to it. I would advise every shoe merchant to buy at least sixty per cent. of his requirements, right now. If you have not done so, get busy immediately or you may not have shoes to sell when you need them.

Do not fool yourself, there is not going to be any big crash in prices. It would be a dreadful thing for the trade if there was. But I think I can assure you that if there is a readjustment of prices, and you have orders placed that the manufacturer will meet you, by giving you the benefit of the lower prices.

So again I say place your orders; if you are going to stay in business you must have goods to sell.

I might say in passing that the travelling men, no doubt, are doing their best to sell you shoes. Now do not be influenced by the salesman. Do not let him make you buy one pair of shoes against your better judgment. Remember they want fat orders, but just now you must be "cold blooded." But be courteous to him; courtesy costs nothing. I believe it is to your interest to give all travellers an opportunity to show their goods. Even if you feel you do not want to buy a pair of shoes this season, it will pay you to give the line the "once over," and the salesman will feel that he has done his duty. So again I say, extend to the travelling man the same courtesy that you would expect if you were in his place. The future uncertainty of style is going to be as big a factor in the present changing conditions as that of prices. I would advise of being very careful of extremes. Buy only those lines which you are sure will sell. Keep away from the freaks. It is a dreadful thing to be caught with several lines of novelty shoes in this era of high prices.

Remember there is no need for heavy buying; that is one thing which you must control. The time has passed for speculation. "Safety First" is a good slogan, and mixed with a generous portion of common-sense, will be the means of giving you confidence for the future. Courage and sane judgment are what is needed.

The one outstanding fact is, that conservation, and not over-buying, should be the rule from now on, or until the merchants know better than they do today what the future holds for them.

Remember these points:

Do not buy too much.

Do not buy too many lines. Fewer lines and more sizes are better.

Do not buy from too many firms; you will not get as good service if you do.

Turn your stock often, if possible.

Take your clerks into your confidence. Remember they are human, and can often give you good advice in your buying.

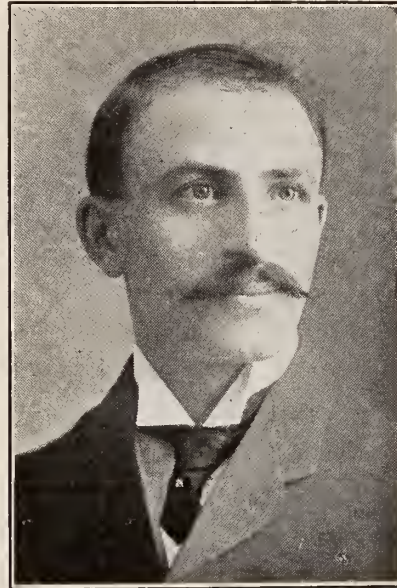
Again I say be cautious, go slow, but buy some shoes; you will need them. People are not going to start a new style and go bare-footed.

President Fegan: Ladies and gentlemen, we have listened with a great deal of interest to Mr. Stephen's paper, and I am sure we have all benefited from it and will follow his instructions.

Now, we will have a little discussion upon that paper. The meeting is open for you all. Come along now with any opinions you may have in regard to this matter.

Is there any one who will open the discussion? (No response.)

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LOUIS ADELSTEIN
of Montreal

You evidently are all satisfied with Mr. Stephen's paper. I congratulate you on that, Mr. Stephens.

Mr. Stephens: I appreciate that (applause).

MR. LA SUEUR DISCUSSES CONDITIONS

Mr. Le Seuer: Mr. Chairman, I have listened with a great deal of interest to the addresses of Mr. Daoust and Mr. Stephens, especially in regard to cancellations.

In Mr. Daoust's address he spoke about the fewness of orders which have been sent him. Is not the fewness of orders that have been sent in a pretty fair indication that cancellations are not as large as they otherwise would have been. If the orders had been much larger there would naturally have been more cancellations, owing to these times of uncertainty, and owing to that there have not been so many orders sent in.

With regard to the price of leather, I offer this illustration because so many customers come to me and say, "Hides are coming down in price; why are shoes not lower in price," and I have answered that with an illustration. I have said, "You can buy a carload of wheat today, you can grind it tomorrow and have it the next day on the market." I said, "You cannot do that with leather." It takes very nearly a year before we can have it on the shelves," and the customer has nearly always gone away satisfied. But I find this, that the men who are talking of lower prices are not the laboring men—men of the laboring class. They are those who are largely producers outside, more than the laboring class, and I think the retail trade today should hold their own and be very careful along the line of their orders, and carry on as they can.

I liked the paper given by Mr. Stephens. I think it is a step in the right direction, and another thing is this. I think the trade will come to this question that we will not lose our heads.

On the question of panics. I do not like to hear quite so much in regard to panics. I think if, as retailers, carry on, we will come out all right, and that is where I think we should stand with regard to that line (applause).

President Fegan: I am glad to have heard from Mr. La Sueur, Is Mr. Gavin in the room? Are there any others who would like to say something upon this paper which we have just heard?

We were to have a paper this morning by Mr. McColl, of the McColl Shoe Company of Toronto, on "How to Keep Tab on your Stock." Unfortunately Mr. McColl suffered from a nervous collapse recently. He had prepared a paper, and he left it with his Manager to complete, and send on, and I expect that we will get that paper and possibly have it ready to be read by some member of the Association to-morrow.

Now, I will just ask the Secretary to read a couple of telegrams, which he has received this morning.

Acting Secretary Jupp: This is a telegram dated Boston, July thirteenth:

"Secretary, National Shoe Retailers' Association of Canada, Windsor Hotel, Montreal, P.Q.

Fraternal Greetings and best wishes from the National Shoe and Leather Exposition, and Style Show Association. Your members all cordially invited to visit our first official exposition and style show in Boston, July twentieth—twenty-fourth.

(Signed) Frank R. Briggs, President.
(Signed) Thos. F. Anderson, Secretary."

President Fegan: We have the report of the Finance Committee here which deals with the treasury, signed by Mr. J. W. McIlreay and Mr. Roland Hill. It is to the effect that they find everything as represented in the Treasurer's report, and confirm it in every particular.

What is your pleasure, gentlemen. Is it your pleasure that the report of the Finance Committee be received?

J. T. Allen: I move you, Mr. President, that the report of the Finance Committee be received.

The motion was carried.

President Fegan: Now, gentlemen, there has been some mention made of the fact that the meeting hour be changed. We have asked Mr. Stewart to give us an address on "Better Merchandising with Reference to the effect Special Sales have upon One's Business," and "Co-operation in the Shoe and Leather Industry," by Mr. G. W. McFarland, of the Williams Shoe Company Limited, Brampton, Ontario, and a paper on "Why Your Books Should be Audited," by Mr. P. S. Ross and Sons, Chartered Accountants. Then we have two papers from the retailers. Now, I do not know why we should change the hour of meeting from the morning until the afternoon (hear, hear). You gentlemen can surely make a special effort to be here in the mornings. These addresses are well worth your time and if it costs a little exertion on your part I think you ought to be here (applause). In justice to the men who have been asked to prepare and deliver these papers, and who have expressed themselves as willing to take the time and give of their ability to render us a service which will be well worth while. They have to make an effort to be here—a very great effort. They are busy men, probably busier than any of you gentlemen this week. We are here to work upon convention matters and to listen to the addresses which will be interesting and profitable to us, and I think as business men it is our duty to be here, and let us all be here tomorrow morning; unless you make a resolution or move to the effect that the hour of convening be changed we will carry on as we have been doing.

Several Members: Carry on; carry on.

President Fegan: Very well. I will expect you gentlemen who have said "carry on" to carry on, and all be here to-morrow morning to listen to these special addresses.

Mr. Chisholm: At what time?

President Fegan: As the program states; nine-thirty.

Mr. Viau, the Secretary of the Manufacturers' Association, has placed in my hands this announcement:

"We are trying to arrange for a joint executive meeting of the National Shoe Retailers of Canada, the Shoe Manufacturers' Association of Canada"—now imagine! This is certainly a national affair—"and the National Travellers' Association of Canada, for Thursday, in this hall at three p.m., to discuss the best means of co-operation between every Association connected with the shoe trade."

I think that is fine (applause). Mr. Viau, on behalf of the National Shoe Retailers' Association of Canada, I will say this: that we are anxious and willing to co-operate with the Manufacturers' Association of Canada, in every possible manner, and we, the Executive, will be on hand promptly at three o'clock in this hall to meet with your executives (applause).

I will now ask Mr. Gales to give a few announcements.

Mr. Deacon: As regards the hour of meeting to-morrow. Is it day-light saving time?

President Fegan: We will have it daylight saving time.

Mr. Deacon: I was late this morning on that account, that I did not know which time we were going by.

President Fegan: Fine: I accept your apology for being late. See that it does not occur again (laughter).

Mr. Gales: Ladies and gentlemen: We have a very heavy program to-day. At 12:45 we have the Manufacturers' and Retailers' luncheon. That luncheon ought not to be missed by any one present, and while there has been a little confusion in the distribution of tickets, I am sure that if you want tickets you will have no trouble in getting them. If any of you have friends who are connected with

the shoe business, we extend to them a hearty welcome and invitation to the luncheon. We would like you to get your tickets as soon as you leave the hall, as we will know how many to provide for. It is at the Windsor Hotel, in the Rose Room. The chairman is Mr. F. S. Scott, M.P.

At 3:30 this afternoon we have an automobile drive for all ladies and gentlemen connected with the convention. These automobiles are going to visit some of the different factories and it will be a very enjoyable drive, I am sure. The factories, I believe, have something in store for you. The drive starts from here at 3:30 this afternoon, daylight saving time (laughter).

At seven o'clock to-night we have the annual banquet, which will be one of the biggest affairs of the whole convention. We have some very prominent speakers here, Sir George Foster and others, who will address the diners. Tickets will be ready downstairs, or if not, they will be available right after the luncheon. You want to be sure and get your tickets for this banquet, because you know it is a banquet and they don't cost anything now. It also will be in the Rose Room of the Windsor Hotel. The Program Committee have prepared a very elaborate musical program. We have gone to the trouble of bringing on several New York artists, at great expense, and have secured the very best speakers in Canada to address the gathering. The chair will be taken by Mr. Fegan, and our friend, Mr. Peter Doig, will be the toastmaster, so the Chair will be properly held down, and the toastmaster will do his part. So much for the banquet.

Now, there is a double event coming on, because at eight o'clock we have a meeting of the Retail Shoe Clerks in this hall. We will serve them a light buffet lunch, and something cool, and an address will be given by Mr. Arthur L. Evans, from Boston, if he arrives on time, and I think he is here now, his train being late in arriving this morning, which accounts for the postponing of the paper he was to have given to-day. I would like you to speed up that meeting, and get the retail shoe clerks to be here on time and hear Mr. Evans' talk.

The prize windows are being judged this afternoon. They tell me (although I have been so busy I have not had time to get out) that there are some very elaborate windows in the city of Montreal that are well worth seeing.

Another important announcement I want to make is in regard to Friday night. As you all know the Quebec trip has been cancelled, and instead of that, the Executive are staging a Gala night at Dominion Park.

Dominion Park is to Montreal what Coney Island is to New York, and we can assure you of a real good time. We are going to leave the convention hall downstairs on Friday night at around six o'clock (the definite hour will be arranged later), by automobile. It is about a six mile drive down there, and we will arrive at the Park and will serve supper in the dining pavilion, where the artists whom we engaged from New York to take part in the Quebec trip will put on their show, to make it a sort of a cabaret. There will be a band concert. Your tickets will admit you to all the side-shows of the Park, and there will be quite a number of them, and they are all very interesting. There will be a band concert by the Park Band, which is a most excellent one, and after that the regular Park program will be followed, and I am assured that the program there this week is the very best one they have had all season, and then there will be the drive home, arriving in the neighborhood of twelve o'clock—barring accidents.

Now remember Dominion Park, Friday night. Leaving here around six o'clock. Your tickets will take you into the Park, through the side-shows, give you your meal and entertainment—in fact everything, without any cost to the visitor. These tickets will be distributed to-morrow, and I would like to get a rough idea of how many will take in this Dominion Park trip. Just stand up please.

President Fegan: Mr. Gales has made a very interesting announcement but the very first thing we have to think about now after leaving this hall is the complimentary luncheon tendered to us by the Manufacturers in the Rose Room of the Windsor Hotel, at 12:45. I am sure you will all be there. They want you to be there.

Mr. Burnill, of Toronto, wishes to say a word.

Mr. Burnill: Mr. Chairman, I do not want to make any special remarks, but I am sure I feel overwhelmed with the amount of entertainment that has been put forward for our pleasure, and still I feel there is just a little lacking right here. I had the pleasure of sitting opposite that fan when I first came in, then someone came along and suggested it be moved, and it was moved over and so, metaphorically speaking, I have been in purgatory ever since. Why cannot we have for our next meeting—it is admitted to be extreme in here—a half a dozen fans distributed around the hall to make it comfortable. I suggest that be arranged for the next meeting.

Mr. Gales: I will see that is done for to-morrow.

President Fegan: I thank you most heartily for your attendance this morning, and we will now adjourn and get to the Windsor (The meeting adjourned at 12:10).

The Leather Situation

Joseph Daoust Points Out Reasons for Present Conditions and Diagnoses Future Market Situation

Ladies and Gentlemen: I promised you that I would not be very long in speaking in the French language, and I think I have kept my promise. My speech in English will not be very long either, as you can see by the pile of notes which I have before me, but at that I will speak at more length in English than I did in French.

We are going through what we may call a crisis, an epidemic, which has spread from the Pacific to the Atlantic Coasts, and apparently which is not confined only to Canada but has spread to America. But an epidemic or a panic can never last very long, but for the time they are with us they are very harmful, and cause at times many deaths, but as a general rule an epidemic does not last very long, so I believe we are pretty nearly through with this epidemic, which I will call "Influenza in Commerce"—in business. We are all more or less "gripped." We do not know what the trouble is with us, and we don't know how to move, and we don't know what we should buy or not buy. We are like the man who has influenza. He feels there is something wrong with him, but he cannot explain what it is. He feels ill; feels unwell from head to foot, but he cannot locate his troubles. This is the way with this situation we are in to-day.

I am here to-day to speak to you on "The Leather Situation," but I would like to widen the scope of that address a little, and speak to you about "The Shoe Situation," and about "The Hide Situation," because one does not go without the other. You cannot make shoes without leather, without canvas; you cannot make shoes without these, and you cannot make leather without hides or skins, and anything that affects one of these three lines affects the other two.

Now, what has been the cause of this panic which we are going through? There is no effect without a cause, generally speaking. What are the causes of this panic? Before giving you the principal reason for this panic, let me tell you that this panic is not only Canadian, but it is also American. We are so closely connected with the United States, commercially speaking and financially speaking, that anything that happens or occurs in the States reflects on us. This is perfectly true, as I had the honor to tell you last year in Toronto, that the Chicago packers were ruling the markets of the world in the way of hides and leather, and I also told you that many markets are ruled by New York. Last year the prices went up in hides and leather and skins and shoes, and the guilty parties were the Chicago packers—my good friends (laughter). This year they are not guilty. I absolve them from guilt. They have not brought about this decline. I can assure you of that (laughter). I give you my word on that (applause).

But, who are the guilty parties? The guilty ones are the New York bankers, and the particular reason which brought about this crisis, this co-called panic, which brought about chaos, of which we hear in America more especially? There are five reasons—five particular reasons, as follows:

First: The action of the Federal Reserve Board in curtailing credits to big firms and forcing the liquidation of the stock.

Second: The export trade on shoes and leather which is, at the present time, at a stand-still, due to the foreign exchange.

The third is a newspaper campaign—in the United States more especially—started with a view of creating a panic and telling people that shoes at eighteen and twenty dollars a pair was a scandal; that they were not worth that much money and the profiteers were the retailers, were the manufacturers, were the tanners. This was believed more or less (much more than less, I should say) by the consumers.

The fourth reason was the cancellation of orders and the return of goods.

And the fifth reason was the opening up of retail stores by certain shoe manufacturers in Boston and the other principal cities of the States, and selling these shoes which had been cancelled or returned at manufacturers' prices, and establishing a retail price for these shoes.

There were also a number of retailers who were believing all these things and who lost their heads and were panicky.

Those are the principal reasons, which are more or less American. We hear sometimes that the Budget speech announced on the nineteenth of May putting on a ten per cent. luxury tax on shoes over nine dollars created the position that we are in, and holding the Government or the Minister of Finance responsible for the slump. Although I believe it may have had some effect on the higher priced shoes and more expensive shoes, and started perhaps a slump in those shoes, still I do not believe even if this tax had not been imposed that we would have had the same stock, except that it might have precipitated a slump, because the five reasons which I have mentioned were in themselves sufficient to create a panic.

Then, too, the public expected to buy shoes at a very low price. Just on what to base that opinion or the opinions of the newspapers

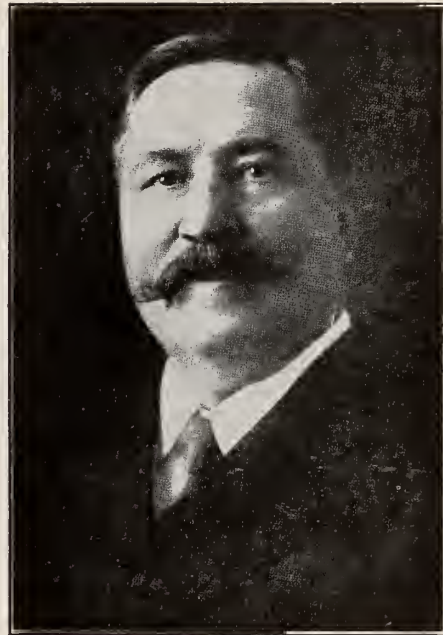
I do not know, but I will try and put before you gentlemen the true facts.

Can shoes be sold very much cheaper, and to what extent?

There are six particular items which go into the making of a shoe.

First, the upper leather which is being sold to-day at a reduction of twenty or twenty-five per cent. from the prices ruling on the first of March.

Secondly, there is the sole leather. Sole leather has not come down, and I know that if I announced a reduction in sole leather I would be criticized and sent to Hell by the sole-leather tanners. I know what they would say. They would say, "We cannot afford to reduce the price of sole leather because our hides producing this leather, which is produced out of expensive hides, was bought five or six months ago, so how can we reduce the price?" They will also say that last year during the general increase in prices, they have not advanced their prices as rapidly as the upper leather tanners. This is true, gentlemen. Let me tell you something that is not always true, but if they say that, it is true (and this will be the first time you have heard the truth from a sole-leather tanner (laughter)—but if he says that he cannot afford to reduce his prices, pretending that he has expensive hides in his vats, then the upper-leather tanners and the side-leather tanners are in the same position



JOSEPH DAOUST
of Montreal

exactly. They have a stock of expensive leather, coming from expensive hides, and they have not waited to reduce their prices, but have reduced their prices from twenty to twenty-five per cent. I would say, then, that a reduction of ten per cent. on the sole-leather price will be fair, and I take into consideration what they have done in the past, especially last year. We know, and give them credit for the fact, that they have not advanced their prices as fast as the upper-leather tanners. I know their tannage is longer than ours, but at the same time, as everybody has to do something during this crisis, and as the public is demanding a reduction, we are forced to do something, if we want to regain prosperity in this country.

Then the third item going into the making of the shoes is the cotton linings. Cottons are not coming down.

The fourth item is the findings. Under the heading of "findings" are, as I said in French, eyelets, nails, dressing, laces, etc. All of these various small items are not coming down in price.

The fifth item is labor. Now, gentlemen, when we speak of labor we must be very careful of what we say. We must be most careful, especially from the manufacturers' point of view. From certain points of view the manufacturer is considered as a capitalist, and anything which is called a capitalist is, from the laborers' point of view, from labor's standpoint, an enemy and not a friend.

Are they right in their views? No, they are not. I am here to

say, gentlemen, that the manufacturer or capitalist is a friend of the laborer, because one needs the other (applause). They have to work together in harmony if they want to be successful. They have to work together hand in hand, because if capital needs labor, equally then does labor need capital, to make a living.

But, will labor come down? I don't believe so. I believe, on the contrary, that labor will be more expensive; will go still higher, and my reasons for that are that if the food, if the rent, if the coal or fuel is maintained at the high prices which we have to pay to-day and which they have to pay, how can you expect a reduction in wages? Capital has got to give labor enough to support itself decently; they have got to pay labor enough to support their families decently, and not as slaves, but as men (applause). I feel sure that the moment the shoe manufacturers will open up and work full capacity, we will have a demand for an increase in wages, as sure as you live.

The sixth item going into the making of the shoe is what is called the over-head charges. Under this heading we have the rent, the power furnished by coal, and coal to-day at eighteen dollars a ton, against about nine dollars a year ago, will certainly not make the power any cheaper. Then there are the travellers. The travellers all expect an increase in wages. If there are any travellers here today I would like to see some of them get up and tell me that they are willing to work at a lower salary (laughter). I have not seen anybody get up yet (applause). Travelling expenses will not be any cheaper, as the railways are showing a deficit all the time. The railroads are not going to reduce their rates of fares, or their freight rates. In fact, the railroads are applying for a thirty per cent. increase in freight rates now. So then, with a coal increase of about a hundred per cent. and thirty per cent. increase in the freight rates, and all the other expenses I mentioned (to say nothing about the taxes that we have to pay, which is a big item), the sixth item of overhead may be, and probably is, the most expensive, the one which has to face the larger increases than any one of the other five items.

Public Expects Reductions

Gentlemen, what do you expect the manufacturers to do under these circumstances? Why is it that the manufacturers at this stage cannot quote any prices? Everybody seems to be in the dark. The retailers are expecting prices and the manufacturers cannot quote them. What should we say and to what proportion and to what extent should the prices be reduced? Because we have to reduce prices. You cannot do any business at this fair unless you can show a little disposition to lower prices. The public demands it and the retailer expects it. We must get together and make a deal together. When you have heard to what proportion there have been decreases, twenty to twenty-five per cent. in upper leathers, ten per cent. in sole leather—whether they will agree to that I don't know—however, take it for granted that you get ten per cent. from the sole leather men. Two items have been reduced in price—Two will be stationary, and two will be higher, i.e., labor and overhead. Taking everything into consideration, I believe that ten per cent. would be satisfactory and would be fair to the public. I know that ten per cent.—if I announced at this meeting a reduction of ten per cent. on shoes to retailers, that certain manufacturers having stock on hand costing a high price, will say, "We cannot do that; we will lose that ten per cent." It is true. It is true, but we have to get after business, gentlemen, and we won't get business unless we show certain reductions; unless we show certain good faith. We cannot go beyond ten per cent. at the present time. Then what of the future? My advice, gentlemen, while you are here—you have not come down here entirely for pleasure—is that not right?

President Fegan: We are here for business too.

Mr. Daoust: My advice, gentlemen, is to combine business with pleasure.

President Fegan: We are doing that right now.

Mr. Daoust: Let us have pleasure for certain times and business at other times. You have to get after business, and my advice would be to you retailers not to buy big lots at a time, but buy, if you can get a price reduction of ten per cent. from that ruling on the first of March, you will be doing well, and you will get the factories busy—not working, perhaps, to full capacity as we do not expect full capacity at this time of the year, but we will get them working and we will protect labor at the same time. We will get work for the labor to satisfy them to a certain extent.

Shoes Not a Luxury

Now, gentlemen, if you do not buy to-day, what will happen? Shoes are not a luxury; they are an essential. Shoes would have to be bought, and if they are not bought now they will be bought later on. Will you be able to secure the stock when you need it? Will you be able to secure your stock when the factories are not producing, when tanners have reduced their output, and if you all come in together you will see the hides going up, and you will see the shoes going up, and you gentlemen do not want shoes to go any higher. We want them to be reduced, but we want the retailers and the consumers to help us to do that. We want their co-operation; we do not want any more panics, either going down in price or going up

in price. Panics can work both ways. So the best advice I could give you would be to get together and buy, buy, buy.

Now, I have to say a few words about the hides. We have all heard so much about there being a big slump in hides and skins. Has there been really a slump? Can the tanners buy the hides and skins at the prices which have been mentioned in the press or from people reporting certain prices? Let us see how the tanner gets his skins and hides. The tanner has two sources of supply, or I might say three sources of supply. The main source is from the packers and the packers have reduced their prices about five cents a pound from the prices prevailing at the first of March, and the hides are inferior in quality to what they were before. Anybody who knows anything about hides will know that the poor season for hides is from March to June. The packers have not reduced more than that, but they are holding back their stock. They are refusing to accept bids unless at their own prices. Then the tanner cannot buy the hides from the packer.

The Hide Dealers' Supply

The second source of supply is the hide dealer. The hide dealer deals mostly in country hides and country skins. At the opening of the season for calf skins, at the first of March, the dealer had to pay seventy-five cents a pound to the butcher for his calf skins,—or to the farmers. When the drop came, he dropped the price gradually down to twenty-five cents a pound. The hide started from thirty-five to fifteen cents a pound, but as the dealer has in stock hides—calf skins, running from seventy-five cents down to twenty-five cents, you usually do not expect that the dealer is going to sell the skins based on the lower price of twenty-five cents. You will expect him to base his price on the average price, which is around fifty cents a pound. His hides cost him from thirty-five to fifteen cents, and you cannot expect that he will base his price of his hide on fifteen cents—but on the average price. Under these circumstances, can you expect very cheap leather? No. You may expect it in the lower-priced leather, as I have mentioned in regard to the cost of making shoes, but can you expect that lower price to be maintained very long in spite of the depression you have been through and in spite of no demand for leather. At the same time hides and skins have advanced during the past two years six cents a pound, and what will it do when the demand will start again? Hides and skins will be high and then the tanners will not be able probably to approach the prices I have mentioned—a reduction of ten per cent. in sole leathers and from twenty to twenty-five per cent. in upper leathers.

That is why, gentlemen, I advise everybody to go slowly; do not lose your heads and buy together; buy now, buy in small quantities, but—BUY. Do not wait to buy together, because you will excite the market and the packers and dealers expect nothing else in the excitement. Working for the public; working for the people we do not want any high prices if we can prevent it, but we want your help.

It seems strange that this panic existed. There have been clearing sales, and clearing sales have existed since I have—well, since I have been born very nearly. At this time of the year in July and August, every good retailer and every good business man is clearing his stock, making reductions, and making room for new stock, which is the natural way to do. It is a business-like way to do. A year ago, five years ago, ten years ago, twenty-five years ago this was the custom, and it never had the effect of disrupting business. Last year we were spoiled, probably, because during that period of July and August everything was going up and you cleared your stock not at a loss, but at a sure profit. You have cleared your stock without making a loss, and in maintaining the old prices this is what you have done. We have been spoiled. We do not know how to come back to normal times. We do not know about the period of re-adjustment and the sudden change upset everything. This is the usual way of doing business; these clearing sales are natural.

Cancellations and Their Result

I am not going to say a great deal about cancellations. I know this subject will be brought out at this convention. It is a very delicate subject to touch upon, and I know it will be fully discussed in a friendly way between the manufacturers and the retailers, but with your permission I will say just a few words.

In August, nineteen hundred and fourteen, when Germany invaded Belgium, and when the German Chancellor stated that the treaty existing between Germany and Belgium and other countries was merely a "scrap of paper"—when this was announced to the world everybody was scandalized; every civilized nation was shocked to think that a man or a nation should say that a treaty was a "scrap of paper." We have always believed that a treaty was a contract, a contract was a word of honor, and a word of honor is sacred.

Then the whole world got up as one man to fight for the principle of honor and to punish those who had dared to say that a contract, a treaty, was a "scrap of paper."

How much was the cost for the upholding of that principle? It cost, ladies and gentlemen, millions of lives, millions of cripples,

millions of orphans, and billions of dollars, and has placed upon us taxes that will remain for generations to come.

Gentlemen, if a treaty is a contract between nations, a contract is treaty between manufacturers and retailers, and a contract is sacred, and no man has a right to cancel a contract without the consent of the other party.

I know this has been the minority of you retailers who have done this, but unfortunately the minority is still too large. It has had the effect of pretty nearly disrupting the leather industry of this country and of the United States. You retailers seem to have forgotten; seem to have lost the lesson given through this war, that a contract or a treaty or an order is a word of honor—sacred—and a thing we have to respect (applause).

We have forgotten too soon the lessons of this war; we seem not to have realized at what cost we have upheld this principle of honor; we punished Germany for what she had done, because she deserved it (applause), and every man of honor in the civilized world approved of the punishment of Germany (applause).

I will leave you gentlemen with these words: Do not let people say to you that we consider an order as a mere "scrap of paper." Remember that you cannot sign a contract and always be on the right side. It is impossible, but you will be on the right side, and the other side will be on the wrong side, if you live up to your contract entirely. It is a game of give and take in this world. Respect your word, gentlemen; respect your orders, because it will be well worth while doing business in this world if we can trust the people. We have to have confidence. I have tried to do my best, gentlemen, to

convince you and tried to have given you confidence in the future, and if my voice could be heard by the public I would say "Don't believe that the retailers are a bunch of profiteers; they are business men trying to make an honest living," and I know the public is no; posted on the ins and outs of the trade. They believe too much. The newspaper men too many times write articles without knowing what they are talking about (prolonged applause).

Therefore, gentlemen, if, as I said, my voice could reach the public, I would say, "Buy all the shoes you can immediately; buy shoes where they want to give them away, buy shoes from the people who have lost their heads—the retailers who have lost their heads, and the people will acknowledge the reason when they know the true facts.

The people want to buy cheap. The public, after all, gentlemen, is the people. The people are composed of two classes, the farmers and the working men, and how do you expect that they can buy shoes very much cheaper when the farmer expects good money, and big money, for his products. He expects good money for his hides and skins. On the other hand, the other class of the public—the laboring class—expect higher wages, then how can the public be served cheaper on one hand, and expect to get big money on the other hand? With all the brains at the disposal of this industry, I do not know of one who can determine a way to meet this view of paying high prices for raw materials and for his labor and selling his product at a cheap price. Gentlemen, it cannot be done. It is impossible.

Gentlemen, I thank you for your kind attention.

Third Day's Convention Proceedings

W. F. Stewart, G. W. McFarland, W. R. Devlin and Rowland

Hill Deliver Papers that are Features of Thursday's Session

The convention reassembled Thursday morning at 9:30.

President Fegan: Gentlemen, if you will please come to order, we will proceed with the first order of business.

The first item on the program is an address on "Better Merchandising with Reference to the Effect Special Sales Have Upon One's Business," by F. W. Stewart, of the Cluett Peabody Company, Montreal.

We listened with a great deal of pleasure to Mr. Stewart's address at our convention in Toronto last year, and I am sure this morning you will be delighted with the address he will give you. Mr. Stewart.

The address is printed in full at the conclusion of the report of Thursday's proceedings.

President Fegan: Mr. Stewart, words fail me to express our appreciation of the address which you have given us this morning. It, now doubt, will be exceedingly beneficial and very helpful to the trade in general, and if those present will back me up in this, I will be very glad to pass it on to the Resolution Committee. I think nothing could be more important than to have the address as given to us by Mr. Stewart this morning, printed, and placed in the hands of every shoe retailer in the Dominion of Canada, and if you will give me your approval we will print it (applause).

Mr. Viau, of the Shoe Manufacturers' Association, wishes me to include them in that. Will you please express your approval by the clapping of hands (prolonged applause).

(It is so ordered).

The next item on the program is a paper upon "Co-operation in the Shoe and Leather Industry," by G. W. McFarland, of the Williams Shoe Company, Limited, of Brampton, Ontario.

Mr. McFarland: Mr. Chairman and gentlemen: After listening to Sir George Foster at the banquet last night we feel that any effort we might make to talk to you must of necessity fall very flat. However, I have been requested by your President to contribute a short paper.

The address will be found in full at the conclusion of the report of Thursday's proceedings.

President Fegan: I would ask you gentlemen not to leave the hall. Yesterday I let you out three-quarters of an hour early, and this morning we have some very important papers. We have listened with a great deal of interest to Mr. McFarland, and co-operation seems to me to be the key-note of the day. I thank you most heartily, Mr. McFarland.

Mr. St. Leger: We have had a great deal of talk about buying "Made-in-Canada" goods. Are the manufacturers doing anything toward having "Made-in-Canada" leather, and "Made-in-Canada" machinery for manufacturing these goods?

President Fegan: We are having a joint meeting with the manufacturers this afternoon. You might ask that question this afternoon.

We will now have to proceed with the program. The next item is a paper by Mr. Grant, of the P. S. Ross Company, on the

subject, "Why Your Books Should be Audited." Mr. Stewart this morning showed us how to conduct our business so we could get a profit from it, but even then it is not much good unless we have a proper set of books and know how to keep them properly.

I will ask Mr. Grant, of the P. S. Ross and Sons, Chartered Accountants, Montreal, to speak on the subject this morning of "Why Your Books Should be Audited." Mr. Grant (applause).

Mr. Grant: Mr. Chairman and gentlemen: I returned to town yesterday morning after a somewhat protracted week-end in the country with my family, only to find when I returned here that I had run into trouble with a capital "T." One of my partners who had undertaken to address you on this subject was unfortunately called out of town yesterday morning. I was told that I was the one who was elected to be "The Goat." I had a busy day ahead of me, and had but very little time to prepare anything on this subject, but I was enabled to snatch a few minutes and dictate a short address, which will not detain you very long.

I really do not know to what source you are indebted for the inspiration for this subject, namely, the reasons why your books should be audited. I will not take up your time further with any additional preamble, but will proceed to read the short paper which I was able to dictate yesterday.

Mr. Chairman and Gentlemen: As the time allotted for consideration of this subject is limited I do not propose to dwell at length on many of the more obvious benefits and safeguards obtained by the employment of Auditors, and which in themselves are so well-known to the business world that there are few, if any, successful enterprises that do not insist on a thorough audit of their books each year. I will rather endeavor to interest you in a feature of the subject which, in my opinion, is not as thoroughly appreciated as it should be and which for want of a better expression I will term.

Changing Conditions and Financial Policies

Never in the history of the world has the retail business been subjected to so many changing conditions. The war with all its restrictions and interferences, shortage of goods, transportation difficulties, labor disturbances, income tax, war tax, luxury tax, congested money markets, credit limitations, etc., each and all of which perplexing conditions assuming a different phase almost daily make it necessary for the business man to keep his finger tight on the pulse of events and continually adjust his affairs accordingly.

Primarily you are business men, business organizers, administrators and salesmen. You are not supposed to be scientists, lawyers, political economists or chartered accountants. Your first care is the operation of your business and not the study of finance, law and economics. As new conditions arise you must frequently seek advice from someone, and the man from whom the most advice is sought is the auditor. He specializes. It is his business to do so. Questions are bombarded at him from every angle. What is the interpretation of this new Act? How much must I reserve for my

last year's Income Tax? Can I pay too much by way of War Profits Tax? Can I claim an exemption here? and so on.

The auditor is called upon to study these questions from every angle and from every man's point of view. Whether he wants to or not he must perform become a specialist with a wide experience.

There is another phase of this subject which I believe is not fully appreciated by many business men and to which I would draw your attention.

From your own experience you know how frequently a man fresh on the job sees a way round what has appeared to be an in-

ELECTED TO EXECUTIVE



P. L. HIGGINS
of Moncton, N.B.

surmountable barrier and often picks up points overlooked by the man whose face is kept close to the books. It is in this capacity I believe the auditor to be of very great value. It is his business to advance constructive criticism. He is tuned up and on the lookout for the many important points which by familiarity and habit the business man is apt to overlook. Points which may affect and enhance the earning capacity of the business. Points which may indicate where drains and leakages are occurring, all of which are at the disposal and command of his client at all times.

I will now consider briefly the definite reasons why your books should be audited. These reasons naturally fall into the following five classes, viz.:

1st. The necessity for your knowing that the books are honestly kept.

2nd. That the bookkeeping work is accurately performed.

3rd. That the methods used, set forth in as complete and an intelligent manner as possible the operations of your business.

4th. That at the close of your fiscal year the statements prepared, properly show the position of your affairs.

5th. The duty each one of you owes to the public at large.

While the foregoing embodies in a nutshell both the reason and desirability of your employing competent auditors, I would not be doing justice on the subject if I did not amplify to some extent each of these particular reasons. We will consider the first, which I have purposely placed at the head of the list, feeling that the foremost desire in the mind of each individual before me is to know that his work is being honestly and conscientiously performed to the best of his bookkeeper's ability.

While employers very often feel that they can place implicit trust in certain individuals who are working for them and consider the employment of outsiders to watch the actions of such employees as being unnecessary, yet our experience goes to show that it is often, alas too often, the trusted employee who goes wrong.

In a retail dealer's business frequently the bookkeeper and cashier are one and the same person, the result being that the party in charge of your books may and often does have a free hand to manipulate the funds if he so desires, largely to his own interest. It is so easy for your bookkeeper to falsify your customers' accounts and allow many of their payments to be diverted to his own pocket.

The bookkeeper or accountant who has everything in his own hands may withhold a charge here and there, always being careful, however, to include the same in the statement he sends out to the customer. When payment is made, he merely requires to refer to his note-book to see how much of the payment has been withheld

from the books, and retain the amount for himself. You may argue, however, that where settlements are made by cheque they require to be deposited in your bank account. In this, however, you are living in a fool's paradise, as we know by personal observation how easy it has been in the past for bookkeepers and cashiers to deposit all cheques and drafts received, into their employer's bank account, many of which were merely deposited to take the place of money received over the counter and kept by themselves. Such manipulation of funds is of frequent occurrence in many offices where proper supervision by outside auditors is not made.

I would take up your time unduly were I to enumerate the many ways by which your trusted employee can divert funds to his own benefit, and still keep his books and cash in balance, but as time presses, we will have to pass on to the next point, viz.: The accurate performance of the work.

Accuracy Most Essential

You may have an office man who is all that is desirable from the point of view of honesty and integrity but who unfortunately has not been carefully trained along accurate and methodical lines. It is very unsatisfactory for you to receive statements from time to time covering your operations, outstanding accounts receivable, or accounts payable, etc., if you have a feeling that the accuracy of the figures presented cannot be depended upon. You are indeed fortunate if you have a bookkeeper who draws off a trial balance from the books every month and presents it to you invariably in accurate form. Unless bookkeepers are followed up by careful auditing they are prone to fall into careless and slipshod methods, allowing month after month to go by without testing the accuracy of their own work and as your financial year is drawing to a close, suddenly wake up to the fact that they must take off a trial balance. This being done the chances are that it will be found that the books are sadly out of balance and much valuable time is lost in locating errors and making adjustments before the desired information can be furnished you, upon which absolute reliance can be placed.

The foregoing class being so closely related to the third in the list, viz.: "the use of proper methods," I will now take up consideration of the latter. This is, you well know, gentlemen, an age of method and system. No business in these days of fierce competition can be successfully carried on in the loose and slipshod manner that many of our forefathers seemed to have been able to do business, and to a certain degree thrive upon.

The live up-to-date dealer must of necessity employ accounting methods that thoroughly keep pace with the times. It is part of every auditor's business to point out to his client all improvements and betterments along this line that he can. His business is not merely to check up in a perfunctory manner his client's work and see that it is being honestly and correctly performed, but he must at the same time see that proper accounting methods are being used and if they are not, he should immediately urge upon the client the necessity for adopting such methods without delay. It will be quite obvious to you gentlemen that the expert accountant who is going about in constant touch at all times with complete and up-to-date systems can be an invaluable advisor along these lines and materially help to pay for the cost of his, shall I say, honorarium, by the improvements, short cuts and money saving ideas that he can impart to his client.

The fifth class to which reference has been made, viz.: the desirability of having the state of your affairs set forth clearly and correctly at the end of your fiscal period should receive our attention for a few moments. After your stock has been taken and the inventory prepared, the proper closing of the books is of very vital importance. The average bookkeeper can make the closing entries of your books and bring down his balances into the new year in a manner that may be considered sufficient by many dealers. The annual closing is of supreme importance to every business man. It is the period when the most careful scrutiny of the year is required in order that the final statement prepared for the information of the owner of the business or for the purpose of laying before his banker, or in making returns by the Government, should be one that shows as nearly as possible the exact amount made or lost, as the case may be, on the year's operations as well as the assets and liabilities that existed on the date of closing. It is the business of every competent auditor to advise his client on these matters before the final entries are made for the year and give him all the advice necessary to a proper and accurate presentation of the facts. It will thus be seen that great value may be obtained by the employment of an auditor, particularly at such a time.

The fifth and last reason to which I have made reference, viz.: "the dealer's duty to the public." I use the word public in a somewhat restricted sense in this case, as it is that portion of the public comprised by the bankers and other creditors of the business that are directly interested. I assume that boot and shoe dealers as a class are not exempt more than other men from occasionally relying on their bankers for loans. At such a time the banker, if he is on his job as bankers generally are, will ask for a statement of the applicant's business affairs. Such statement if it can be produced with the auditors' certificate will naturally carry very much more weight than one simply prepared by your bookkeeper showing no verification

whatever. We are frequently called upon by different banks to make investigations into the business affairs of applicants for loans which, if the parties had been in the habit of having their books audited periodically, would have been unnecessary.

That portion of the public from which the dealers make their purchases are entitled to such protection as a competent audit of the dealer's books will afford. While your business affairs may never be questioned by the manufacturers supplying you with goods, yet it would be more satisfactory to you to be in a position to be able to point to your audited balance sheet if the occasion should arise.

It may be argued by some business men that his accountant or confidential man is likely to take offense if an auditor is appointed to oversee his work. I can assure you, gentlemen, from a long experience in auditing, that the reverse is nearly always the case. Any book-keeper or accountant who is conscientious and faithful is only too glad to have the stamp of approval placed upon his work and to know that his employer does not have to take his word for it that the accounts are honestly and accurately kept. It is a fairly safe indication that the party who resents an auditor's presence is the one who is most in need of supervision and any objection arising from such a party would be a particular incentive for the business man to employ an auditor without delay.

Accountant and Luxury Tax

I notice from your program that reference is made to the luxury tax and that a few remarks would be made in that connection by the speaker.

I hardly know what is or could be expected to be said along this line at the present time, in view of the fact that Government itself is more or less at sea, as you all know, and adequate machinery for the collection and handling of this tax has not as yet been provided.

It would be well, however, for each dealer to keep a separate record of each and every collection he makes on account of the luxury tax in such a way that ready reference can be made if necessary to any particular sale upon which the luxury tax was collected. If you keep a book in which to enter each item, it should show the name of the party to whom the sale was made, the amount of purchase and the luxury tax on same. One addition to this quick reference can be made to your regular books to the original sale if the folio in your cash book or the sales slip number is also shown alongside of the time in such book.

At the period designated for the payment of the tax, the total of the tax items in your luxury tax records can be added up and a cheque given for that amount. It may not be necessary to prepare a list of the details which to go make up this cheque, but if it is you will have all of the information readily at hand from which to prepare it.

Should your receipts on account of this luxury tax amount to any considerable sum, it might be well to keep the proceeds of it in a separate bank account in order to obviate the temptation to utilize these funds for your regular financing, which in case of a sudden demand for the tax might prove temporarily embarrassing. These remarks, of course, need not apply to parties whose sales of that nature are few and far between and who in any event have an ample supply of funds always available. In closing, I wish to thank you, Mr. Chairman and gentlemen, for the opportunity you have given me to make these few remarks on the subject in question and only regret that lack of time has prevented my preparing a more systematic and useful talk on this very important question, but I trust that even this crude and unsatisfactory paper may prove to have been useful to at least some of those present.

Double Entry Books Essential

Gentlemen, in my opinion, it is a very poor business which does not keep a set of double-entry books, and in a business of any dimensions at all they are worth taking care of by an outside, independent bookkeeper (applause).

President Fegan: I am sure we are delighted with the little address this morning, Mr. Grant. You have shown to us clearly how necessary it is for every man to keep a proper set of books, and have them properly audited.

I am now going to call upon a man from the west, who has given this Association a great deal of time. His advice has been splendid, and his judgment sound.

Mr. Devlin informed me that he had not prepared a paper, and he wished me to say that, in regard to this subject, he would only open the discussion and then leave it to you. I now have pleasure in calling upon Walter Devlin, of Winnipeg (applause).

Oh, I beg your pardon. I forgot to announce the subject. Mr. Devlin will speak on, "How Should Retailers Pay their Clerks and How Best to Secure their Co-operation?" Mr. Devlin.

This address is printed in full following the report of Thursday's proceedings.

President Fegan: We have a paper this morning by our good friend, Mr. Roland Hill, of London, on "How Best to Keep your Stock Clean." I will now ask Mr. Roland Hill to present his paper to the meeting (applause).

President Fegan: Gentlemen, I just want to say this, that the Resolution Committee are meeting in Room 4 of the Windsor

Hotel, at 1.30, and the members of the Executive of the National Shoe Retailers' Association of Canada are meeting with the Executive of the National Shoe Manufacturers' Association of Canada and the National Shoe Travellers' Association of Canada in this hall at three o'clock to see how best we can arrange matters for the progress and development of our great industry.

I will now call upon Mr. Gales to make a few announcements.

Mr. Gales: I want to say to our friend Hill, that I am glad Montreal is the clearing house for the dollar shoes. I have been trying to buy some but cannot find any.

I have an invitation from the President of the Travellers' Association. They are giving a luncheon, starting in a few minutes in the Rose Room of the Windsor Hotel, and they extend an hearty invitation to the retailers to join with them. There is a nice program going to be put on, and it will be an enjoyable event.

Now to-night is the big show we are putting on—the Living Model show. There will be girls there who have been selected by a special committee, who claim that they are good judges, and from the reports we have received they are REAL ones, so you don't want to miss the Style Show this evening. The great trouble, I think, will be to accommodate the people who are going to that show, as already the demand for tickets has been in excess of anything we have put on. It certainly will be a big event. This is at eight o'clock in the Windsor Hall. That is upstairs in the Windsor Hotel.

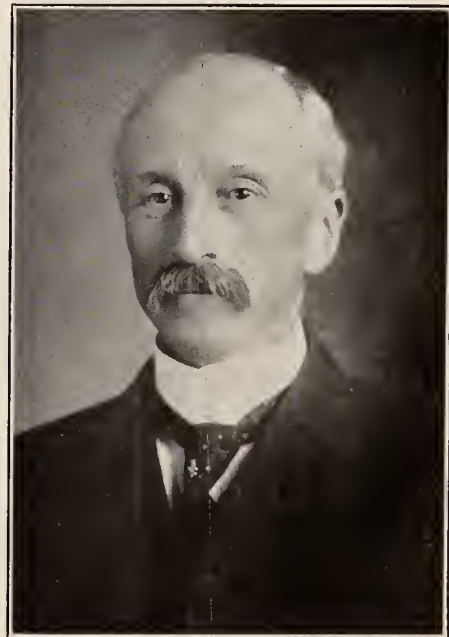
After the show is over, at eleven o'clock, we will adjourn to the Rose Room. We will have a little informal dance there, which will last until two o'clock, a nice, early hour, considering the hour some of you—I nearly said "Some of us"—got home last night (laughter).

During the dance we are putting on the musical program and the New York artists will appear in order that the ladies might see their show. We are running one or two of them at the Style Show and the rest will appear downstairs, during the intervals at the dance, and we would certainly like to see the ladies there. It is strictly informal.

To-morrow, Friday, we will have a meeting here and we will try and have our Community singer here to-morrow morning. In addition to the program which you see here, we will have an address on "Window Trimming," by Mr. H. E. Groves. This was left out yesterday.

Then tomorrow night, at 5:45, we will meet at the Hall downstairs, and we will all go to Dominion Park. A very elaborate program has been arranged down there. Supper will be served and

ELECTED TO EXECUTIVE



R. E. LESUEUR
of Sarnia, Ont.

there will be dancing, and a big program is arranged, and I am sure you will have a very enjoyable evening.

As far as the retailers are concerned, to-morrow night will practically wind up the entertainments, part of the program, Saturday being left to the Travellers.

Mr. Chisholm: Can there be any arrangement made to get the night train back for those who want to be home on Saturday?

Mr. Gales: If you will take it up with the Automobile Committee, they will see that you get back. In fact you can get back at

any time, at eight, nine, ten, eleven, or twelve o'clock or any time you want to.

Mr. Adelstein: Supplementing the information for which Mr. Chisholm asked, those of you who are going to Toronto can leave on standard time at ten and eleven o'clock. That means eleven and twelve o'clock, our time. The ten o'clock train is the long distance train and the eleven o'clock train is the North Station train. C.P.R. from Windsor Station.

Just before adjournment: The Committee have decided that all those who have coupons, it will not be necessary for you to change for the model show and informal dance this evening. Just use the coupons, as we have run a little short of tickets, and if you have not got a coupon, your badges will do. There is no other formality necessary.

(The meeting adjourned at 1:10 p.m.)

The Cost of Special Sales

F. W. STEWART Gives Statistics to Show High Expense when Continual Cut Rate Sales are the Order—Profits from these Sales are Usually Very Small

Mr. Chairman, Ladies and Gentlemen: The talk I am going to give you this morning is the result of a question which was put to me at your convention last year in the city of Toronto. In discussing the matter of expenses in connection with the retail stores, my good friend, Louis Adelstein, asked me a question which referred to the matter of selling goods at less than the regular price, and where that applied in connection with the expenses of a business. I replied that that really was a matter for an address by itself, so I have prepared this short address to you this morning, and knowing how difficult it is to follow figures when one is speaking, I have placed the figures upon these cards, and as I proceed I will refer to them. I have done this feeling that it will be easier to grasp them. I might say that the larger number of gentlemen in this room—they may not all agree with what I say—but I suppose most of you naturally know as much as I do, but there may be some younger members of the Association in the room—some younger merchants, who may gather some information from what I say, which I hope will be of benefit to them.

To concise my talk as much as possible, I have placed it on a few sheets of paper, and I will refer to the figures as I go along.

The phase of merchandising upon which I desire to speak to-day is "The results of selling merchandise at less than regular prices," as it applies to the final showing at the end of the year.

Before doing so I wish, however, to refer to the figuring of expenses and profits.

Statistics show that ninety per cent. of merchants who start in business are unsuccessful, largely for the reason that expenses and profits are figured incorrectly.

I have found that the custom is very general to figure expenses on sales, and gross profits on invoice prices. If this basis of figuring does not put a merchant out of business, it keeps him continually in a position of finding it difficult to meet his payments when they become due.

Expenses and gross profits must be calculated on the same figures, either invoice or sales prices.

Sales figures are the most desirous to use, as a merchant knows from day to day and year to year what his sales figures are, whereas it requires considerable detail work to secure invoice prices for all the units sold during the year.

The comparative result would be the same whether sales or invoice totals were used, but I want to emphasize the point that total sales or invoice prices must be used for the figuring of both expenses and profits.

I want to illustrate to you that fifty per cent. mark-up does not mean fifty per cent. gross profit—it is only thirty-three and one third per cent.

This example will show expenses and gross profits figured on sales price, basing expenses as thirty per cent. of sales:

Sales Price.....	\$12.00
Invoice Price.....	8.00
Mark-up 50%.....	4.00
Expenses 30% of sales price.....	3.60
Net Profit.....	.40 or 3 1/3%
	of \$12.00

I might say here, gentlemen, that I have had the privilege for the last two or three weeks of calling on the newspapers of Calgary, Regina, Winnipeg, and Ottawa, and also the Board of Commerce the day before yesterday and telling them about the news items which came out of the investigation which has been taking place before the Board of Commerce in connection with the retail trade in the Dominion of Canada. As you know, quite a number of you have been before this Board of Commerce, and in the newspapers the next morning you will see in big headlines, "Retail Merchant Admits Making Fifty per cent. Profit." In that chart gentlemen is his fifty per cent. mark-up, and still the newspapers will publish that, and it gets out onto the country to the people that you gentlemen are making fifty per cent. profit on your sales. I will show by

this chart that you make three and one-third per cent. profit on the sale of a pair of shoes. That is the amount that goes into your daily sales to make up your monthly and annual sales. But, gentlemen, to even make that three and one-third per cent. profit, you would have to sell every pair of shoes at the regular price. I hope that is quite clear. Thirty per cent. is your cost of doing business of your sales price. Three dollars and sixty cents to sell it, and your net profit on that pair of shoes is about forty cents. I do not think that many of the consumers would complain if they understood exactly what you get out of a pair of shoes which sell for twelve dollars and for which you pay the manufacturer eight dollars.

You will note that the invoice price, eight dollars, is sixty-six and two-thirds per cent. and mark-up; four dollars, is thirty-three and one-third per cent. of selling price, making a total of one hundred per cent. or twelve dollars.

There is no getting away from the fact that you are making a very small profit on the sale of one pair of shoes, for which you paid eight dollars and sell for twelve, with a thirty-per cent. basis of the cost of those shoes for doing business. You are not making a whole lot of money.

Basing expenses and gross profits on invoice prices the final results will be the same, as follows:

Expenses for the year having figured out as thirty per cent. of sales, we see that thirty per cent. is twelve dollars, the sale price is three dollars and sixty cents. Three dollars and sixty cents is forty-five per cent. of eight dollars, the invoice price. Fifty per cent. mark-up has been added to invoice price. The difference between forty-five per cent. and fifty per cent. is five per cent. Five per cent. of eight dollars, the invoice price is forty cents, corresponding with the net profit as figured on sales price.

This will show you that whether you use the invoice or sales price, your final results are absolutely the same, because if you have the thirty per cent. of the eight dollars, why, you do not get the same amount as you do if you take thirty per cent. of twelve dollars. That is natural. So, if thirty per cent. of twelve dollars is three dollars and sixty cents, you figure that three dollars and sixty cents is forty-five per cent. of eight dollars. I merely want to demonstrate that it does not make any difference which figures you use. You final results will be absolutely the same.

If expenses are figured on sales price, and gross profits on invoice prices, and fifty per cent. mark-up is made, and expenses are thirty per cent. of sales, the apparent difference is twenty per cent., which is what so many merchants figure as their net profits, when the actual result of fifty per cent. mark-up or invoice price and expenses thirty per cent. of sales is three and one-third per cent., as already shown.

An easy method of figuring the per cent. of gross profit being made on any article is as follows:

Subtract the invoice price from the selling price and divide the selling price into the difference, adding two ciphers to the latter as follows:

Selling price.....	\$12.00
Invoice price.....	8.00
	<u>12)4.0000</u>
	3333—33 1/3%

I will take some smaller figures to demonstrate the idea a little bit more easily. Your invoice price is one dollar, and your mark-up is fifty cents. Your selling price then is a dollar and half. Here is where the mistake is made. The difference between thirty and twenty per cent. is what so many figure is the net profit. If you take thirty per cent. of a dollar and a half, you have forty-five cents. Forty-five cents deducted from a dollar and a half will leave you five per cent. net profit on an article costing a dollar and a half, with the fifty per cent. mark-up, which is three and one-third per cent. The apparent difference is twenty per cent. So many merchants think they are making twenty per cent. and they wonder at the end of the year where the money has gone, and why it is so difficult to pay their bills, and why so many of them are put out of

business, because they figure on the twenty per cent. when the actual net profit is only three and one-third per cent.

If you desire to ascertain the necessary per cent. to add to invoice price, to give you a certain net profit, say ten per cent. and we assume expenses are thirty per cent., add the net profit to expenses, which totals forty per cent., and deduct this per cent. from one hundred per cent., dividing the difference into total per cent., expenses and net profits, forty per cent. as follows:

Expenses.....	30%
Net Profit desired.....	10%
<hr/>	
Total.....	40%
Deduct 40% from.....	100%
	40%
<hr/>	
	60%
Divide 60% into total expenses and net profit adding four ciphers.....	60)40000
	6666 662/3 %

With expenses 30% and the desired net profit is ten per cent., sixty-six and two-thirds percent. must be added to invoice price to give this result.

To prove this:	
Invoice price.....	\$12.00
Mark-up 66 2/3%.....	8.00
<hr/>	
Selling price.....	\$20.00
Deduct Invoice price.....	12.00
<hr/>	
Divide by selling price.....	20)8 00
	40%
Expenses.....	30%
<hr/>	
Profit.....	10%

These few examples are given to make clear to those who may not be figuring correctly, that to place a business in a secure financial position, and be able to cope with periods of depression, and business stagnation, merchandise must be sold at prices to cover all expenses and leave a fair net profit, as the result of the year's operations.

I wish here to give an itemized statement of expenses showing the per cent. of each making the total of thirty per cent.

These are not actual and naturally vary with different firms, but they are reasonably correct, and I believe that thirty per cent. is a fair average of cost of doing business of retail stores throughout Canada.

The expenses of some stores are less, and some higher than thirty per cent. of sales.

Itemized Expenses

Personal.....	6%	\$ 7,200
Pay Roll.....	7%	8,400
Rent.....	4%	4,800
Advertising.....	4%	4,800
Insurance.....	1%	1,200
Lighting and Heating.....	1/2%	600
Depreciation.....	3%	3,600
Transportation.....	1/2%	600
Delivery.....	1 1/2%	1,800
Bad Debts.....	1/2%	600
Interest.....		1,200
General.....	1%	1,200
		<hr/>
		\$36,000—30%

I will deal now for a few minutes with the "Personal" amount, as requested by Mr. Fegan. A man who is operating a business must pay himself a salary if he is operating his business along the proper lines. If you engaged in any other business, or were the manager of any other business, you would get a salary for running that business, and I know it is general—I was going to say "very general"—but it is general for the average retail merchant not to give himself a fixed salary in connection with his business, and I would impress upon you as strong as I possibly can the necessity of undertaking to do so. You know then absolutely what you are going to get out of that business and what that business should pay, and, as I said, if you have a business of one hundred and twenty thousand dollars a year, I would consider it would be only fair to yourself, if you drew seven thousand, two hundred dollars per year out of that business. I want to tell you gentlemen that I think that fully seventy-five per cent. of the men who call on you are making seven-thousand, two hundred dollars, or more, and surely your services in connection with the operating, and for taking the responsibility are worth as much as the man who calls upon you to sell you goods.

I would strongly impress that upon you, if you are not doing it to-day, make up your mind that you are going to draw a certain

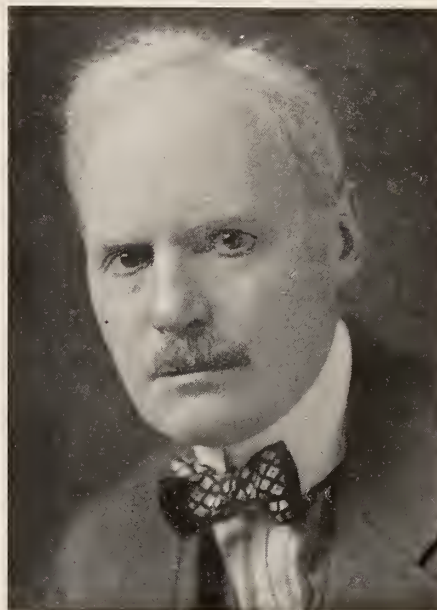
amount, just as you would pay a manager to operate that business, but be specific, and draw an amount from month to month, and I am sure that nobody will have any complaint to make, and I am sure that anybody with whom you are doing business will be satisfied to see you drawing this amount every month.

Now, the average monthly sales.....	\$10,000
Average monthly expenses.....	3,000
<hr/>	
Average monthly purchases.....	\$7,000
	6,666—66 2/3%
<hr/>	
Average monthly net profits.....	\$ 334—3 1/3%
<hr/>	
	100%
Annual Sales.....	\$120,000
Annual expenses.....	\$36,000—30% of sales
<hr/>	
Annual purchases.....	\$84,000
	\$80,000—66 2/3%
<hr/>	
Annual Net Profits.....	4,000—3 1/3%
<hr/>	
	100%

The phase of merchandising which is overlooked by many merchants is the amount given to customers during discount or cut price sales.

I have prepared figures to show what these cut prices mean in dollars, and the effect they have on the final figures, or showing, for the year.

Naturally the sales during two months of cut prices are larger than the average monthly sales for the year. I, therefore, assume



F. W. STEWART
of Montreal

that they will amount to fifty per cent. more than the average monthly sales, or fifteen thousand dollars totalling thirty thousand dollars for the two months.

The experience during these two months are larger than during other months, as those for advertising, pay-roll, delivery, light, paper, twine, etc., will be greater.

Deducting the two months' sales, thirty thousand from total sales, leaves ninety thousand dollars, to be sold at regular prices during the other ten months as follows.

Average monthly sales, \$10,000.....	\$120,000
Sales during cut price months (2).....	30,000
<hr/>	
Total sales at regular price, 10 months.....	90,000

If the thirty thousand dollars of cut price sales had been made at regular prices, the sales would have amounted to thirty-seven thousand, five hundred dollars, basing the cuts in prices at average of twenty per cent. which shows that seven thousand five hundred dollars were given to customers during the two months, which amount is an expense on the business just the same as rent, salaries or any other expense.

Now, the point which I wish to bring out is that this thirty thousand dollars bears the same selling expense, thirty per cent.,

as if sold at regular prices, and adding to this the seven thousands five hundred dollars, given away during the sales, expenses work out as follows:

Expenses for 2 months, 30% of \$30,000.....	\$9,000
20% deducted from regular price, of \$37,500..	7,500

Total expenses for two months.....	\$16,500
------------------------------------	----------

Presuming that outside of sales months there are additional goods sold at reductions amounting to \$2,500, as it is seldom that all reductions are confined to the two sales months, this would show a total of \$10,000 given away during the year, which must be added to the other fixed charges of thirty-six thousand dollars, making total expenses for the year forty-six thousand dollars, or 38 1/3%, for a total volume of sales of \$120,000, which would show a net loss of five per cent. for the year, instead of 3 1/3% net profit.

As I have shown, the total amount of reductions is an actual

expense on the business, and this item must be included in the total expenses for the year. The amount has been paid out to customers, just the same as paying rent to landlords, wages to employees or any other expense.

I do not wish to infer that it is not necessary to sell any merchandise at reduced prices.

There are always a certain per cent. of purchases which cannot be sold at regular prices. These should be sold out from time to time at reduced prices, and their returns used to purchase merchandise which can be sold at a profit.

I do, however, advocate very strongly against monthly discount sales, when discounts are given off all desirable, as well as undesirable goods, and it is against such methods of merchandising that I have endeavored to show a definite reason as to why such sales are not profitable, and which in many cases lead to disaster. I thank you.

Co-operation in the Shoe Trades

G. W. McFARLAND Emphasizes Necessity of "Mutual Confidence to Develop Individual Business to Point of Highest Efficiency."

Mr. Chairman and Gentlemen: I have been asked to contribute a short paper this morning on the subject of "Co-operation in the Shoe and Leather Trades." The subject is particularly interesting at this time and, while I felt it was deserving of treatment by someone of wider experience and knowledge than I command I was unable to resist your genial President and shall therefore ask your kind indulgence for a few minutes.

The Shoe and Leather Trades as at present organized form a very important industrial and mercantile group embracing the tanning and shoe manufacturing industries and the wholesale and retail businesses. The combined capital of this group is conservatively estimated at \$111,000,000.00. The number of people employed exceeds \$44,000.00 with a yearly pay roll amounting to approximately \$50,000,000.00. It will be seen from the foregoing figures that from a financial and economic point of view we occupy no mean position in the commercial world and from the standpoint of potential service few, if any, of the allied trades command a wider field for usefulness.

If we had at our disposal the necessary time it would be interesting to go back to the early days and trace the history and gradual development of this group up to the present time—back to the days we have heard our friend the Hon. J. E. Davis tell about when he tanned a few hides, loaded them into a wagon—not a Ford—and delivered them to customers in Toronto. I venture to say that Mr. Davis bought calf skins in those days at less than 75 cents a pound in the raw state and it is also quite safe to say that he did not realize \$1.50 a foot for calf leather. Many a poor innocent calf was sold in those days, no doubt, for about \$1.50 hide and all. My time is limited, however, and I shall not attempt to develop the subject along these lines.

The question is: "How can the various units forming the group under consideration co-operate so as to achieve their own individual aims and at the same time assist in the development of the other units to which I have referred. There is a psychological as well as a practical side to this question and it may not be amiss to consider it from both angles. You will, I think, agree with me when I say that co-operation of any kind must rest on the firm foundation of MUTUAL CONFIDENCE. If that be true then the first step in the direction of permanent co-operation would seem to be the "demobilization" of all those little devils of suspicion, distrust, jealousy, deception, greed, selfishness and all the rest of that hateful tribe. The next step would probably be a very careful examination of our PRINCIPLES for, after all, it is principle that counts in the final analysis. There are two outstanding, fundamental, principles of Nature with which we are constantly face to face—the CONSTRUCTIVE PRINCIPLE and the DESTRUCTIVE PRINCIPLE. If we are not actuated and governed by the one we most assuredly are by the other. There is no neutral ground. If our business policies and methods are constructive in the broadest sense of the term we have absolutely nothing to fear from any cause, If, on the other hand, they are destructive—well, I can only ask you to remember the fate of the Central Powers. NATURE demands equilibrium and unless we maintain that equilibrium confusion and ultimate failure must result. A survey of work conditions at the present time furnishes ample proof of this. Briefly defined co-operation would appear to be nothing more or less than a conscientious application of the Constructive Principle to our every day business life and conduct. And, gentlemen, nothing can defeat it—the final result must and will be good. Underlying all there must be genuine PURPOSE. That purpose should be to Serve. There is an ever increasing number of business men to whom business

and service have become synonymous terms—the Rotarians for example. I like their creed or motto: "He who serves best profits most." I like also the sentiments expressed in the following lines by Berton Braley recently published by the U. S. Chamber of Commerce, C. D. Washington, viz.:

"Business is Business, the Little Man said,
A battle where everything goes;
Where only the gospel is "Get ahead"
And never spare friends or foes.
Slay or be slain is the slogan cold,
You must struggle and slash and tear,
For Business is Business, a fight for gold,
Where all that you do is fair.

Business is Business, the Big Man said,
A battle to make of earth,
A place to yield us more wine and bread,
More pleasure and joy and mirth;
There are still some bandits and buccaneers
Who are jungle-bread beats of trade
But their number dwindles with passing years,
And dead is the code they made.

Business is Business the Big Man said,
But it's something that's more, far more;
For it makes sweet gardens of deserts dead,
And cities it built now rear.
Where once the deer and gray wolf ran
From the pioneer's swift advance;
Business is magic that toils for men,
Business is true Romance.

And those who make it a ruthless fight,
Have only themselves to blame;
If they feel no whit of the keen delight,
In playing the Bigger Game.
The game that calls on the heart and head,
The best of Man's strength and nerve,
Business is Business, the Big Man said,
And that Business is to SERVE."

That "dead" code or creed to which the author refers is the rock on which the world was well nigh wrecked during the past five years. But co-operation, gentlemen, saved it and that is the power that must save us from all the industrial, political and religious strife at the present time. The war has furnished us the greatest example in history of the DESTRUCTIVE PRINCIPLE in operation on the one hand and the most magnificent example on record of CONSTRUCTIVE CO-OPERATION on the other. It is up to us to apply these lessons. To attempt to side-step them is a reflection on our common sense and good judgment.

In dealing with the practical side of the question I presume we may start with the tanner. When we poor manufacturers think of the tanner we instinctively raise our hats. He looms up before us in our day dreams with bulging pockets and a placid expression that would drive less saintly mortals to profanity. But when we meet him face to face and listen to his tales of poverty occasioned by the exorbitant price of hides and tanning materials and the "skinny" price he receives for his leather we timidly consent to another advance and in our mutual grief we damn the Hide Man who is, of course, responsible for all the evils of the trade up to this point.

Seriously, gentlemen, we owe something to the Canadian Tanner for his splendid co-operation during the war. There were times when he could have sold his products abroad at higher prices than he sold for in his home market. But he like the Shoe Manufacturers chose the wiser course and looked very well after his domestic trade—as well as it was possible under the trying conditions existing at that time. Had he not followed that course there would have been a much greater shortage of footwear in many lines than there was during the war period. That was practical co-operation—and it was good business on his part.

There is another way in which the tanner co-operates with the manufacturer. He takes our orders and he takes mighty good care that we take his leather. At mention of the word cancel a blank look envelopes his countenance—it is as though we spoke a foreign language. The word cancellation does not appear in his dictionary. Now that does not sound like co-operation does it? But when we come to analyze the matter carefully and fairly it IS, because it tends to greater stability of trade as between these two units. When you remove the element of stability business becomes a nightmare and a burden. That "scrap of paper" notion applied to business will sooner or later wreck any business effectually as it has wrecked Empires. It is DESTRUCTIVE wherever applied.

The Tanners' Chance to Help

The tanner can further co-operate with us by making a more careful study of the requirements of the shoe trade and adjusting himself in so far as possible to take care of it. I venture to suggest that he should make an effort to supply his home market with every kind of leather that is at present being imported into Canada. We must recognize the fact that there are limitations here, but there are also great possibilities. It is very gratifying to know that a move has already been made to supply the Canadian trade with Canadian tanned Kid leathers. What is our attitude going to be toward such ventures? How many of you gentlemen in the retail business are going to demand of the Canadian manufacturer Canadian tanned leathers in the shoes you buy? If you demand it the manufacturer will supply it. It will be distinctly to his interest to do so. Here is a splendid opportunity for an all-round co-operation, the result of which will be the building up of other Canadian industries. Let us put aside all foolish prejudice and settle down to real team work. The possibilities are beyond computation. We have no brief for the tanner, gentlemen. Moreover, as you will you cannot outflank him, but he is a very essential part of our group and is in a position to render invaluable service to the trade generally. We must, therefore, be good to him. If he has in the past been harboring any secret sins, such as tacking on a little excess profit, let us hope that he will speedily repent and lend us his fullest co-operation in making the shoe business of Canada greater than we have yet dreamed possible.

The manufacturer comes nearer to you, gentlemen, and I am sure you have the most kindly feelings toward him. That is only natural, for he is your humble servant—your devoted slave. You give him an order and he smiles and is grateful. In anticipation of receiving that order he has had the courage to go into the market—that treacherous "Dismal Swamp" and buy leathers and all other kinds of material necessary to complete it. He is a creature of profound faith. Knowing him as intimately as I do I can vouch for his sincerity of purpose, his untiring efforts to co-operate with you in every possible way. He very often takes big financial risks that you may be assured of a continuous supply of his products. It must be gratifying to you, gentlemen, to know that he reposes such unbounded confidence in you. At times his whole capital is in your hands plus large sums he has borrowed from his bankers. You and the wholesaler represent his only outlet for the product he manufactures. When you fail to him there is disorganization and loss. Ultimately that loss must be made up and a part of it at least becomes your loss. There is room here for the most effective co-operation. Buy judiciously and then religiously take delivery of your orders. It is a great hardship to the manufacturer who has to purchase his raw materials so far ahead to have orders cancelled after they have been put in process. It is equally unjust for the manufacturer to cancel an order on a rising market because he can sell the goods to better advantage. I submit, gentlemen, that no difficulty can arise between us that cannot be more easily overcome and adjusted by healthy co-operation than by trying to side-step our responsibilities and throw on other shoulders the burdens that are rightly our own.

In this period of readjustment of which we hear so much it is a foregone conclusion that we cannot all escape some measure of loss, and we should all be willing to bear our just share, and, where necessary, assist each other in every possible way to bear out burdens. The manufacturer will welcome the closest possible co-operation with you. We need you; you need us—and we both need the tanner. Our factories are in a very important sense your factories and should be treated as such. We are all in a very vital way partners in the same big game, and what the future holds for us is very much of our own making.

Just here, Mr. President, I wish to offer a suggestion—that is that the Tanners', Shoe Manufacturers' and Retailers' Associations

appoint a joint committee from their respective Executives to meet periodically for free and frank discussion upon all matters pertaining to the welfare of the group. I may be visionary, but I cannot help feeling that such a committee could render valuable service to the trade as a whole and pave the way for intimate co-operation. I am firmly convinced that if we made a more careful study of each other's problems ways and means could be devised to avoid misunderstandings and overcome many of the so-called trade evils. In this field alone the proposed committee could do a great deal of constructive work.

Once more, and in a very big way, you can lend your co-operation by talking Canadian made shoes at every opportunity. It has cost a mint of money and tireless effort on the part of the manufacturers to bring the Canadian product up to its present high standard, as evidenced in the sources of splendid exhibits in this building. When you return to your respective businesses think of this show as your show, of our factories as your factories, of the tanner and the shoe manufacturer as your partners and then try to imagine yourself advertising and recommending your customers to buy shoes NOT made in Canada. It will be simply impossible. As good patriotic citizens you would blush for shame at the very thought of doing such a thing. Get enthusiastic over Canada and Canada's products, and then watch the development.

Now, gentlemen, I have no doubt you will think this all very one-sided and that we manufacturers belong to that school that see only the mote that is in the other fellow's eye and overlooks the beam



G. W. McFARLAND
of Brampton, Ont.

that is in his own. This, however, is not the case. We recognize the fact that we have many, very many, shortcomings and we believe you can help us to overcome them in a great measure by co-operating with us in everything that concerns the interests of our group.

In closing let me say that I greatly appreciate the honor your Committee has shown me and I thank you for the very kind attention you have given to my humble effort. It is a great pleasure to meet such a large and representative body of Shoe Retailers, and on behalf of the Ontario Shoe Manufacturers' Association I extend the most cordial greetings and good will. We wish your organization continued success and to the members of your Association I would like to say, "Be loyal to your officers and give them your undivided support—in other words co-operate."

In conclusion, Mr. President, I wish to thank you for the honor you have shown me in inviting me to give this little paper, and I want to say just a word to the members of the National Shoe Retailers' Association of Canada, and it is this: Stand behind your officers. Perhaps they will have views sometimes which you will not always agree with, but nevertheless, stand behind them. There is nothing in the world that will spell progress more clearly than the solid co-operation of the members behind their officers.

I want to convey to you the congratulations of the Ontario Shoe Manufacturers' Association, of which I have the honor to be Chairman. We wish you God-speed in the work of your Association. We hope to have an opportunity of getting together with you, and, Mr. President, if my suggestion is worth anything at all as to the Committee of which I spoke, this might not be an inopportune time to deal with it. I thank you (applause).

How to Pay Your Clerks

W. R. DEVLIN'S Informal Address Starts Spirited Discussion on Best Methods to Use to Get the Greatest Results from Employees

Mr. Devlin: Mr. Chairman and Gentlemen: This is quite a subject. Our president did not tell you that I positively refused to write a paper on such a subject as is announced on the program. He did write to me for suggestions for the program, and I jotted down a few and wrote to him so that the Executive could consider them. He came back at me with the suggestion that I had been selected to write a paper on one of these subjects and present it to you to-day. I wrote to him and told him that I felt very much like the darkey who had been asked to change a ten-dollar bill. The darkey thanked his questioner for the compliment, but declined, of course (applause).

Now, gentlemen, this is a big subject. I can probably best give you the solution of the problem in a general way in a very, very few words. I can answer the first part of that subject, "How to Pay Your Men," by one word, "Well." (Hear, hear). Pay them well. I told a gentlemen yesterday when we were discussing this question that I know a merchant in the West who has two or three clerks who, while they do not come to work in their automobiles, at least drive their own automobiles. I know, too, of a shoemaker who also runs his automobile, and has two farms within ten miles of the town in which he lives. So I say, generally speaking, we can answer the first part of this subject by saying, "Pay your clerks well."

The second part of the subject is how best to secure their co-operation. I would answer that in only a very few words, and those words are, "Practice the Golden Rule." Practice the Golden Rule, gentlemen.

We heard last night from various speakers, and we were charmed with the address of the Rt. Hon. Sir George Foster, when he told us merchants, manufacturers, tanners, and so on to "Get together." We have heard this morning from Mr. McFarland, who gave us a great address on co-operation, and I would say in connection with this answer to the second part of this subject, "Practice the Golden Rule." Take it into your own store and practice co-operation. Use the "Get Together" idea with your men; know your men.

I remember some years ago I found that I was getting into a rut, and I saw that I was weak in one point in the matter of bossing my clerks. I went to a friend of mine whom I thought might be able to help me out, and I told him that was one of my weaknesses, and asked him if he could suggest anything that would help me along that line. He said he would bring me down a book. He brought down the book—a very small affair. It was entitled, "How to Boss Johnson." I read that book, and it was certainly very beneficial, and while I am not able to supply you with that book, still, at the same time, I want to give you the advice the book gave to me, and that is, "How to Boss Johnson"

Learn to Boss Yourself

Now, gentlemen, "Johnson" is right here (indicating the speaker). Learn to boss yourself, and then you can boss your men and get their co-operation by getting together and using co-operation. That is the answer to this question, gentlemen, in a general way.

I know the intention of the President was to have this question answered in a more detailed way. Well, for that, you will have to go to somebody who is higher up the ladder than I am. It is a big question, and I think is a question which every individual merchant will have to answer for himself. Conditions are different in different parts of the country; conditions are different in the various cities. We have a merchant on one street doing a high-class trade, possibly handling nothing but men's shoes. The percentage which he will have to pay to his clerks may be a little higher than the man around the corner who is catering to a medium class trade, and for that reason, I say that it is impossible for anybody to get up here and tell you that a certain plan is the best plan of paying your men. So that I say the problem is for the man himself, and much depends on the class of trade he is catering to, and the class of salesmen he requires to look after that trade.

I might say, however, that in dealing with this question in my own store, one matter confronted me a year ago, at least at the beginning of this year, and that was considering the advisability of paying salaries and commission, and I may say that this commission business may be all right in some stores, and it may be the best thing in some stores, but I decided it was not the best thing in mine. However, I did not discard the commission end of it altogether. I have three men in my store who are doing their work. One dresses the windows, writes the advertising cards (that is, the window cards) and is a very valuable man along that line.

I have another man who is the stock man. And another who is the man on the floor, and who does considerable selling as well. Now I cannot very well pay these people the same as the others and expect that they will sell as much goods, but I figured out that the

average cost, as shown here to-day, was seven per cent. and I figured my cost for selling goods to the salesmen was seven per cent. and I said to the man who dresses the windows, "I will give you —roughly speaking, I don't remember the exact amount—but I said, "I will give you fifteen dollars a week"—or "I will give you so much a week, and fifteen dollars of that will be for dressing the windows, and then we will figure up at the end of six months what the balance is. I made it six months, because I do not think three months a good average, for the reason that perhaps you will have three poor months and then perhaps the next three months will be good months. That caught the man who dresses the windows. He had been "Johnny-on-the-spot" ever since. He is not downstairs writing cards, when he should be upstairs looking after that extra percentage for making his sales. I treated the stock man the same way, and the man on the floor is following along.

Clerks Like Straight Salary

As I said, in my case, you may extend the commission part of it very much further, and find it works very well, but in discussing the matter with the clerks, I found that they were going to be a great deal better satisfied if we gave them a straight salary, and pay them every Saturday night.

I have just a note or two here in connection with securing the co-operation of your clerks, which I want to give to you because I feel proud of it. It is this: Get together: take the clerks into your consideration. Why? Because you are educating them up to be "merchant princes of Canada" in the future. You had the opportunity of listening to one of our western merchants here yesterday morning. Somebody downstairs brought this speaker to me in the Fair downstairs, and said, "Mr. Devlin, shake hands with so-and-so," and he said, "I know Mr. Devlin for a good many years; I worked for him for seven years." You had the pleasure of listening to him yesterday morning. That is the kind of people you have in your stores. We must bear in mind that we are bringing them up as merchants; they are not, as was said this morning, slaves. So, I will say, "Get together; be human; know your men well."

I could tell you something else in connection with that same individual, but it is a little too personal, but when I first had him in my employ I did not know him very well. He used to carry my key, and so on, and I made it my business to get better acquainted with him, and I found that my key was as safe in his pocket as it was in my own.

Gentlemen, if you pay your clerks well and treat them well, you will get their co-operation, and if you are observant you will notice whether they are giving you satisfaction or not; whether they are earning their money or not, and it is a very easy matter, if you get right to the top of the ladder in salary, to readjust the matter of salary, or (if they are not giving you satisfaction) to reorganize your staff.

Thinking Necessary to Success

I do not think I will inflict upon you any further remarks on this subject. As your president has told you, I consented this morning simply to open up the discussion, if you see fit to carry it on, but, as I said before, these are matters which the individual merchant must settle for himself, but I want to tell you this: that to arrive at a conclusion as to how to become a successful business man, or a successful shoe retailer, you must think. This same party, to whom I referred as the gentleman who gave me the book on "How to Boss Johnson" also gave me another little book entitled, "How to Think," and that book also has been very beneficial.

I was attending a meeting one evening where one of our distinguished preachers was trying to illustrate and who, in fact, did illustrate very effectively the power of thought, by saying it does not make any difference what you go into—that is your business, and of course, you are trained to think along that line of your own industry more than others. It does not make any difference how big a subject is, there is a way out of it, and this preacher, in order to illustrate that, quoted a certain individual who said that if he was enclosed in a room 12x12, with a granite ceiling, with granite walls about him, and a solid granite floor beneath him, that he could at least think, and no doubt he would be able to think his way out of it. And so it is, gentlemen, with our own little problems, and especially the ones we are considering at the present time—we must think the best way out of them for ourselves. I sincerely thank you, gentlemen, for your attention. (Applause).

President Fegan: We have not had a better paper prepared at the convention than this impromptu address given to us this morning by Mr. Devlin (applause).

Now, gentlemen, the matter is open for discussion, if you so see fit. Are there any persons here who are desirous of telling us how

they pay their clerks or how they best secure the co-operation of the clerks? If so, we will be glad to have you get on your feet and tell us at once.

Question of Spiffs

Mr. Viau: Is it a good system to give spiffs to your clerks to get rid of your old stock?

Mr. Devlin: I should like to answer that question, Mr. President.

President Fegan: Certainly, Mr. Devlin. Answer Mr. Viau's question.

Mr. Devlin: I will answer that question right away by saying this: and this may be interesting not only to you shoemen, but I believe it may too be interesting to Mr. Stewart, who has this kind of thing in hand—I believe in spiffs. There are different ways of giving spiffs. Some have the bone-yard and the spiffs go in there, that is they run twenty-five cents, fifty cents, seventy-five cents and a dollar. I think that is a very good idea, because very often you can get rid of a whole lot of soiled goods by offering the clerks a spiff on them, and do it better than by offering a pair of boots that cost eight dollars for three ninety-five, or something like that. What I do with these spiffs is this: A great many years ago I co-operated with Harvard University and their Bureau of Research was charging spiffs up to salary for selling the goods. I did not. Why? Because if I take a twelve-dollar shoe and put it down and put a spiff on it, I am selling that shoe for a dollar, so that the end of the year I took that off my turn-over, which is nine dollars on that pair of boots and not ten dollars. I did not charge that up to expenses.

Mr. Adelstein: May I be allowed a word on the matter of spiffs. I am not going to answer the question whether it is advisable to give spiffs. That has been answered by Mr. Devlin, but I will illustrate the system which I have adopted latterly on the spiff question. It has been the custom among all merchants in the last year or two when we received certain lines of merchandise which we purchased at higher prices than the merchandise of the same line which we had in stock, that in order to arrive at a selling price of that merchandise, as you are aware, we had to form or find some kind of an average price. What we did was this. After we had formed or found out what the average selling price was on that particular line of shoes, we put that price on. Now, to prevent the salesmen giving preference to se shoes that just came in over the same line which we had in stock before we put the new line in, we put a spiff on that shoe or on those shoes that have been in stock the previous season. To illustrate that point more forcibly, so that you may understand me rightly, I will have to bring in something else. We use a serial number for every line of shoes every season. That is, not for every line, but for all shoes. We started out by using the letter "A" one season, and the following season we used the letter "B" in conjunction with our stock numbers.

When serial "B" came in, and we priced that shoe and sold it, say, twelve dollars, and the shoe of serial "A" we had to price to sell at eleven dollars the previous season, in order to give the salesman some kind of an inducement to sell serial "A" in preference to serial "B" we gave them a spiff on serial "A", on the same number. I hope you get me right. We have continued that for the last couple of seasons and in conjunction with other systems of spiffs which we used, we can say safely that we have a clean stock of shoes that will compare favorably with any other member of the Association—or in fact, with any other retail house in Canada (applause).

President Fegan: Gentlemen, are there any other members present who desire to say a word on this subject?

Mr. Sproule: I would like to ask Mr. Devlin one question

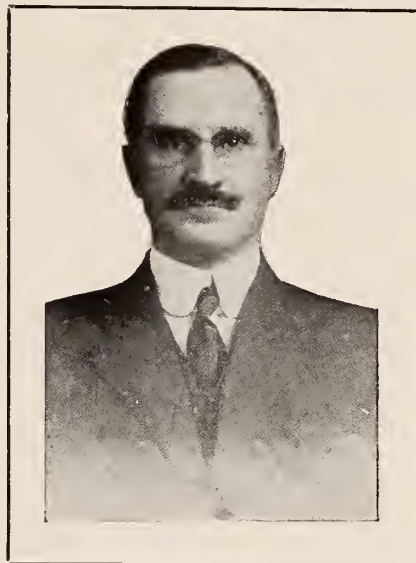
referring to the words he used, "Pay well." I would like to ask him if he can afford to pay his clerks well and only give the entire staff one per cent. of what he himself pays?

Mr. Devlin: I am afraid the gentleman did not understand me. Mr. Stewart's remark concerning six per cent., I presume, is what you refer to.

Mr. Sproule: Yes.

Mr. Devlin: Yes. He used six per cent. for the boss. I use seven per cent. for the clerk. The difference is this. The manager gets his six per cent. of all which the clerk sells. The seven per cent. is merely on the cost of the selling of the goods. Now, you see here (referring to cards used by Mr. Stewart), is the pay roll. Seven

VICE-PRES. FOR MANITOBA



W. R. DEVLIN
of Winnipeg

per cent., Mr. Stewart has it. Six and seven. Now, six per cent. is on the turn-over of one hundred and twenty thousand dollars.

Mr. Stewart: That is the individual personal drawing by the proprietor.

Mr. Devlin: Yes, but this is on the pay roll, the clerks and the book-keepers, and that sort of thing. That is why I divided up the three clerks of which I previously spoke, and last year it amounted to about seven per cent. Harvard University finds that their expense for actual selling of goods is not quite seven per cent.

Mr. Stewart: Am I to understand that the seven per cent. includes everybody employed in the store?

Mr. Deacon: Do you keep a record of what each clerk sells?

Mr. Devlin: The cash register shows that.

Mr. Deacon: I presume you paid the seven per cent. on the total sales at the end of the year?

Mr. Devlin: Yes.

How to Keep Your Stock Clean

ROWLAND HILL Gives Some Practical Advice on How to Increase Turnover and to Keep Slow Moving Stock off Your Shelves

Mr. Hill: Mr. Chairman and gentlemen. You need not worry because I do not intend to keep you very long, but I received one of those circular letters from our Secretary, asking for suggestions for subjects for the convention, and I sent in two or three, because I had an idea of looking for help on those lines myself, but in a little while I got a letter back saying that I had been allotted one of these subjects to write a paper on. Of course, it was a subject upon which I had wanted help myself, and I was a little taken a-back, and still, so it may be a matter of general interest and may open up the discussion, I will read the paper I have prepared, and if you think it worth while to follow it up, all right.

Speaking in a particular way, I asked for the best method of keeping the stock clean, and then it was thrown back on me to give suggestions along that line. I do not know whether I can do that or not, but I have had some experience in this matter. I have been looking after shoe stocks for a little over forty years now, and I have

got a clean stock too,—I think just as clean as any stock belonging to a Montreal man (applause), and perhaps sometime in the near future, some of you gentlemen, or all of you, for that matter, may have the opportunity of coming down and looking it over, and I assure you that I will be very glad to have you at any time.

I will now read what I have prepared.

Some Good Methods of Keeping Stock Clean

Speaking in a broad way the solution is eternal vigilance in the buying and in wide-awake methods in disposing of the goods bought.

As to buying it is necessary to have an accurate classified record of goods in stock and of goods already on order, that there may be no duplicating of lines. It is necessary to keep in touch with what your trade demands by personal contact with your customers and with your salespeople. It is necessary to read the trade journals

that you may keep in touch with the trend of styles and anticipate the demand.

If you can do this correctly and have the proper assortment of sizes in each line you have solved the problem. But because we often overbuy or Dame Fashion fools us on a few of our would-be "leaders" we have to use methods to keep the stock moving.

Because dead stock eats up the profits, we seek to find out which are the dead ones. We do this with a card system. Each new line is given a number and entered on a separate card, where the lines' complete history can be recorded.

We can tell at any time how a line is selling by reference to this record combined with a quickly taken memo of the stock in the shelves. I may say here that we have not yet seen the advisability of keeping track of each individual pair of sizes each day. I could see how it would be useful in a specialty store, but in our stores we have a general trade and have in use approximately 750 of these cards outside of the rubbers which are not listed in this way.

Each salesperson is allotted a certain department to care for and a pride in keeping the stock fresh and clean is encouraged. They are asked to report slow sellers also shown samples and encouraged to give suggestions at times when the buying is done for their department.

We try to keep our lines down to as few makes as possible and when we change from one make to another we can often fill in the new line with one already in stock. This applies of course to staples. We use our own labels and stock boxes out of which we sell. This always has a uniform clean appearance, the shelves being built to fit standard men's and women's cartons. For Misses' goods we use Women's size cartons and do the same for Children's, sometimes in the very small sizes putting two pairs in a box. The same rule applies to Men's, Boy's and Little Gent's.

When we find that the sale of a line is slowing up we do not hesitate to put on "P.M.'s" We trust our employees to do the right thing with each customer in every case and find that this can be done and a greater interest taken when we thus encourage the sale of lines which would otherwise remain unasked for.

Then we have "Dollar Day" in our city twice a year (February and August). On these days we hang up the real sale stuff at very low prices, sometimes adding a good, clean line to keep up the assortment. Dollar Days are now the biggest selling days in our year's business and help us much in keeping our stock clean.

What can't be disposed of in this way we sell at any price we can get for them to job lot dealers who call from time to time and take the goods out of town.

At special times we put on sales for a week or so, but never make general reductions, believing it far better business to make a real sacrifice on lines we wish to get rid of than to make any reduction on goods which we have to replace.

President Fegan: May I ask what you mean by the "dollar days?"

Mr. Hill: When it was first started it was used by the merchants in the smaller towns not far from us—I forget just which town it was—but it was started by a number of merchants in the town getting together and cleaning up the odd lots. This was generally held in February and August, about the beginning of February and the beginning of August. These merchants co-operated, and they advertised together in the newspapers, which were at their back and they would organize a little advertising scheme and send these advertisements out broadcast through the country, and through different newspapers, and advertised in every way they could, and each merchant advertised a certain line. Each merchant was supposed to put in what he could sell for a dollar, but as time went on, we thought it would be better to advertise and add other lines to the old original idea of selling what we could for a dollar. We do not price our goods \$1.98, but we give them shoes at \$1.90, \$2.90, \$3.90, \$4.90, \$5.90, and so on. We go over our stock carefully a week or two before the sale and decide on what we want to sell. You all know the sales idea. Supposing, for instance, you have a stock of fifty thousand dollars. You would need that to carry on a business of an hundred and twenty thousand dollars. If you were to go over that, no matter how carefully you have bought, you can pick out ten thousand dollar's worth and yet have a good assortment—probably as good as with the fifty thousand dollars. You would have a good assortment of odd numbers.

That was the idea—to reduce the stock. And in this plan we have met with considerable success.

Mr. Forbert: Where does the dollar come in?

Mr. Hill: That was the original idea, but we have given up that idea now, but the name still attracts attention.

Mr. Forbert: Would you put on a dollar or take a dollar off the old stock?

Mr. Hill: Some stock could stand that. We do not have to take a dollar off every pair of shoes.

Mr. Deacon: Do I understand you right that no matter what a pair of shoes cost, you sell them for a dollar?

Mr. Hill: The first idea was to take off some of the old stock that could be sold for a dollar, but, of course, we did not advertise it very much that way.

Mr. Viau: Is it not a question of fraudulent advertising by advertising a "Dollar Day?"

Mr. Hill: No, because we gave the people a list of the bargains we have to sell, and in many cases the number of pairs we have to sell, the sizes we have in that lot. We publish that list and say there is a line we have to sell, and our regular stock is not touched at all. I think it is a success.

Mr. Chisholm: I think "dollar" is substituted for "bargain." Where you used to say "Bargain Day" now you use the expression, "Dollar Day?"

Mr. Hill: Just so. Gent's Furnishings, Dry Goods, Grocers and perhaps some others can use the "Dollar Day" idea. They pick out two or three lines for a dollar, or pick out an assortment that makes up the dollar's worth.

I may tell you gentlemen another thing. When we pick out a thing like that we pick it out because we want to sell it. It never goes back into the regular stock again. We had one sale when we celebrated our twentieth anniversary. I worked for one man for twenty years and then decided to go in for myself, and we celebrated the twentieth anniversary of my start in the shoe business. This was something out of the ordinary and when we have a sale, people sit up and take notice. We never make a reduction of the stock but we pick out the lots we want to get rid of, and sell them. That is the only thing. Of course, we often get sales from people who come in that way for our regular goods, but we generally try to sell them what we want to sell. That is, those special bargains. At special times we put on a sale for a week or so, but we never make any general reductions, believing it better to make a real sacrifice occasionally on lines which we wish to get rid of, than to make a reduction on goods of which we have a surplus. We stick to that.

Mr. Stephens gave us some very interesting data this morning on that. I thoroughly enjoyed the discussion, because in many instances it bore out my own ideas. (Applause).

President Fegan: This has been a mighty fine address delivered by Mr. Rowland Hill, and I can assure you gentlemen if you pay Mr. Hill's store a visit at any time, you will find that he really does as he says in his paper, and keeps his store clean. It's one of the nicest, cleanest stores it has ever been my privilege to go into (applause).

Now, gentlemen, we were to have a paper yesterday entitled, "How to Keep Tab on your Stock," by Mr. S. McCall, of the McCall Shoe Company, Toronto, but unfortunately Mr. McCall is kept away by illness, but he has sent in his paper, and if there is no objection, we will consider his paper as read, and incorporate it in the minutes.

Stock System and Turnover

1. To begin to keep a record of your stock and its movements it is necessary to keep segregated the different kinds of the leather and then set apart for each kind certain numbers, adequate to take care of sufficient lines of each kind of leather.

2. For instance, beginning your Men's Department at the front of your store at one side and begin with your kid boots at No. 100. Leave say up to No. 125 to take care of your kid boots and then follow with your patents, gun-metals, box kips and heavy goods. Then your tan calf, tan side leathers followed by your kid oxfords. Then your patents, gun-metals and tans. Follow this by your white goods, boots first then oxfords. Then your Romeos in black followed by Everettes and Operas. Then your tan Romeos, Everettes and Operas, then your felts.

3. Your boys' department in the same manner, shortened up some because of a smaller number of lines carried. Your youths in like manner. Then your little gents.'

4. Be careful to leave sufficient numbers to take care of as many lines as you may require, for before you are through you will be using four figures and it is as easy to write seven thousand as two thousand.

5. After having laid out all your numbers for your Men's, Boys', Youths' and Little Gents' Departments, begin on the Women's side of your store say at No. 1500. Classify your goods as in the Men's beginning with your Black Kid and then your patents, gun metals, tans, whites, etc. In the case of women's I would advise keeping your button boots in each kind of leather separate from the lace. Follow up with oxfords, using same classification as to colors in order already given. Then your pumps in the same order. Follow strap slippers, Buskins and Felt goods in the order named. Continue with your Misses' and Children's down to the soft sole ones.

6. Having thus laid out your numbers begin the marking and complete each class of leather before proceeding to mark another so that any error of judgment in the numbers may be rectified without difficulty.

7. The numbering completed and your sheets all ready, which I prefer to cards because of greater convenience in handling large numbers, ruled so as to permit a small square in which you can draw three strokes without crowding.

8. Begin to enter your stocks on the sheets, putting one short stroke in pencil for each size of shoe and stock. Go through your entire stock and have one pencil stroke for every shoe in your store.

9. Just a word here about your sheet. It should be of sufficient length to take a complete run of losses from 0 to 13½ and should be sufficiently large to take the description of the shoe listed, the maker's name, the last if you so desire, the terms of purchase, the number of pairs on order, the number of pairs received, date of

receipt, date checked, cost and selling price and any other data which you deem necessary.

10. Now your stock is all listed and you have begun to sell out of your listed stock. Your sales check must bear a number of the shoe sold, the size and width if you wish and the selling price. As far as the system is concerned nothing more.

11. At the close of the day's selling or the first thing on the following morning sales checks are segregated and put in the order your books are arranged in and your system book or books. I prefer four or five books. One for Men's, Boys', Youths' and Little Gents'. One for Women's, one for Misses' and Children's and one for Rubbers and Tennis Boots. Your book is open at the first number as shown by your sales check and with red ink mark two or three times across the pencil stroke and immediately enter the number of the shoe in your order book if you wish to re-order from your wholesale or your own warehouse.

So continue until all the sales of the previous day have been taken from your stock book and re-ordered.

12. Now every pair of shoes going into stock must be added and every pair sold must be deducted. Use an invoice and put on it the number of your shoe and the size. Choose between the two methods of charging all goods at retail price or at cost.

13. All goods received are checked as to proper sizes being sent from factory, for as soon as they come in they are listed.

14. When your checking of your stock is done regularly a pair missing is immediately caught. You know if a pair is gone.

15. You know without any guess work how many pairs of any line have been sold in a stated time.

16. System helps buying.

17. Do not expect a system to work itself. Be sure it is good and work it.

18. Do not expect your system to catch a thief. It will not, but it may form the missing link in a chain of evidence that will stop a leak.

I would keep a separate book to take care of all rubbers and tennis goods and I would have a prefix or affix as a part of the rubber

number so that the sales checks for rubbers and tennis goods may be easily segregated from leather goods sales checks. For instance, begin your men's rubbers at No. 100R and your mens' tennis goods where you leave off your rubber goods, say 200T for Tennis and so on throughout your Boys', Youths', Little Gents', Women's and your entire stock.

Findings

If you deem it necessary to list up your findings use the numbers below 100, because you start your Men's number at 100.

21. A five dollar bill left on your shoe shelf is as good two years after as it was when you left it there. Not so a pair of shoes, and yet how many spend money and time in working elaborate bookkeeping systems to take care of the dollars: in fact the law says you must keep books to show how your dollars are taken care of, and yet many of us will invest five dollars in a pair of shoes and put them on a shelf and leave them there for one, two or five years, when the value of a pair of shoes drops very rapidly after being in stock six months. Why not take care of the things that perish more than a five dollar bill that does not?

Stock Turnover

22. Recently my attention was called to a certain line of Women's Oxfords in our stock which we bought from a jobber on May the first. We started with one pair of a size from 2½ to 7 for each of our three stores. Thirty pairs in all at \$4.25 per pair, an investment of \$127.50. Retail price \$190.50. On June the fifteenth, that is forty-five days later, we had sold seventy-two pairs for \$457.20, a turnover of 2 1-3 times on selling price. Systematic handling of your businesses enables you to concentrate on the good lines and make them go stronger and shows up the weak lines and compels moving them at some price.

Time Required

23. I figure one girl in an average of one hour per day could take care of a stock of \$10,000 turned four times in a year, or a \$40,000 business.

Last Day's Convention Proceedings

Election of Officers, Resolution Report—Talk by A. L. EVANS,
President of Retail Shoe Salesmen's Institute of Boston, Mass.

The final session as held Friday morning at 9.45 a.m.

President Fegan: Will the meeting please come to order? I will ask Mr. Evans, of Boston, to say a few words to us this morning. We were to have a paper from Mr. Evans on "Retail Shoe Salesmanship" on Wednesday, but his train was late in arriving at Montreal, and he addressed the clerks in this hall on Wednesday evening. At this time we will be delighted to have Mr. Evans say a few words to us. Mr. Evans, of Boston.

Mr. Evans: Mr. Chairman and gentlemen, I am sure that my loss in arriving so late on Wednesday as to be unable to talk to you on the subject of "Service in your Stores" is your gain. However, it is a pleasure this morning to stand before you, to a certain extent, as the representative of your friends in the United States, to say a word of congratulation on the wonderful Convention and Exhibition and Fair. In every respect and aspect your convention is wonderful. You know we had a convention in Boston in January which we thought was nne, but in many respects your convention has exceeded the one which the whole of our country put on in Boston. (Applause.) I would not render myself odious by making any comparison, but that I can say with a whole heart, and I know it is true. Anything I might say to anybody in Canada by way of good will, good cheer, or good fellowship might be considered as being in the light of comparison, and might not have the same value if coming from some one who has as deep a sentiment for Canada as I have. I call myself a "stepson of Canada." Forty years ago my father and mother came to this side of the water from England and settled in Montreal. I have a little baby brother who is buried in the soil of Montreal, and to that extent the soil of Montreal is sacred to me.

Incidentally, I think it is news to you, that my father was a travelling shoe salesman in Canada forty-five years ago. He represented a concern which had its plant in—I will pronounce it St. Hyacinthe—is that right?

Mr. Viau: Yes, that is correct—St. Hyacinthe.

Mr. Evans: Thank you. I have discovered that the spelling of the words in the French-Canadian fashion has no relation to sound. (Laughter.)

However, my father represented that plant at St. Hyacinthe. I think the plant is now owned by the Ames-Holden-

McCready Company. The plant as it exists to-day is not the same plant, because I remember my mother telling me of the burning of the entire town of St. Hyacinthe, and perhaps there are some of you here who can remember what that big fire took place. When that fire occurred, my father and mother were living in St. Hyacinthe, and my mother was alone with two or three small children, as my father was out on the road some place, and the whole town burned down, and my mother has often said she would like to remember the name of a certain family who lived there, as when she was sitting on the side of the road with the children, with her home gone—all her food, provisions, clothing, etc.—this family took her in and the children in and cared for them until my father could get back to look after them himself. I would like to ascertain the name of that family and meet some of their dependents, as I would like to show my appreciation as best I could. I tell you this, gentlemen, so when I say that I have a kindly feeling for Canada, I will not be accused of flattery.

While I am standing before you this morning, gentlemen, in a humble capacity, still I am representing a great organization. I am commissioned by your fellow organization, the National Shoe Retailers' Association of the United States, to extend to you verbally a word of greeting, of goodwill and of fellowship. In the absence of Mr. Orr, our President, the first vice-president, Mr. John Slater, of New York, when he discovered that I was coming to Montreal, said, "I want you to tell them in Canada not to permit anything in the world by way of political agitation, if such there be, or any other matters that arise, to break the bond of fellowship between the great shoe trade of Canada and the great shoe trade of the United States. (Applause.) He told me to say this to you. He said, "Our organization is ten or eleven years old, and while it is ten or eleven years old, it is in fact only about three years old, because we were extremely quiet for some seven or eight years, and its really influential existence only covers a matter of some two or three years, so we are but babes in arms together, and so tell your friends in Canada that what we have learned from our experiences, what we have learned from our meetings around the country, is at your disposal here in Canada, so far as you can utilize it, and we would like to feel

that we can draw upon you and your funds of experiences here in finding a solution to our common problems."

When he said that he referred to the changing conditions which affect our methods of doing business, and it reminds me of something I saw when I was leaving home on Sunday night, to go to Syracuse, to a State convention.

The little town in which I live is situated just south of Boston and is a junction point of the railroad. The railroad splits up into three sections there, and we have a very interesting old man guarding the crossing, which is an exceedingly dangerous one. For twenty-five years this man has been there saving lives, and at times he keeps repeating over and over again something that I do not think he realizes the purport of; but as I was leaving Sunday night I heard him say "Careful crossing over," and when Mr. Slater said to me that the times were changing, I thought of old Ike Jones saying over and over again, "Careful crossing over." We are in a transition period in business. We are crossing over from nineteen hundred and fourteen to nineteen hundred and eighteen; from a pre-war to an after-war period, and we hear so many people speaking about our "getting back to normal." Now, I do not like that expression "getting back to normal." Gentlemen, we will never get back to normal. (Applause.) Instead of the phrase "going back to normal" let me offer a substitute phrase, "on to the new normal." The "new normal," gentlemen, means better business, better relationships, better standards of living for everybody, and the elimination of all things that cause friction, and the slowing up of business and the lessening of profits and the decrease of happiness, which is our mede and our just right in the transaction of business.

When I say, gentlemen, that I congratulate you upon your convention, it is not an empty phrase, because I know that in this crossing over and the getting together and the uniting of the minds, the "careful crossing over" to the new normal is accomplished when men with open minds and eager, earnest hearts meet together for that purpose. (Applause.)

May you in Canada not only cross over carefully, we mean to see you cross over, and we want you to see us cross over our bridges too, and it is our hope that in the decades and generations to come these two great nations, yours here and ours there, can travel along the road as far as may be. I thank you. (Applause.)

President Fegan: Mr. Evans has been reminiscent, he has been interesting, and his talk has been very instructive, and I am sure we are all delighted that Mr. Evans could be with us

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FRED R. FOLEY
of Bowmanville, Ont.

to-day. It would have been a great loss to us if he had not been able to come here and say these few words to us.

I am transgressing a little from the order of business this morning, but I am going to ask a certain gentleman to say a few words to us. He has given our convention very wide publicity of everything that has been going on all during this week, and I will say that his method of conducting the reports in the daily press will be of material benefit to us as an association, and I am going to introduce to you this

morning a very particular friend of mine in the person of Mr. Beaudry, of Montreal. I might say that I have not said anything to Mr. Beaudry. This comes as a surprise to him, but I know that he will forgive me for doing it in this way.

MR. BEAUDRY ADDRESSES CONVENTION

Mr. Beaudry: Mr. Chairman and gentlemen—I am very glad indeed, even though this came as a surprise to me, to be called upon to say a few words to you.

It seems to me that when a group of men such as this get together for the purpose of improving their condition and incidentally improving the condition of the public at large, any one, whether prepared or not, should be willing to express his opinions on how these things appear to him, and I am very glad to have your permission to say a few words to you who have devoted so much of your time to this work. I am very glad, also, Mr. President, of the opportunity of complimenting you personally, and through you, your executive, for the magnificent work you have done during the week. I am only sorry of one thing, and that is that a larger number of the merchants from the various parts of Canada have not responded to the call which you have sent out to them and to the hearty invitation which you extended to them to be here this week, and to help you in your magnificent work, but I believe in this connection that the quantity has supplied the quality, and I do not think, even though there were a thousand persons attending this convention, that they would have brought very much more wisdom than that which you have shown at these meetings, or that much more good would have been accomplished, and I am sure that whatever decisions you arrive at in these meetings will be transmitted to those who were not able to be here. Their not being here is certainly their loss.

Trade Papers Will Co-operate

I may say, gentlemen, that it is our duty, as the Press Committee, to transmit to them the message from you and to advise them of the results of your deliberations, and I am sure they will be interested, and I can assure you that the Trade Press of Canada, we who often have to look at the present situation from a business standpoint, and to look at things sometimes which are not as we wish they were, will be more than pleased to send your messages and the results of your deliberations to the four corners of Canada, and in that way to secure for you their hearty co-operation to the fullest extent.

There are one or two points, Mr. Chairman, which I would like to touch upon if it were not that it might take up too much of your time, but there was one thing which Mr. Evans said a few moments ago which impressed me very strongly, and that was that it was not a question of anybody wanting to go forward, but that we all had to go forward, and nobody can say what the future has in store for us. This reminds me of the great philosopher who described the difference between the wise man and the fool. He said that at the beginning they were both alike, and up to a certain happening they were both alike, but the difference between the wise man and the fool was that the wise man could foresee and the fool could not. I trust, Mr. Chairman, that those who are interested in the problems of distribution belong to the class of those who are able to foresee.

It is true we are crossing over from one period to another; it is true that we are meeting with many obstacles and difficulties. But, Mr. Chairman, there are no obstacles, no difficulties that cannot be overcome if the men will only come together and take as an example for themselves the magnificent and generous actions of those who have gone through the war, and who have paid the full sacrifice, in other words, those who have given to the world all that a man can give—their lives for the sake of their fellowmen. (Applause.)

I wonder if it has ever occurred to you what came to the minds of those men who were just on the point of going "over the top." It was my good fortune, Mr. Chairman and gentlemen, to have been permitted to read hundreds of such letters from men who were writing their last letters before they were ordered to go "over the top." They knew that was the last chance to express their thoughts. They knew they were taking a big chance, and that probably not many of them would have the opportunity of coming back to their friends, relatives or families, and yet, when they wrote these letters, the most interesting thing about them—and a thing which I am sure you will all appreciate—was that they were all prompted by this very spirit of generosity.

There are two great ideas facing us at the present time, and if you will permit me I will just briefly bring them to your attention.

First there are the men who are prompted in a spirit of pure selfishness. Those who are prompted by that spirit carry with them all the negative shortcomings that go with it. You meet them in business; you meet them in all the callings of life; they are the men we have to contend with. I do not say that as offering any criticism of them. I have a great deal of sympathy for them. They are not getting the best out of life. They look at things upon the dark side, and I have a great deal of sympathy for them, but, nevertheless, it is a fact that it does exist, and we have to accept the situation as it exists.

On the other hand, Mr. Chairman, you have the other class of men who are prompted by generosity, which carries with it all those strong points and those strong qualities which we so much like and admire in humanity.

Therefore, gentlemen, we have these two banners in front of us. In which procession shall we be? Which is the banner which we like to follow? We have our choice, and in the discussion of business matters let us forget that we are, to some extent, economic slaves, but let us look to business very strictly and be actuated and prompted by the spirit of generosity, doing to him as you would like him to do to you, and I am sure, Mr. Chairman, that the business men of Canada, the manufacturers of Canada, the wholesalers of Canada, and the retailers of Canada interested in this boot and shoe and leather industry will be prompted by a spirit of generosity and will, in their dealings amongst themselves, think of that one idea.

Mr. Chairman, I want to say that in my mind there is no problem at the present time that is so important that makes it so much a matter of public interest as the problem of distribution. Years ago, I am sure that some of you will remember that the national issue of Canada was to protect production, but to-day the national issue in Canada is apparently a problem of distribution. How are we going to move the necessities of life from the point of production to the point of consumption at the lowest possible cost, and in the best interests of the public? I am sure that everybody wants our natural resources to be developed at a profit. Everybody wants our land to be cultivated at a profit; everybody wants to see the natural industries of Canada to be developed at a profit, and everybody, I am sure, wants to see the distribution of those goods made at a profit. Therefore, all we want to see is that this profit shall be reasonable and fair for the public and fair for those who are rendering the service of distribution. This can be done by coming together, discussing these problems and establishing rules and regulations that will eliminate unfair competition and will eliminate waste. That is the problem, gentlemen, that is facing us to-day, and while I have not had the pleasure of attending at every one of your sessions, I am sure that when your deliberations are concluded, you will have accomplished a great deal towards that objective. The time is coming when we should know what the field of operations of the manufacturer is; what the field of operation of the wholesaler is; what the field of operation of the retailer is (applause), and the sooner this is done, Mr. Chairman, the better it will be for the industry and for the public at large.

At the present time, we have had very few rules and regulations in reference to this matter. Distribution has been made to a great extent in a sort of a "catch-as-catch-can" style; everybody doing as he pleased, so long as he got away with it. Gentlemen, there is not one of you who would enjoy any game or sport unless there was a referee there to watch the game and see that everybody got fair play, and unless you had rules and regulations governing that game or sport. Everybody in the game has got to play the game fairly and squarely, and, gentlemen, the game of business, the game of distribution, must also be played fairly and squarely, and not played without rules and regulations, where everybody will not say, "Here, I can get hold of this and so I will take it," and, Mr. Chairman and gentlemen, it is only through an association such as this that rules and regulations can be made that will be in the best interest of those who belong to this industry.

Mr. Chairman, I find that I am taking up too much of your time. I thank you for having given me this opportunity of saying a few words, and I can only assure you once more that the Press of Canada, especially the trade papers (and I may say you are very fortunate in the boot and shoe industry because you have such trade papers to represent your interests)—the trade papers will stand behind you to the finish. They are the watchdogs of your industry, and they are doing their duty to the fullest extent. They are well organized and possess a great deal of information which is available to anyone of you at any time, and at your disposal. I thank you very much. (Applause.)

President Fegan: To my mind it is a great pity that we have not men of Mr. Beaudry's stamp connected with the daily press. (Hear, hear.) We would not have then exaggerated reports (applause); they would be more carefully considered and reliable information would be given to the public.

Mr. Beaudry: We certainly have been delighted with your message this morning. It is a great delight, I am sure. I thank you.

I will now ask Mr. Groves for his paper or remarks upon "How to Make Your Windows Pay." Mr. Groves, I might

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C. F. RANNARD
of Winnipeg

say, has been the gentleman who has had charge of the exhibition booth at the corner of the building, with which so many of you have been delighted. It has been a work of art. He has put a great deal of time into it, and I can assure you, Mr. Groves, that the retail merchants here with whom I have come in contact have said your booth is the finest one of the whole exhibition.

I will now ask Mr. Groves to give you a few remarks on "How to Make your Windows Pay." Mr. Groves.

This paper will be found in full at the conclusion of Friday's proceedings.

C. R. LASALLE ON SALESMANSHIP

President Fegan: I am now going to call upon Mr. C. R. Lasalle for his address upon "Diplomacy and Salesmanship from a Retail Standpoint."

Now, gentlemen, Mr. Lasalle has not been privileged to attend all of the meetings or any of them as often as he wished. He has been attending to the ladies for us (applause), and I am sure that we as delegates who brought our ladies with us appreciate the courtesies he has extended to the ladies at this convention. (Applause.) They have been entertained and looked after in a most efficient manner.

Mr. Lasalle, we are certainly delighted this morning to have an opportunity of hearing from you on "Diplomacy and Salesmanship from the Retail Standpoint." Mr. Lasalle. (Applause.)

Mr. Lasalle: Mr. President and gentlemen—This is not a big paper, but everything helps at a big convention. I have written a little paper in both French and English about the Salesman's Code. With your permission I will read my paper first in English and then in French for those of you who are not familiar with the English language.

This paper will be found in full at the conclusion of the report of Friday's proceedings.

(Mr. Lasalle then repeated the foregoing paper in the French language.)

President Fegan: We have listened with a great deal of pleasure to this paper given by Mr. Lasalle. We know that he is diplomatic by the very appearance of the gentleman.

I wonder if someone will look up Mr. Blachford and

tell him that we are ready to hear his remarks. Is Mr. Blachford here?

Mr. Howard Blachford: Mr. President and fellow retailers and guests—A chap said to me downstairs, "Harold, this is your chance now, go to it," but I feel like taking a little tip from Mr. Eccleston's speech the other night, and saying that I feel more like the dessert—in fact, I feel more like a tooth-pick, and the rest of you have had the meat and the soup and all those other good things. However, I will do the best I can.

This paper is printed in full elsewhere in the book.

President Fegan: I am now going to ask the Committee on Resolutions for their report. We are going to finish the business of this convention this morning (hear, hear), and we will do it in a few minutes, if we get right down to business.

Mr. St. Leger: Before reading this report, I really feel that we have here a very wonderful set of resolutions, and I wish you to give them careful attention. There are seventeen of them. They are not long, and I think they touch upon most every subject we want them to.

President Fegan: I wonder if we could get along with the business this morning in a quicker way by having the resolutions read just as they are and adopting them or rejecting them as we go along.

Mr. St. Leger: I move you that we adopt each resolution, and if any one wants to speak on any resolution he be limited to two minutes' time, and no person be allowed to speak more than once.

Mr. Gales: I suggest you make that one minute. (Applause.)

Mr. St. Leger: I will change that motion to read "one minute."

President Fegan: I am not anxious to stifle any discussion at all, but I do see the necessity of getting down to facts, and if it meets with your approval we will get right along. We have a lot of work to do yet this morning, and I am sure the people present can say all they have to say in two minutes. Yesterday at the travellers' luncheon I finished all I had to say in one minute, and I think I said as much as if I had taken up five minutes. If it is your pleasure, gentlemen, we will ask the Chairman of the Resolution Committee to read the resolutions one at a time.

Mr. Blachford (reading):—

Resolutions Introduced

1. Resolved: That in view of the general attitude of the public with regard to prices and considering the reduced costs of raw material, such as hides and skins, that the Association consider that tanners and shoe manufacturers should co-operate with the retailers in bringing about a reduction in the prices of general lines of footwear.

President Fegan: What is your pleasure, gentlemen? Shall this resolution be adopted? (So ordered.)

2. Resolved: That we urge upon the retail shoe trade of Canada the desirability of maintaining as far as possible, at the present time, a policy of steadiness both with regard to buying and selling in order to avoid the development or accentuation of conditions unfavorable to shoe retailing.

President Fegan: What is your pleasure, gentlemen? Shall this resolution be adopted? (So ordered.)

3. Resolved: That the Association reiterate its demands that a month be added to dating of placing orders for rubber footwear and tennis goods, particularly as the industry has in the last year or two, through the development of the latter branch of the business, been placed upon a footing that makes this demand most reasonable."

President Fegan: Shall this be adopted? (So ordered.)

4. Resolved: That the thanks of the Association be extended to the retiring officers and executive for the good work done during the past year, particularly in securing the co-operation of manufacturers in adjusting certain grievances in the trade with respect to the Board of Commerce investigations, so as to in a most diplomatic way have secured from it not only freedom from vexatious and harmful regulations, but vindicating the retailers against charges of profiteering.

President Fegan: Shall this be adopted? (So ordered.)

5. Resolved: That this second annual convention of the National Shoe Retailers' Association of Canada express its unqualified appreciation of the splendid arrangements made by the management of the Shoe, Leather and Allied Trades Fair, which have resulted in the finest display of leather and shoes ever seen in America. Not only should the shoe and leather trades be proud of the magnificent display, but it is a credit to the Dominion at large.

President Fegan: What is your pleasure? (Ordered approved.)

6. Resolved: That this Association co-operate in every way possible with the campaign inaugurated by the National Shoe Manufacturers' Association of Canada in promoting the sale of Canadian made footwear throughout the Dominion.

President Fegan: Shall this be adopted? (So ordered.)

7. Resolved: That the Association recommend that a joint committee, consisting of representatives from each of the allied trades be formed for the purpose of meeting periodically with a view to promoting greater co-operation between the various sections of the shoe and leather industries in Canada.

President Fegan: Is it your pleasure to accept that resolution? (So ordered.)

8. Resolved: That the Association again call attention to the great injustice done to the entire shoe trade of this country by the unfounded statements appearing from time to time in the daily press with regard to the retail shoe business.

President Fegan: Shall this be adopted? (So ordered.)

9. Resolved: That a special committee be appointed to deal with the matter of affiliation with the Retail Merchants' Association of Canada."

President Fegan: What is your pleasure? Just here I am going to give Mr. Doig two minutes to make a few remarks in connection with one of these resolutions. He gave me two minutes yesterday noon, and I will give him two minutes to-day.

Mr. Doig: Mr. Chairman, I can only say that we deeply appreciate the adoption of the resolution extending to us the appreciation of the convention for what we have been able to accomplish.

I think it fair to tell you that the manager of the hotel spoke to me to-day and said, "We have had a great many conventions here this summer who have made the Windsor Hotel their headquarters, and never have we had a group of men who have been so orderly and so respectable during the whole time of their sojourn in our hotel as the retail shoe men." Gentlemen, I took that as a great compliment.

The Police Captain, Captain Fisher, of this district also told me that the convention has been no trouble to him. He said that as far as he was concerned he would not have known that there was a group of men gathered here. There had been no disorder at all and nothing out of the way. (Applause.) I took that also as a great compliment to our organization and to the efforts of the management to keep this a clean and sober meeting.

I have something else I want to say to you in a little while, but just now I will say that I sincerely appreciate your adopting this resolution and I accept it on behalf of Mr. George Gales without whom we could not possibly have made this a success a success to which everybody has so largely contributed. I sincerely thank you. (Applause.)

Mr. Blachford (continuing):

10. Resolved: That the executive be empowered to make an appropriation to cover the secretarial and executive expense in connection with the Association.

President Fegan: Shall this be adopted? (So ordered.)

11. Resolved: That the thanks of this Association be extended to the Canadian Shoe Manufacturers' Association for their courteous and cordial co-operation in their endeavor to promote better relationship between the manufacturers and distributors of footwear throughout Canada.

President Fegan: What is your pleasure? (Ordered accepted.)

12. Resolved: That the cordial thanks of this Association be extended to the Canadian Shoe Manufacturers for placing at their disposal the convention hall of the Coliseum for the use of their meetings as well as for the entertainment of the ladies and that this Association place on record its appreciation of the superb arrangements made for the comfort and pleasure of the delegates and their friends.

President Fegan: Shall this be adopted? (So ordered.)

Thanks Given to Ladies

13. Resolved: That the thanks of this Association be extended to the Montreal ladies who have contributed so much to the pleasure and enjoyment of the visiting ladies in connection with the convention.

President Fegan: What is your pleasure? Shall this resolution be adopted? (So ordered.)

14. Resolved: That the warmest thanks of this Asso-

ciation be extended to the various speakers of the convention sessions as well as those entertainers who have contributed so largely to the success of the whole event.

President Fegan: With your approval, I will declare that resolution adopted. (So ordered.)

15. Resolved: That the thanks of this convention be tendered to the trade and daily press for their courtesy in giving the fullest publicity to the convention arrangements and proceedings.

President Fegan: What is your pleasure? (Ordered approved.)

16. Resolved: That fraternal greetings be extended to the National Shoe Retailers' Association of the United States and our secretary be instructed to suitably acknowledge the fraternal greetings received from other organizations and individuals connected with the trade in the United States.

President Fegan: Is it your wish that this be adopted? (So ordered.)

17. Resolved: That this Association deprecates the practice of some Canadian newspapers in border towns and cities receiving advertisements from retailers of the United States concerning special sales of merchandise at prices which they fail to indicate as subject to the proper Canadian customs duties, thus encouraging the avoidance on the part of purchasers of legitimate customs duties, to the disadvantage of the country at large, as well as the local merchants, and suggest that immediate steps be taken by local merchants as well as by the "Made-in-Canada" campaign of the Canadian Shoe Manufacturers' Association to eliminate this evil.

President Fegan: What is your pleasure, gentlemen? (Ordered adopted.)

Mr. Blachford: Mr. Chairman, may I say, after these seventeen resolutions are carried, that I would like to particularly thank the Trade Journals and their editors for what they have done. We had some objection to that, so much in fact, that as chairman, I said I would not include that in the resolutions, but I would like to say a word, if I may be permitted, and use the words of our good old friend Mark Bredin, of the Canada Bread Company, of Toronto, who said of our friend James Acton, that "he made two blades of grass grow where but one grew before," and I am sure, Mr. Acton, that our Association thanks you for what you have done. Mr. James Acton is not here, but I will ask Mr. Clarke Acton to convey to Mr. James Acton the thanks of the Association, even if this is not included in the resolutions. Our thanks are also extended to the editor of the "Footwear in Canada" for the help which they have given us at this convention. This is not a resolution, but I think our thanks should be extended to them. I thank you (Applause.)

Before sitting down I would like to carry on by moving that the resolutions as a whole be adopted.

Mr. Adelstein: May I be permitted a word before these resolution are adopted? There has been an omission here. We have three journals represented here.

President Fegan: This is not a resolution.

Mr. Adelstein: I beg your pardon, but in reference to the thanks we are extending to the Journals we have forgotten the work that was so well done in co-operation with the other Journals by Le Prix Courant, of which Mr. Beaudry is the proprietor.

President Fegan: Mr. Adelstein was not here this morning. We had a speech from Mr. Beaudry, and I first of all conveyed the thanks of this Association to him for the magnificent work which he has done. You were not here, Louis, and did not hear it.

Mr. Adelstein: I thank you.

Mr. Gavin: There is one resolution that I would like to see added to these and that is that the rubber manufacturers should adopt a uniform carton, as adopted by the shoe manufacturers.

President Fegan: If you will allow these resolutions to be adopted we will take up the matter of unfinished business.

Mr. Gibbons: I think the committee overlooked one body, and that is the travellers. I would like to mention them.

President Fegan: I will call upon the travellers in a very few minutes. Thank you for the suggestion.

Mr. St. Leger: I second Mr. Blachford's motion.

President Fegan: It is moved by Mr. Blachford, seconded by Mr. St. Leger, that the resolutions as a whole be adopted. All in favor signify in the usual way. Opposed, if any. (So ordered.)

It is now my privilege and a great privilege to call upon

Mr. R. L. Savage, who is the President of the Quebec Retail Travellers' Association. Is that it?

Mr. Savage: The Montreal Division of the Eastern Section. President Fegan: I will let you designate them as you see fit. Mr. Savage. (Applause.)

If there is one body of men whom we never think of overlooking it is the travellers. We have had the greatest co-operation from the travellers in our work. They gave us great assistance, and we intend to put the travellers to the test in a very short time, and I have never found them not up to standard, and not willing to do anything they are able to do for us. We will now have a few words from Mr. Savage. (Applause.)

Reply from Travellers

Mr. Savage: Mr. Chairman and gentlemen—I am not a speaker, but I will say that we are going to put you gentlemen to the test ourselves very shortly when we get back on the road again.

We are very glad to have been able to do what we have in connection with this Fair and Convention. We have enjoyed working with you and there is one thing we want to ask you

ELECTED TO EXECUTIVE



JAMES MOREAU
of Edmonton, Alta.

before the meeting closes. To-morrow is Montreal Day, and we have asked the employers to close their factories, and have asked the employees to gather together at 8.30 to-morrow morning on Sherbrooke street, near Lafontaine Park, and we are going to march them down to this Coliseum in the morning, headed by a band. In the afternoon we will gather together at Delorimer Park, where there will be games held, baseball, dancing, tug-of-war, running races, funny races, and races of different kinds. We will also have a vaudeville show, and we would like to have you all come down and take in these events to-morrow. We want you all to stay over and come down to the Park with us to-morrow afternoon, and if you see any of those who are not present here this morning ask them to stay over too and help us to make it a "Big Day" to-morrow. I am very glad to have seen you all here. I thank you. (Applause.)

President Fegan: It was my intention to go home or go elsewhere, but when I knew that the Travellers were having a field day, after the splendid co-operation they have given us, I made up my mind to stay over and see the thing through. (Hear, hear.) I am sure they will have an interesting gathering to-morrow and I bespeak for the Travellers the very best day possible—fine weather, fine crowds and a lot of fun. (Applause.)

Mr. Doig: May I take this opportunity of saying a few words here? I have one or two announcements to make. We have arranged with the railway company to have a man here this afternoon and all day to-morrow making reservations. We have also arranged through the courtesy of the Star and

the Shoe Journal to have a chart downstairs to-morrow afternoon, and we will follow the regatta in every particular. We will have each move of the yachts charted out, and these will be for your enjoyment to-morrow afternoon.

Now, some of you may be desirous of going home to-morrow. All I can say is "Don't do it. Stay here with us and go over the top' with us to-morrow night." A day more won't hurt you any and it will be of great help to us.

Dominion Park Plans

To-night we go down to Dominion Park. We have accommodations for four hundred people at dinner which will be served, and a very good programme will be put on. We have divided the tickets into three parts—one-third to the retailers, one-third to the travellers, and one-third to the manufacturers. The tickets for the retailers will be in the hands of Mr. Jupp, I will have the travellers' portion, and we have arranged with a committee of the manufacturers to take charge of the manufacturers' third. Of course, everybody can go to Dominion Park, but all over and above the four hundred will have to pay for the side-shows they take in. We have provided for four hundred without cost, including the dinner and programme. I want you all to go. We leave to-night at six o'clock sharp. We have arranged for the automobiles and they must start promptly at six o'clock. It is a long drive out there and we want to start early and get through. Some of you may want to go home to-night, but I ask you to make a personal sacrifice and stay over, but if anybody must go—and let it be a case of must—you can leave the grounds at any time you so desire in order to catch the train which you desire to take to get home. I simply mention that, but we want you to stay over and go with us. I want to say that I hope you will go right through this programme with us with the same enthusiasm you have already displayed. (Applause.)

President Fegan: I am now going to call upon a retailer whom you all know. I had the privilege of getting acquainted with this gentleman in Toronto many years ago, although he is not an old man. He has been the one who has had charge of the arrangements for your comfort, especially as regards the accommodations at the hotels, since you have been in the city. I will ask Mr. Gibbons to say a few words to us. I know that Harry has been working consistently on the job. I think he is the first man I see around the hotel in the morning, and I get up pretty early too, and I have seen him in his automobile as late as one o'clock in the morning. He has been very much over-worked, and I am sure we are delighted to have him here this morning and to have the privilege of hearing a few words from him. Come on up, Harry. (Applause.)

Mr. Gibbons: Mr. Chairman and gentlemen—I assure you it affords me a great deal of pleasure to see so many of you who have come down here to give us a visit this week.

As far as the work is concerned, in connection with the billeting, it was tackled many weeks before the convention assembled, and we have received every assistance from the hotel and the management has made it very easy for me to carry on.

I thought I would be able to slip in for a minute and slip out again this morning. I am certainly delighted to see so many of my old friends here from Toronto and from the West. I make my home, I guess, in Montreal, but I still have a very warm spot in my heart for Toronto. I thank you. (Applause.)

President Fegan: We will now have the report of the Nominating Committee by Mr. Devlin.

REPORT OF NOMINATIONS

Mr. Devlin: Mr. President, I do not know whether this is a very enviable position to occupy or not, this morning, that is, as a member of the Nominating Committee. However, as such, we have gone into the question of our future officers very carefully, with the idea of starting the new year with the very best officers we could possibly pick from amongst the members of this organization, because we want to make the National Shoe Retailers' Association of Canada something to be looked up to by the people of Canada in the near future. (Applause.)

I will not take up any more of your time in talking, but simply give to you the slate, which we submit to you for your approval this morning.

We started out with the president. We nominate George G. Gales. (Prolonged applause.)

For Vice-president, C. R. Lasalle. This is for the Montreal district. (Applause.)

For the Maritime Provinces, H. W. Rising, of St. John. (Applause.)

For Ontario, Mr. E. A. Stephens, of Ottawa. (Applause.)

For Manitoba, your humble servant. (Applause.)

For Saskatchewan, Alberta and British Columbia, James Goodwin, of Vancouver. (Applause.)

Now the Executive Council. We feel that we have had very fair service—very good service from some—and we expect to have good service from the others, and we have not seen fit to recommend to you that the Executive Council be very much changed.

For the Maritime Provinces we have nominated W. L. Tuttle, Halifax; C. I. Hughes, Charlottetown, P.E.I., and P. L. Higgins, Moncton.

For Quebec—Louis Adelstein, Montreal (applause); Fred. J. Argall, Three Rivers, and to take the place of Mr. Lasalle, if you see fit to elect him as one of your vice-presidents, we have nominated Mr. B. Leonard, of Quebec City. (Applause.)

For Ontario we have also put Mr. Stephens amongst the vice-presidents, and in his stead we submit the name of Mr. R. L. LeSeur, of Sarnia, I think it is, together with Felix Forbert, of Lindsay, and Mr. Foley, of Bowmanville and Windsor. (Applause.)

For Manitoba—John Affleck, Winnipeg; Mr. R. Creelman, Brandon, and Mr. C. F. Rannard.

For Saskatchewan and Alberta—Mr. W. Marshall, of Moose Jaw; Mr. J. Moreau, Edmonton, and Mr. W. M. Hood, of Calgary.

For British Columbia—Mr. James Gordon, Vancouver; Mr. H. C. Wilson, Vancouver, and Mr. James Maynard, of Victoria. (Applause.)

All of which is respectfully submitted. I do not know what our constitution says, in fact I think our constitution is silent on this, but in order to bring the matter before you, I would move that this slate be adopted as read, and that our secretary-treasurer cast one ballot for these various officers.

Mr. Chisholm: I second that motion.

Mr. St. Leger: Have you no nomination for secretary and treasurer?

Mr. Devlin: I was depending on two slips of paper for the secretary and treasurer. There were several speeches and in regard to the secretary and treasurer, we thought it was very important and that we get good men; that is one of our great needs, and for this position we have nominated Mr. Howard Blachford, of Toronto (prolonged applause), and for Treasurer, a gentleman whom probably a few of us know. You have not had an opportunity of meeting him very much, but I am sure that as you go along and get acquainted with him, you will think that we have made a pretty good selection. I refer to Mr. James Jupp. (Laughter and applause.)

President Fegan: It has been moved by Mr. Devlin, seconded by Mr. Chisholm, that the slate of the Nominating Committee be adopted. All in favor please say "aye," opposed "no." Carried.

I will now ask Mr. George Gales, our new president of the National Shoe Retailers' Association of Canada, to take the chair. (Prolonged applause.)

(Mr. Fegan relinquished the gavel to Mr. George Gales, the newly-elected president of the N.S.R.A.)

President Gales: Mr. President—

Mr. Fegan (interposing): No, I beg your pardon; that should be "past president."

Mr. Gales: Well, then Mr. Past President and gentlemen—I want to thank you for this great honor which you have bestowed upon me in electing me the second president of the National Shoe Retailers' Association of Canada and I want to assure you that during the coming year I will do everything in my power to further the interests of the retailer, trying to take into consideration the smaller dealer in the rural districts as well as the men doing a larger business in the cities.

There are a great many problems which we will have to settle. Sometimes the problems which come up concern a large number and other problems only concern a small portion of the membership; other problems confront the men doing business in the rural districts, and others still are connected with the men in the cities. But we have to settle all these problems in different ways, and I can assure you that with the assistance of the officers (and a finer body of men I do not know of in the shoe business than you have elected to-day) we will give all of these problems our very best attention.

There are quite a number of things which I would like to say, but time is getting short.

We have had a lot of discussion here about newspaper reports and a lot of rumors about differences between the manufacturers and the retailers. As a retailer to-day I want to express my views. We have heard a lot about cancellations; have heard a lot about returns, and of course you know this is a very serious matter for the manufacturer, but I think when we sum the whole thing up, there have been but very little differences; the amount has not been so great. I think we have perhaps all acted like the goat of which we were told the other day, which led the sheep. One started, the rest all followed, and I think possibly we have in the past been buying too much goods. We have gone through one or two years of the

greatest prosperity which the retail shoe business has ever had for a great number of years, and possibly we have lost our heads. The time is coming now when we will have to settle down and get to the real, solemn, common-sense basis. Concerning the future, a lot of us are concerned as to how to act in regard to buying goods for this fall. There are a great number who have placed but very few orders. There are a lot of us which have placed orders and have cancelled them wherever it was possible, and my humble opinion is that the manufacturer will stand behind us to a man; they will stand behind us in any small decline in price that is liable to come about, and I believe it is the duty of the retailers now to back up the manufacturers and place our orders now and give them an opportunity of making up the goods which we will want, and we will want them as soon as the fall trade opens. I am sure the manufacturer will give us consideration with regard to price, and I am sure they will adjust the matter, and I think we owe them a duty to stand behind them, as some of them stood behind us when prices were going up by leaps and bounds, and when they did not know what they would have to pay for leather, when they took an order from us, nor for the other material which went into the shoes, but the majority of them whom we have represented downstairs delivered the goods, and

moment, but I can assure you on behalf of the chairmen of the committees that they did their best. You must remember that this Association is only like a mushroom, and we had to do things quick, and it was almost impossible to find out whether we were to prepare for an audience of two hundred or one hundred or three hundred or a thousand.

Last night's affair was just one experience. The Executive met just before the convention opened, and met a delegation from the manufacturers. We were asked by them to withdraw the dance. They said the weather was hot, the ladies would not turn out, the men did not want to dance, and they wanted us to give it up. Mr. Doig and I said "No." We will see the programme through just as it is, no matter what happens. If nobody else is there, we will be there, and we will have the dance." So we prepared for three hundred—we guaranteed the hotel three hundred. Last night when the crowd started to come in, and the three hundred mark was reached, the manager of the hotel came to me and said they could not take any more. We were up against it. We finally arranged for them to take another fifty. We took the next fifty. When they were in he said "We cannot take any more." We arranged for another fifty and took them in, and then another fifty and still another, until last night we had a thousand people there and



Shoe and Leather Journal Booth at the Fair

while some of them may have been a little late, still they delivered the goods, and some of them had to make a sacrifice themselves to do it. (Applause.)

As you are aware I had a little to do with some of the arrangements in regard to this Convention and Style Show and Exhibition, and I want to say right here that I do not think I have ever enjoyed a few months' work any more than I have in doing my part in making this affair a success, and in making the arrangements for the entertainment of the visitors to this convention. I had as my principal associate Mr. Peter Doig, and I can say that while I was not very well acquainted with Peter before this thing was started, after getting along and working with him, I never worked with a man—I never came in contact with a man who was fairer, more honorable, and had so much "pep" and was so pleasant to work with as Mr. Peter Doig. (Applause)

Each Committee Worked Hard

We have a great many committees, and I would like to have the time to refer to each of them and mention their membership's names. They have all worked for all they were worth, and have done their part, otherwise this thing could not have been pulled off on such a large scale as it has been. We have had a great many slips and also a great many "kicks"; we have had many people who were not satisfied for the

had arranged for only three hundred, and I think we got through in a fairly respectable way. (Applause.)

That was one of the difficulties which we ran up against, and we had a great many more of them.

I want to make particular mention of the assistance we got from the travellers in carrying out this affair. The travellers have backed us up to a man, and we have not given them anything to do that they have not carried through very nicely. We have had no trouble at all with our committees. They have always shown a splendid disposition to work with us.

I am not going to detain you, only I will say again that I will do the very best I can to further the interests of the retail shoe men and I feel that with Peter Doig as the new president of the National Travellers' Association, and Mr. Scott as President of the Manufacturers' Association—with the assistance of these two gentlemen—the retailers, the manufacturers and the travellers (now if we could only get the consumers to come in—laughter)—we are going to put the shoe business decidedly on the map. (Applause.)

Furthering Canadian Shoes

I think this gathering has done a lot towards encouraging and advertising and the furthering of Canadian-made shoes. I have had repeatedly this last day or two people coming to me and saying, "Gales, I never realized until I came here and

saw these boots and shoes that there were so many fine shoes made in Canada, and I can tell you (and I have bought a lot of American shoes myself) that I am really surprised myself that there are so many fine shoes made in Canada, and I wish the manufacturers all success in furthering their industry.

I think that just about covers all that time will permit. I thank you again for electing me to this office of your president. I thank you. (Prolonged applause.)

Mr. Fegan: Mr. Gales has intimated that he desires me to carry on, so I will go ahead and just relieve him of some of the responsibility.

Mr. Devlin: I would suggest that Mr. Gales stay where he is until I put another matter before the meeting. I was looking over the constitution as a member of the Nominating Committee and I found that to amend our constitution and by-laws it requires a month's notice to the secretary in writing. I think that is right where money expenditure and that sort of thing are necessary, but I have an amendment to offer this morning, which I think you will be quite safe in allowing to go before you at this time, and one that can be adopted. In fact, I know you will adopt it, if we have the unanimous consent of the meeting to that effect, and I would, therefore, just mention what the amendment is and ask you for your unanimous consent, and I ask for your president's permission to present this amendment.

Clause five of our constitution says that the Executive Council shall consist of "the above named officers" and fifteen members—three from British Columbia, three from Saskatchewan and Alberta, and three from Ontario and Manitoba, three from Quebec, and three from the Maritime Provinces. These shall be elected annually from amongst the membership." Now, gentlemen, we have asked a worthy gentleman to step down—not out—but down to make room for a new president, and this constitution does not make any provision whereby we can still retain the services of he whose presidency expires to-day, unless we re-elect him to some other office, or to the Executive Committee, in some way, and I ask you to now give your unanimous consent to amend the constitution—clause 5—so that we can now and hereafter retain our past presidents on the Executive Board. (Applause.)

I, therefore, move that we have the unanimous consent of the members present that clause 5 of our constitution be amended by adding after the word "officers," in the second line, the following, "together with the past presidents," so that the clause shall then read—"The Executive Council shall consist of the above named officers, together with the past presidents, and fifteen members selected from the various provinces, etc."

Mr. Gavin: I have much pleasure in seconding that both for constitutional and personal reasons.

Mr. Blachford: Would it not be better to say "the immediate past president" In fifty years time we will have fifty past presidents, and that will make a rather large Executive. I think if we substitute "the immediate past president," or if desirable, "the past two immediate presidents," it would be much better. (Hear, hear.)

Mr. Devlin: I think we are a little early in discussing that. The matter is not before us. The question is well taken, however, and will be considered just the same.

President Gales: Gentlemen, you have heard the motion. It is moved and seconded that this amendment secure the unanimous consent of the meeting. Those in favor please so signify. Contrary, if any. This must be unanimous, gentlemen. Are there any objections?

Mr. Chisholm: Was the resolution worded to include the change as suggested by Mr. Blachford?

President Gales: Personally I think that at any time in the future we can amend the constitution, and in perhaps two years' time we possibly could change it to the past two presidents. I think at the present time it would be advisable to let Mr. Devlin's motion to stand as read.

Mr. Blachford: I will withdraw my suggestion.

Mr. Burnill: Mr. President, we have taken quite a liberty with our constitution at this particular time. It is unfortunate that the matter was not foreseen, but we now find ourselves in the predicament where we have consented to have our immediate past president's name inserted on the Executive Committee. Now, I think that is as far as we want to go. You have no right to commit this organization to this future policy for all time, simply because you find yourselves in a position that requires us to act in an emergency, because we have been careless in the past and allowed this matter to get away, and I ask, yes, I insist that we do not go any further than just the immediate past president.

Mr. Gavin: Is not that out of order?

Mr. Devlin: Don't get confused, gentlemen, over this matter at all. This is not to get over an emergency. It is the very general practice in a great many organizations that in order to retain the services of the men who have gone through the

chairs and have had the experience, and to retain their advice and service, and that sort of thing, that these officers be elected to the Executive Committee. We are not trying to get over an emergency, not by any means, nor do we need to fear any possible chance of being burdened with a large Executive by having forty or fifty past presidents on it, still, at the same time I am quite willing to make it read "the immediate past president" if you wish. It is quite all right, and I will be very pleased if the seconder of my motion will agree to making the motion read "the immediate past president."

Mr. Gavin: You have my consent.

Mr. St. Leger: This whole discussion is out of order. It has passed unanimously, and there was no objection raised, and we still have to rescind what we have voted for before we can change it.

Mr. Devlin: Let me put our friend from Toronto right. You have simply been asked for your unanimous consent to amend your constitution. You have given your consent to that and now, having given your consent, we are quite free to discuss the amendment and amend it further. This is what we are doing now.

President Gales: Is it your wish that we have these words "immediate past president" added to this motion?

Mr. St. Leger: I was going to make the suggestion before that the constitution be amended that the past president be a member of the Executive Board for two years following his presidency.

Mr. Adelstein: I think we would have opportunity of copying from the constitution of the Retail Merchants' Association, where the by-laws, I think, read that the president and all of the past presidents are members for life on what they call their Dominion Board.

President Gales: You have heard the resolution, as amended that the original motion be amended to include all past presidents as members of the Executive Committee. Is that your wish? All in favor will so signify. Contrary, if any. So ordered.

President Gales: I have several things of importance to look after downstairs and I will ask Mr. Fegan to carry on in my absence.

Acting Chairman Fegan: The next item is that of deciding upon the next place of convention. I will ask Mr. Jupp to read the applications which he has.

Mr. Jupp: I beg your pardon, I am no longer the secretary. You had better ask Mr. Blachford.

Acting Chairman Fegan: I beg your pardon. I have been so used to calling on you in that capacity. I apologize to you and Mr. Blachford.

Mr. Blachford: Gentlemen, first of all I want to make the remark—this may be out of order—but I want to thank you for the honor you have shown me in electing me as your secretary. I am very sorry that Mr. Cook is not here, but I want to make a remark that somewhat coincides with what Mr. Gales has said, that is, that I think that if I had had to pick out the officers for the coming year, I do not know of any others whom I would have picked out, or with whom I can work better. I want to especially refer to Mr. Jupp, who resides in my own home town, and I am sure that he and I can get along fine together.

In reference to the next place of convention, I have two communications here which I will try to dispose of quickly. The first one is dated at Winnipeg, July 5th, 1920, and reads as follows:

Then I have a letter from Quebec, which reads as follows:

And I also have a personal letter here from the Mayor of Quebec city, which says:

Acting Chairman Fegan: You have heard the applications for our next meeting place. Are there any further applications? (No response.)

Does any person wish to move that the next convention be held in any other city? No response.)

Mr. Gavin: In voting on that, may we get some information as to whether the convention city should relate to the Leather Fair? How much should we take into consideration the Leather Fair in our voting?

Acting Chairman Fegan: The Shoe and Leather Fair will be held in Quebec.

Mr. Affleck: It is for this meeting to decide where the next convention is to be held.

Acting Chairman Fegan: It can be done that way, or placed in the hands of the Executive.

I think it is perfectly proper and perfectly fair; this is a fairly representative meeting. There are many questions that come up in regard to the selection of our next meeting place—the question as to whether there will be a shoe and leather fair, whether the manufacturers and travelers will co-operate with us as they have at this one. I really think these are points which should be left in the hands of the Executive to decide

upon, and with your approval I will move that the matter be left in the hands of the Executive Committee.

Mr. Gardner: I second that.

Acting Chairman Fegan: It is moved and seconded that the choice of the place of the next convention be left to the Executive Committee. Is that your pleasure? All in favor please so signify. Contrary, if any? Carried.

The Executive will take that up and give it careful consideration, because it is vitally important that the next meeting place of the convention be at such a point as to best meet the requirements of a majority of the members.

Mr. Devlin: I want to say that I hope the Executive will let us know when they are considering that matter, because I would like to get a word in in favor of the village in the west. (Applause.) It may seem far away to some of you, but we will guarantee to give you everything that Mr. Milner, the manager of the Board of Trade, has suggested to you. I want to say now, however, that if you do decide to come to Winnipeg, don't expect anything like you have had here. I told our new president yesterday that he is a wonder, and so he is. I told him I would tell him to-day why he is a wonder, and it is this. Our good friend from Toronto on Tuesday spoke of the atmosphere of the room here, and he suggested that the room be provided with fans for the comfort of us all. Our president referred the matter to Mr. George Gales, and he said this, "there will be fans here to-morrow," and then what did he do? The fans were here the next morning; but not only that, he consulted the clerk of the weather and had the atmosphere fixed up for us too. (Laughter and applause.)

President Gales: As your new president, I would like to invite the members of the Executive to have lunch with me at the Windsor Hotel, and we will discuss matters that come up, and possibly we can decide on the next convention city. If you will dine with me to-day I will be very pleased to act as your host. (Applause.)

Acting Chairman Fegan: I am sure, Mr. Gales, that you will have no difficulty in having us dine with you, but as to the next place of convention, I do not think we will get that cleared up quite so easily.

As I am out of the chair now and can speak my own mind fairly and freely, I think in justice to the western men, it is only fair, if we can see our way clear, to meet their request and have our convention, if not the coming year, then the year after, in the West. I think they are entitled to it and I think possibly it will be the means of getting together in the West a nucleus for a splendid association. While we have not got a very great number of members in the Western Provinces, we have got the best in the trade in the West (applause), and we have had wonderful support from the men who come from that section of the country. They are big men, they have given us splendid advice, and if I have any say in the matter at all, I think the West should certainly have this convention, if not next year, then in the very, very near future. (Applause.)

The next item is that of unfinished business. If there is any unfinished business I trust you will be as brief as possible.

Cancellations an Individual Matter

Mr. Viau, the secretary of the Manufacturers' Association has asked me what about the resolutions on cancellations and return of goods. May I inform Mr. Viau that we as an Association have considered that from almost every point of view, and have come to the conclusion that this is an individual matter and the National Shoe Retailers' Association of Canada cannot make a binding rule or pass any resolution dealing with that matter. We have covered it in a very general way in his address, and I know the attitude of the manufacturers in general, and I know that Mr. Viau is anxious that something should be done, but what is being done at the present time, we think, is in the best interests of us all and of the trade. We will carry on and will co-operate with the Manufacturers' Association to the best of our ability. They have always co-operated with us to the fullest extent, and with a hearty co-operation that has always existed and will continue to exist, these slight differences will be overcome, I am sure.

We are now open for any further matters of new business.

Mr. M. Chisholm: There is one question which has been asked of me personally, and I think it should be dealt with at this convention. I think I was asked twice about it. I was at the desk on Wednesday for the registration of members, and I was asked twice in half an hour. Two delegates came in and said, "I am a member." We looked up their names and could not find them, but their firms were members. I would move that the individual becomes a member instead of the firm with which they are associated. Where two or more are in the same firm, for instance, Smith and Jones, that both Smith and Jones be members instead of the firm of Smith & Jones.

Acting Chairman Fegan: I might say that the Executive did meet and consider that very question, Mr. Chisholm, and it

was the contention of the Executive at the meeting, exactly as you have outlined.

Mr. Chisholm: Then it has been attended to?

Acting Chairman Fegan: Yes. Is there anything further?

Mr. Gavin: You suggested that under "Unfinished Business" I bring up the matter of a resolution in regard to rubber cartons. I would like to see this Association express its opinion of the advisability of having the rubber manufacturers adopt the same sized cartons as the shoe manufacturers.

Secretary Blachford: The question was taken up and we thought it would be advisable to be satisfied with shoe cartons this year. When we get that, we will go after the rubbers. That question was discussed at considerable length, and the consensus of opinion was that we should be satisfied if we succeeded in getting the shoe cartons this year and then take up the rubber.

Mr. Hill: Shall we get free cases?

Acting Chairman Fegan: Yes. These matters were taken up. The report was given that it be taken up.

Mr. Deacon: Would it be in order to make a suggestion to the rubber manufacturers that they co-operate with the shoe manufacturers in giving us a standard carton?

Acting Chairman Fegan: I think your suggestion is a very good one. We have to appear before them again and we have not found them a body of men who are very anxious to do their share.

Mr. Lasalle: May I ask, before this meeting adjourns, in reference to resolution on the question of affiliation with the Retail Merchants of Canada? May I propose, if I am in order, that the committee be appointed before the meeting adjourns?

Acting Chairman Fegan: I believe that Mr. Foley is in a position to nominate a committee at the present time. He spoke of that this morning.

Mr. Foley: I would move that the committee consist of the President, Secretary and Treasurer.

Mr. Hill: I second that.

Acting Chairman Fegan: Moved by Mr. Foley, seconded by Mr. Hill, that the committee appointed to meet with the Retail Merchants' Association consist of Mr. Gales, president, Mr. Jupp, treasurer and Mr. Blachford, secretary. All in favor of that—

Mr. Devlin interposing: I would very much like to see Mr. Stephens' name added to that, and my reason is that he resides at Ottawa and would be very valuable on that committee.

Acting Chairman Fegan: Shall we add that name, Mr. Foley?

Mr. Foley: I am quite agreeable. I really meant to add his name in the first place.

Mr. Hill: I second the motion.

President Gales: Mr. Chairman, may I ask that to this committee, now consisting of four members, be added the name of Mr. Warren T. Fegan, thus making it a committee of five?

Acting Chairman Fegan: We will have to shut off the nominations pretty soon. Is it your pleasure, gentlemen, that this committee consist of five members and they be appointed to meet with the Retail Merchants' Association of Canada? All those in favor please so signify. Contrary, if any. (So ordered.)

There is one other matter. The following resolution, or proposed resolution, was handed to me today. It was received too late to present before the Resolution Committee, but I will bring it before you now. This is dated July 15, 1920.

Whereas, it would appear desirable to have a permanent record of the proceedings of our future conventions, as so many and varied subjects are discussed, and

Whereas, it would seem to be in the best interests of the Association that a permanent shorthand reporter, who can and will familiarize himself with the membership, and the technical and trade expressions connected with our industry, be appointed, and

Whereas, the expenses incurred in the travelling of such reporter from his headquarters to the point of convention would be more than offset by the benefits to be derived from a permanent record of our proceedings and deliberations, and

Whereas, to remove one of the details in connection with a convention of this kind from the secretary, a contract could be entered into between this Association and a duly qualified certified shorthand reporter, calling for his personal attendance at our future conventions, at a mutually satisfactory charge for such service.

Therefore, be it resolved, that this Association authorize the Secretary, on behalf of the Association, to enter

into a contract with a duly qualified, certified shorthand reporter for the making of a verbatim report of the proceedings of the future conventions of this Association.

And be it further resolved, that Mr. R. C. Sturgeon, Official Court Reporter, of Montreal, the official reporter of our present convention, be appointed to the position of Official Reporter of the National Shoe Retailers' Association of Canada.

Gentlemen, what is your pleasure?

Mr. Gavin: I move it be referred to the Executive.

Mr. Le Seuer: I second the motion.

Acting Chairman Fegan: Gentlemen, it has been moved and seconded that the resolution calling for the appointment of an

official reporter for this Association be left to the Executive Committee. All in favor will please so signify. Opposed, if any. (Carried.)

Gentlemen, this has been a wonderful convention. We will now bring it to a close by asking you all to stand and join in singing "God save the King."

Mr. Adelstein: Before we adjourn, I would like to hear three hearty cheers for our past president, Mr. Fegan.

(Three cheers.)

Acting Chairman Fegan: I thank you, gentlemen.

"God save the King."

And the convention adjourned at 2.10 p.m. to meet in 1921, at a place to be later decided.

How to Make Your Windows Work

H. E. GROVES Gives Practical Talk on Window Dressing,
Followed by a Discussion on Various Phases of the Work

When I was asked to speak on this subject before this Convention I was very much undecided as to whether I ought to accept the invitation, because in the first place I am no orator, as you will soon see, and I always think that a subject loses half its interest when read as a paper. And in the second place, as you have no doubt already noticed, I am what you Canadians are pleased to call a "blokey," and the average Englishman may be a very good bricklayer or a fine solid shoemaker, but he is not often looked upon as being of an artistic temperament, which brings me to the opening of my subject.

Window dressers, like artists, (they are artists), are born, not made. You must have an eye for the beautiful to see the beautiful. You know there are lots of people going around looking only for the defects; they would refuse to see a lovely sunset even if it were blinding them. The true window artist looks for the artistic side of any merchandise he may be handling, and being a shoeman, nothing appeals to me more than a well modelled shoe. I can tell at a glance just which shoe I know will appeal to the passerby most, and I use my judgment in placing that shoe to catch the eye, and that after all is the prime motive of your display windows.

In my article in the March issue of "Footwear in Canada" I practically covered all ground of interest to shoe windowdressers; one of the points I wish to be most emphatic about is the relationship of windowdressers and advertising men. If you will allow me I will quote from my article on this subject.

No matter what the business may be, the show window is without doubt the most potent factor in its successful conduct; it is through your windows that you keep in touch with the buying public. Many proprietors fail to realize this. Generally speaking, here the window department is allowed to spend say \$1,000, the advertising man spends \$5,000, which is putting it at a very low estimate. If these figures were reversed, or even averaged, the results would be surprising.

Then again, (I speak in general terms, of course), there is lack of co-operation between the advertising man and the display man. You cannot expect to get satisfactory results from your advertisements unless the latter are backed by an exposition of the goods advertised, and it is unfair and bad policy to leave your display man in the dark as to your intentions until the last minute. He cannot in such circumstances do justice to the preparation of his merchandise, and fails to enter into the spirit which should characterize the feeling of proprietor, display man, and advertising department. Wherever possible, the window dressing and advertising department should be identical."

If your trimmer is an intellectual capable man, let him handle your advertising, or at least give him a show. Quite recently, I have spoken to several window dressers on this subject and with one exception (a departmental store man) they said the same thing. They were not consulted as to the advertising and so worked independently.

Now gentlemen, this is a bad policy, you are not getting value for your advertising outlay. I would suggest that you pick out from your stock a particular shoe, giving it only for the time being a distinctive name. See that your cut follows the lines of the shoe absolutely, and in your printed matter point out that this particular shoe is now on view in your window, and see that that shoe is in the most conspicuous spot possible, with a neat sign saying, "As Advertised," "The Devonshire," or "The Medino Martin," or whatever you please. Do this systematically, and you are bound to get your results, and don't forget to keep your clerks well posted. There is nothing looks more ridiculous when a customer comes in and asks for a certain line advertised than a clerk having to enquire from the floor man or manager what line it is.

I would like to speak as briefly as possible on the "Evolution of Window-dressing." Going back to my school days, my old Dad used to find the most convenient day to trim his windows was on my half

holiday; and in those days seventy-five per cent. of your stock was Waxed Calf and the balance Vici Kid. Now, no self-respecting Shoeman would display a Waxed Calf Shoe without it being treed or polished up like patent leather; that was my end of it. I have here a relic of the past, my "Slicking Stick." I mention this because it was the best schooling a boy could possibly have and I have never regretted the groundwork of my shoe career.

In those days it was usual to crowd your windows to capacity but we gradually got to realize that one line was killing the other, and now we have in some cases developed into one-shoe windows. This may be all right for Fifth Avenue and then only when you had other windows to help out. but to my idea it is extreme, but let me urge you to avoid over-crowding at any cost.

After this meeting I hope to have the pleasure of seeing some of you gentlemen in the hall, where I have had fitted up what I consider a well proportioned store front.

The trim is now I would suggest as suitable for a first class business, letting each shoe tell its own tale. During the week I shall demonstrate other windows and anything I can do or suggest I shall be most pleased to do, being only too anxious to create more interest in window dressing.

My time is almost up but there is one very important factor in good shoe displays and I cannot do better than read another extract from my printed article under the heading of "Selection of Your Merchandise."

Knowing what you have to sell you should now plan your advertising campaign.

Don't exaggerate. The public to-day is not to be fooled by exaggerated advertising claiming to offer the "best for the least."

Tell the facts about your merchandise and about the prices. Facts are stronger than fiction.

Don't give the impression that you have an enormous stock to dispose of if such is not the case.

Be Frank With Public

It is better to tell the public frankly that you have but a few of each pair advertised—that these are slightly shop-worn, or are old styles, etc., and that they will be sold at prices representing a decided saving while they last.

Don't quote a price as being a great reduction from regular price when it is not. People know pretty well nowadays the prices at which shoes are regularly sold.

Great reductions in prices are hardly expected to-day. People are pleased when they can purchase footwear at the same price which they paid a year ago.

Several merchants have been successful in conducting sales by offering merchandise "at the old price." Prices are rising—the public realize this; therefore, when you can offer footwear "at the old price," they feel that they are getting a bargain. They are.

Don't overlook the possibility of maintaining the total price of an article while reducing the initial payment.

In closing, may I say to you employers: Give your trimmer credit for his work.

If you appreciate his services tell him so.

An encouraging word occasionally works wonders.

Do not turn down his every suggestion for improvement on the ground of expense.

Cut down in some other department, remember your windows are the bulwarks of your business.

To you window dressers, I say, be conscientious in your work, look upon it as a profession, not a trade. If you have a suggestion or problem to work out stick to it even if you have to put a few extra hours in.

In your trims give every attention to detail, and remember that

your goods at the back of the window are just as important as the front.

If you have any good ideas to carry out, go straight to headquarters, even if it should not directly concern your end of the business. If it is good stuff and the boss is right he will appreciate your interest and may act upon your lead.

Mr. Chisholm: Would you mind telling me the size and the width of the shoes which you mentioned?

Mr. Groves: In men's, I should display a fairly wide shoe, about 7½B, or a ladies' shoe, of a small welt or turn, I would display a 5½AA or 5½A. When it comes to the heavy brogue shoe, a 7½C looks better than a "B." The same thing for ladies.

President Fegan: Is there anybody else who would like to ask Mr. Groves a question?

Ideas for Cheaper Grades

Mr. Jupp: Mr. Groves, I am sure that we have been more than delighted with the remarks you have given.

One thing that struck me forcibly is that your talk ran all along the line of the high-grade business. Can you give us any idea regarding the cheaper lines for some of us poorer merchants (laughter).

Mr. Groves: The same thing would apply as regards the matter of overcrowding. No matter if it is a cheaper line, the windows should not be crowded. Give them lots of space. Of course, with the cheaper grade of shoe you have to make it look fifty per cent. better than it is, and this is just as necessary, or even more necessary with that class as it is with the high-grade boot. I would suggest displaying in pairs as much as possible, but not a whole bank of shoes, as you see in some stores. I think the same remarks apply there that one line kills the other, and people do not want to see a conglomeration of shoes; if they are looking for any particular line.

For a sale window, I have advocated a little crowding, but not over-crowding, even at that.

Mr. Foley: There is one question I would like to ask, and that is regarding the window cards. Whether you think we should use the cards that are sent us by the wholesaler or the manufacturer, or have our own special cards?

Mr. Groves: I would adopt a special card in connection with your store; and if possible—especially in the higher-grade stores—I would adopt a little crest or motto, the same as you would on your advertising matter.

Mr. Foley: Are there any firms in Canada which make a specialty of such cards, whom you could recommend, where we could get them?

Mr. Groves: I do not know of anybody in particular.

A Member: McKim's do.

Mr. Groves: There are lots of good firms. I think the best way would be to get your own mark made, or make it yourself, and then have the cards made from it by a lithographer.

Mr. Foley: There should be a good opening in Canada for work of that kind?

Mr. Groves: Yes.

Mr. Sproule: What is your suggestion on window lighting?

Mr. Groves: I would like to see a line of lights adopted more. You will notice in the window downstairs that I have two footlights. Now, a theatre man would not set a stage without footlights, and why should not we do the same thing in our windows? The larger stores—some of them—are now using a line of lights following the moulding right around, and I think that should be more generally adopted.

President Fegan: With the fixtures discernible or not discernible?

Mr. Groves: Not discernible.

Mr. St. Leger: I enjoyed Mr. Groves' paper very much on window trimming. They were splendid as regards high-grade shoe stores. I am about in the same trade as Mr. Jupp. I have rather a varied line, running from soft-soled shoes at nineteen cents up to boots at eighteen dollars, including working shoes. You say "Don't crowd the windows." How are you going to prevent crowding with a line running from nineteen cents up to eighteen dollars?

Mr. Groves: Change your windows every day or every two days (applause).

Mr. St. Leger: A capital idea, but you would require two stores to make one window.

Mr. Groves: It depends on the space you have to work with.

Mr. St. Leger: With an ordinary class of trade—

Never Overcrowd Windows

Mr. Groves (interposing): I think you should not over-crowd your windows even then. I do not think you will get any better results from packing your windows, and you won't have to if you change your windows frequently.

President Fegan: We have been delighted with Mr. Groves'

paper, and have been delighted to have you with us, Mr. Groves. You have given us information which I am sure will be very beneficial to every one present. We thank you very much (applause). Mr. Groves, I am sure, will be delighted to explain any of his remarks at his window downstairs.

Window for the Masses

Mr. St. Leger: Could we ask Mr. Groves about a window of a merchant who is catering to the masses and who perhaps does carry anything more narrow than a "D" width.

Mr. Groves: I intended to trim a window of that kind, but I found there was not sufficient people here displaying that class of goods, to get sufficient stock to dress a window of that kind. There should have been a notice sent out a month ago saying that we proposed to put this kind of a window in, so we would have had a chance to get samples. I had to use what I could pick up around the exhibition. I am displaying this morning a line of children's shoes, boudoir slippers, gaiters, and so forth, and I do not think I could draw a sufficient number of exhibitors here to make a window such as you desire. I would have been pleased if I could, but to-morrow is the last day of the Fair, and I do not think I can pick up enough samples. If I can possibly work that in and get hold of the goods, I will surely trim a window like that.

I had intended to put in a window of the country or rural districts where you cannot depend on elaborate fittings, but when I got here I found there were so few heavy goods being displayed, that it was impossible for me to trim a window eight feet square with those goods.

Mr. Jupp: That last remark of Mr. Groves' is an important one, to my mind. That is, regarding the size of the window,



H. E. GROVES
of Montreal

Mr. Groves, would you care to express an opinion on that as regards the lay-out of a certain sized window?

Mr. Groves: It depends a little on the space. Give all the space you can on the sidewalk. I do not believe in the lobby effect, nor do I believe in the ventilated windows. You cannot keep the dust out. There is nothing like the old wooden moulding. Then, too, don't get your elevation too high or too low. Have it about thirty inches from the sidewalk. I had this fitted up downstairs at about the same dimensions as I would want a store of my own to be. If you care for these dimensions I can give them to you downstairs, but I would advocate your getting all the window space you can next to the sidewalk. There are lots of people who do not care to go out of their way to look at the shoes, but if they are displayed close to the sidewalk, they will stop and look. A sidewalk display will pull people up and their eyes wander from oneshoe to another. Lots of people, especially the men, think if they are getting off the sidewalk, somebody will come out from the store and pull them in. Get your display as close to the public as you can.

President Fegan: Are there any others who would like to discuss this question of window dressing? Mr. Groves will give you all the time you wish, if you will call upon him at his booth downstairs.

Mr. Groves: I shall be there all afternoon, and shall be pleased to point out any suggestions in connection with my window (applause).

The Salesman's Code

How to instil the Desire to Purchase in the Buyer's Mind is the Theme of Paper by C. R. LASALLE

In submitting for your criticism a few personal observations on the manner of treating a departing customer, with a view to bringing him back to you, I have no intention of thrusting my views on you, or of establishing a code for the salesman.

Each one of us will find it worth while to tell one another various little facts and details which will aid him to better his trade, to increase it and make it prosper; and, after all, the object of this series of meetings is to exchange views and express opinions for the greatest common good.

In this era of feverish activity, the humble retailer, in common with the manufacturer, should have recourse to every means in his power to draw clients to his business.

Publicity is one of the means most frequently and fruitfully used, but this publicity would have no durable result were it not supported by what we call: "The Salesman's Code."

This code is what, in larger spheres, is called diplomacy.

Selling diplomacy should exist in the very heart of the store.

It is important that the personnel for the welcoming of the customer, placing the goods before him, offering him the article he requires, and, above all, for the making of the sale, be able to command the confidence of the customer.

This confidence may be gained mainly by the pleasant manner of the clerk, which, naturally, influences the buyer.

A woman, who has served for years in what is to-day a prosperous store, said to me the other day: "My tactics with customers are those which women have been using with so much success for hundreds of years with men; and may be summed up in 'CHARM TO WIN.'" I do my utmost to inculcate these tactics in the clerks who come to start with our house, and even in experienced clerks who forget this essential side of the psychology of selling."

This remark of a woman, to whom, I know, a large proportion of the house which employs her is due, is well worthy of being remembered and put into practice.

After all, how many times have we ourselves received from a customer, whom we are going to receive at the door of the store, the answer?—"It is Mr. X. I wish to speak to."

Who then is this Mr. X.? He is a clerk of a few bare years' experience, perhaps, but who has already built up a clientele around himself.

A person who has only come into the store, and immediately he has his eyes open and in a few minutes is in touch with the newcomer; he has seized on some trait of character; in a word, he has made a psychological study of the customer.

With a smile on his lips, he bids the customer the customary "good day," and, if the latter is hampered with parcels, his first move is to invite him to put them down on a chair or counter.

In the same manner as a doctor who finds himself face to face

with a patient for the first time, the clerk begins to "diagnose" the customer's wants.

The latter does not hesitate to tell the salesman the object of his visit, and the nature of the purchase that he wishes to make; and it is here that the clerk's most important duty begins; not to let the customer go until a sale has been made.

This does not necessarily mean that to his employer's interest the clerk is bound to make a sale.

I would even say that this point of view becomes negligible if, as a result of the sale, the customer were not to return to the store. It is, above all, important to satisfy the customer, and to satisfy him to such an extent that he will come back to-morrow or the next day, and become a regular customer of the store.

It therefore becomes necessary to lay one's-self out, at the very beginning, to give satisfaction to the customer.

The customer wants a boot or shoe which will be comfortable. It is important for the clerk to ensure comfort for the customer, and not to try to pass off goods with which he knows the buyer will not be ultimately satisfied.

He will, therefore, see that the shoe is perfectly and comfortably fitted to the customer's foot, both as to length and width and quality. In accordance with the standard of education of the customer, the clerk will furnish the necessary explanations as to the quality of the article, and the prevailing style, and will be able to interest the buyer of the ordinary article as well as the purchaser of high grade goods.

On the other hand, the salesman who chats with a customer runs the risk of never getting him out of the store. There is, therefore, a fine line of demarcation to be observed in this matter.

It is this that made a Parisian store manager, who, for the benefit of his employees, had made a study of "the psychology of business," say:

"When a young employee, under the direction of an experienced man, interested in the success of the business, has carefully noted the mistakes he has made in this regard, he will gradually acquire the faculty of using only useful words, but of using them all, instinctively, and in the form best suited to the class of circumstance presenting itself."

I will add to these few observations the following simple remark.

The proprietor of a store should avoid taking his clerks' place and doing his clerks' work as much as possible.

He will find greater profits for his business in keeping his eyes open around his store, discreetly noting the manner in which his customers are received by the salesmen, the manner in which they serve them, and will find means to give a smile or two to his clientele, and to say a pleasant word here and there to visitors. He too will do his utmost to fill the role so aptly described by the experienced saleswoman whom I have already quoted, "CHARM TO WIN."

Refunds and Exchanges

Paper by HOWARD C. BLACHFORD Starts Animated Discussion on Best Methods to Deal with Intricate Problems of this Phase of Merchandising

I was asked to say a few words to you this morning on the subject of "Refunds and Exchange as between Retailer and Consumer." Now, I do not intend to bore you with a great lot of details, but I will cite one case that occurred in my own establishment not a great while ago.

A certain lady came in and after the floor man found out what she wanted, he pointed out to her the trouble department, and she said: "I have a complaint to make." I said, "Yes?" She said, "These shoes are not wearing very well." That happened to be a pair of kid welts. She sat down and took off her boots and the trouble was that the kid had apparently dried and was showing a bit of the white. I think due to the fact that she had worn them considerably and had not polished them. She said, "I am not satisfied, and I want a new pair." Just then I looked at the lining, and I found that it was a 2½C, and our private mark showed she had paid \$2.95 for them. I had made up my mind to please her at first, and to give her a new pair, but when I found that \$2.95 I changed my mind. I said to her, "You purchased these probably at the last sale which was in February, and they only cost you \$2.95. She said, "Yes." I said, "Now, you are asking me to give you a pair of boots which we are selling—the duplicate of that shoe—for eleven dollars—by the way they will be sixteen dollars pretty

soon." I said, "I cannot possibly do that; it is not reasonable." She did not say much. She said, "All right," and she went out. I was rather sorry that I did not fix her up, but the next day her brother-in-law came in and spoke about the shoes, and the next day another brother-in-law came in about the same shoes. I argued from a reasonable standpoint as I thought, but nothing would do. So I said, "Gentleman, I cannot give you an eleven dollar pair of shoes for a pair you paid \$2.95 for. We like to be reasonable, but this is unreasonable," and he said, "Well, you are trying to get out of making this thing right." I said, "No, I am not," and he said "What are you going to do about it?" and I said, "There is only one thing I can do. I will give you two dollars and ninety-five cents value on anything you want to pick out." Well, to make a long story short, she did pick out a pair of sixteen dollar boots, on which we allowed her two dollars and ninety-five cents, the price of her bargain.

Arguments with Men and Women

That is one case I want to cite. It is one of the obstinate things we get up against. I rather pride myself on holding my own in an argument with a man, but not with a lady. These men in this case gave me a long string of arguments, and I could not see any-

thing but my own side of the question, and I finally won out, and made some money besides. That is the only case I will cite, because it is a peculiar case.

Now, "Refunds and Exchange." Of course we all do it. Now, do professional men refund money? I don't think so. Take, for instance, a doctor. Sometimes some of us may be out late at night and the next day we go to see a doctor. The doctor says, "I think I know what is the matter with you." We know ourselves. But he says, "Take this prescription," or sometimes he gives us the medicine. If he is a homeopathic doctor, such as the one to whom I go, he gives us the medicine himself. "How much?" we ask him. "Two dollars," he says, and we pay him two dollars, or three dollars or whatever he charges. Three days afterwards I am still feeling badly, perhaps. I go back to the doctor, and he says, "Well, I will try this," but he does not refund your two dollars. Now, perhaps you have to go to a dentist. I know of one case that happened lately, to one who wanted a tooth extracted. She went to a dentist, and took an anesthetic, and the dentist pulled out the wrong tooth, for which he charged two dollars. She complained, but the dentist did not give her back her two dollars. In fact, he charged her two dollars more for pulling out the right tooth (laughter).

You go to a musician (I have one in my family). You, perhaps, think you can play the violin or the cello, and you go to this teacher. He says, "Yes, I can teach you," and he may extract some two or three hundred dollars, and still at the end of a certain time you are a rotten player. He does not give you your money back. This is to show you how the retailers gets it "in the neck."

Must Put Up With System

I will go further, and say that even though we know that the system is unjust, still we must put up with it. Others do it and, therefore, we must. I do not see how it can be stopped. It can certainly be curtailed by a little diplomacy, and we all have some of that at least, but I do not see how we can eliminate this trouble altogether. You know old Adam made a mistake when he ate the apple in the Garden, and we are continuing to reap the results of his mistake, but since then some "poor fish"—I don't know who he was—made a mistake when he started refunds. I do not see how we can get out of it. We have to continue it. I do not like to see us in a class with Adam, but we have to follow the retailer's mistake.

Let us be diplomatic. In fact, we must be these days if we are going to be successful retailers. One of the greatest, if not the greatest curse in the retail business, is the refund, or shall I call it the refund policy or system? Exchanging goods is bad enough, and you all know what it costs to exchange goods. It costs us additional clerks' hire; costs us additional deliveries which today are not cheap, and, so, as I say, the exchange is bad enough, but when you come to refund, after you have paid your clerk's hire, and paid for your deliveries, and then they want back their money—why, you don't even get an exchange out of it. Shall we, as retailers, put up with it? I say, "Yes." I know you will not all agree with me, but I think it must continue. I would call it a 'custom-getting policy' to be reasonable with refunds. I will not speak of the exchanges. It is a custom-getting policy if we please our customers even if it is temporarily, but if we really please them we are getting them to come back, and we will get our reward. It is really an advertisement. We cannot get away from that. A customer never thinks there is anything wrong about asking for a refund or an exchange. It is a wise thing to try and please your customers. We have had several addresses at this convention where the speakers mentioned diplomacy, and this is one of the diplomatic points. We must please our customers, and if you do not refund their money, or do not exchange their shoes, when they ask you to, they are not pleased, and one sale is nothing as compared to one customer.

We must however, in connection with this matter, bear in mind one thing, and that is to be particular in what you take back. Do not take back evening slippers that have been worn. I had a customer the other day—if you will pardon this personal reference—who brought back a satin slipper. They were badly soiled on the sole and I objected. The clerk brought them to me, and I said, "No, we cannot take them back." Then she wanted an exchange, not a refund. She came up to me, at the desk, and she said, "How is that I cannot exchange these?" I said, "You have worn them." She said, "Why, Mr. Blachford, I have only worn them across my bed-room floor." I think the bed room floor was very dirty. I said, "Mrs. so-and-so, if you came into buy a pair of slippers would you buy these?" and she said, "I would not mind." I said, "You know perfectly well that you would not take them." I said, "I will tell you what I will do, I will try and sell them for you." We have a little book in which we keep various pairs of these kinds, and we do, in nearly every case, sell them, sometimes at full value and sometimes at a slight reduction. We send them up and have them refinished, and we sometimes sell them at full value. We generally get rid of these shoes and the customers are satisfied. We do not give back money indiscriminately, because if we did we would be establishing a precedent which we would regret.

I might cite here three big firms who are using this refund system and they seem to have made a success in business.

I believe Marshall Field, in Chicago, was the instigator of the policy. I think we are all agreed that they have made a success in business. The T. Eaton Company, of Toronto, are doing this and making a success of it. People will tell you any time that they can get their money back at Eaton's. They use that for an advertisement. I know from their managers that they charge certain of these things to advertising. They think it is a good advertising policy.

Wanamakers in New York are a firm from whom you can get a refund. These three stores I mention are three large concerns, and they use the policy of making refunds and are making a success of it. If they can do it, why cannot we? But we must do it in a smaller way.

May I here make a reference to Mr. McFarland's paper yesterday in regard to the slogan of the Rotary Club? I happen to be a charter member of the Toronto Rotary Club and some of you remember the slogan, "He who Serves Best Profits Most." In this reference I would take it as service to the customer for your own benefit, that is, if it is done under an iron-clad hard and fast rule to take back nothing but perfect goods. I do not want anybody here to think I am trying to enlarge this system. I don't want refunds, but I do feel in the interest of our business that we must give refunds if we are to satisfy our customers, and the Rotary Club's slogan, "He who serves best profits most" comes in very well there, because we get our profits back probably on the next sale and if she is a woman, she will come back to you if you treat her right.

Mr. President, I am sure there are lots of men here who do not agree with me. If you think it is wise at this somewhat late hour, to have a discussion on this matter I am quite willing to join in, but I cannot make it strong enough in my opinion that we cannot get away from refunds. If you get away from them, what are you doing? You are only displeasing your customers. A customer may mean one hundred, two hundred or three hundred dollars a year to you. If he has a family, it will mean more than that. We have a customer who leaves with us from fifty to a hundred dollars a month, because the whole family come in. If we displeased that man or his wife we would lose his trade. Can we afford to do that? Can any of us afford to do that for the sake of a refund on a twelve, or fifteen, or eighteen, or twenty dollar pair of shoes? My firm's decision is "No." I thank you (applause).

Mr. Foley: Mr. Blachford spoke of selling shoes for a customer. I have been confronted with that very often. I would like to have some idea of how you handle the selling of these shoes for your customers. Do you settle with the customer at the time, or do you wait until the sale?

Settling With Customers

Mr. Blachford: I never settle with a customer at the time. If I settle with the customer at the time it is an exchange, and we don't want that kind of thing. We take the shoe in, as I mentioned, and I have a small red-covered book, which I have addresses in, and in the back of this book, I continue to have addresses which are the addresses of those people who leave shoes to be sold. At the time we put the ticket on them, "When sold, credit Mr. J. W. Smith with whatever amount we may have received from the sale of shoes," and the clerk who sells the shoes brings the ticket to me and I mark it off in my book, and advise the customer by letter that the shoes have been sold, which she left with us, and we tell her that the shoes she left with us on—if it is not a very long time ago, we tell her the date; if it is quite a while, we simply say "which you left with us"—have been sold, and the amount credited to her, and when she is passing if she will come in we will adjust the matter with her, either give her the money or credit her with the amount on the purchase of another pair of shoes. We find that a good system if we do not get too many, and my little book which I have been running since I came home a year ago, just a small book, small pages, doubled sided, I venture to say I have not more than six names left in that book which are not settled.

Mr. Foley: In the meantime, if she needs another pair of shoes she comes in and pays for them?

Mr. Blachford: Yes.

Mr. Foley: I used to work that system. You may have to watch your chance of disposing of the soiled shoes, and it might take a year. The way I do now, I say to the customer, "I have to lose three dollars on that. I can perhaps get eight, or seven or six dollars for them; I think the better way for us to do is to divide the loss," and then I settle with the customer right there.

Mr. Blachford: We tried that policy, and we found that the presentation to the customer of the approximate loss did not appeal to her, but by leaving the thing standing open—I might say that we have a number of them leave the shoes for a while, say a month, and then come in and say that they have a friend who will take the shoes off their hands at a pre-arranged price. I think if you speak to her at the time she leaves the shoes of any proposed loss, you are starting trouble right away, and we found if we let her wait a month or two months or three months it works out better.

Mr. Jupp: Mr. Blachford's idea is very good, but in case of a person who had not the required money to buy another pair, people

of medium or poorer circumstances. That rule would not work out quite as justly in that case. This rule would apply in cases where the retailer is catering to a high-class trade, but like the window trimmings what are you going to do with the lower class trade—the medium trade? I fancy there would be some obstacles there.

President Fegan: Supposing you tell us how you do it Mr. Jupp (applause).

Mr. Jupp: I am rather in the same position as Mr. Foley. My trade is of a more moderate kind—my clientele is of more moderate circumstances, and I am afraid we would run into trouble if we insisted that they buy another pair of shoes and wait until we can sell the first pair before adjusting the matter with them.

Mr. St. Leger: This seems to have turned into somewhat of an experience meeting. It reminds me of the old-time Methodist experience meetings we used to have.

We have five stores in Toronto, and that make it a little different problem for us. We have hard and fast rules. We exchange no goods that have been worn or soiled. We have our counter-check-books definitely and distinctly marked, "No refund; no exchange without return of this check." When a customer brings back a pair of shoes, and the check, and the goods are in perfect order, we make out a refund slip, and we ask the customer to sign the slip, both name and address, and when they do that we refund the money. We will not refund unless the customer signs both the name and address. This goes to our office, accompanied by the original sales check, and we keep track of the people who are in the habit of asking for their money back, and you would be surprised to find the people who make a regular habit of getting their money back. This is one experience I have had in the retail game, and I think it is a pretty poor policy—these refunds. We try to make it just as hard as we can for the customer. For instance, if they demand their money back, we say, "we will try to please you if in our power," if they insist, we say, "We will give you a due-bill and you can get goods at any of our stores at any time for the value of the due-bill." If they still insist on it, we make them sign their name and address for the receipt of the money and I have found that it works out splendidly, and under no consideration will we put any goods back that have been soiled by being worn over dirty floors (applause).

Mr. Deacon: I may say that in my experience of thirty years in the shoe trade, I found that it is wise to refund under certain conditions. I am in the same line as Mr. Jupp. We have a sales slip we send out from the cash register, and on the back is a memo which says, "All goods exchanged, but no goods will be exchanged that are soiled in any way." Or words to that effect. I keep a record of everything that is refunded, and it is surprising, when you get a customer educated to it, how small a number of them will ask for a refund.

I think that fifty per cent. of the refunds are caused by the errors of the clerks (hear, hear). Clerks who wish to make sales and will insist upon the customer taking something which do not suit them, and perhaps does not even fit. If the clerk would go to work in a great many instances, where a lady or gentleman insists on buying a shoe, and tell them that that particular shoe is not suitable for them it would be far better for the store, to lose the sale than to have a dissatisfied customer, coming back later on. In my experience I find that fifty per cent. of the exchanges and refunds have been caused by the clerk not being competent in his duties (applause).

There is another custom which I do not favor very much and that is the custom of rebates, which my friend Mr. Blachford had reference to. This, to my mind is a great bug-bear in the shoe trade. For instance, a woman comes in says, "Mr. Deacon, I just got a pair of shoes from you a couple of weeks ago, and I don't like them," and she brings out the pair of shoes which have given her dissatisfaction, according to her ideas, and in nearly every instance I have found that there is a misstatement somewhere. Possibly the shoes have been sold for two months, or three months or four months instead of two weeks ago. That customer is the hardest one to get around, because they insist on getting a rebate to which they are not entitled, and never were. The trouble connected with refunds is practically nil as compared with rebates (applause).

Mr. Sproule: Mr. Blachford, I would like to ask you how you get over your adjustment regarding repairs? I will give you an example. For instance, about a month ago we had a torn slipper come back. The first one we ever had from that firm. We had it repaired and it cost us seventy-five cents. The way we do, we never charge

a customer for repairs of any kind. What are you going to do with the manufacturer?.

President Fegan: Will you make that a little more clear? You say you do not charge for the repairs.

Mr. Sproule: We do not charge the customer. I am referring to the shoe-making. Do you charge that up to the factory or do you repair it yourself? Is it worth while to bother for seventy-five cents?

Mr. Blachford: If it is a defect in the manufactured product, I would charge it up to the factory, and I have never been refused credit (applause). If it is caused by something for which the factory is not responsible, I do not charge it to the factory. I charge it up to advertising. The Repair Department would get credit for that amount of advertising.

Mr. Foley: Do you ever have them coming to you with a shoe, asking for a refund, when the shoe is not yours? This just comes to my mind, because I was walking on the street in Toronto one day and was passing the Regal store and Mr. Chambers, came out and said, "Oh, Foley, come in here a minute." I went in and there was a man in there trying to secure a refund on a shoe. They asked me to look at it, and I found it was one made for me, had the Wingfoot Rubber heel and all. It was made for me, and believe me, the man was glad to get out of that store very quickly.

Mr. Deacon: The way I overcome that is by having every shoe stamped on the lining with my whole name. People have come in that way to me, but I have always referred them to the stamp on the lining.

Mr. Affleck: I think I would like to mention a little experience we have had in our office this spring, as regards refunding. We had a considerable lot of them. We never object to refunding freely if the customers feel they want it. That is the way we do business, and we find it good business to do it that way. This summer we seemed to be having more refunds even than usual, and I thought I would analyze the situation and find out if I could see what was wrong. We have a refund slip which the customer signed, and we insist that the sales slip be returned if we can get it, and from that we find out who sold the shoes. I have ten salesmen in one store and in analyzing the situation I found out that about forty per cent of the refunds in the Ladies' Department were sales made by one salesman (hear, hear). That was very good information and I took the salesman into the office and had a talk with him and I found that he was doing just as Mr. Deacon has said, he was forcing sales. So I think, if the salesmen are educated properly and if a shoe is sold properly, we would not have very much trouble with refunds. From the information which I gained in analyzing my situation showed me that the larger amount of refunds were caused by the fact that the sales were not properly made, and we have eliminated in two months' time a great number of refunds that were being made. I have impressed on my salesmen not to sell shoes just for the sake of getting money. This man of whom I spoke was after the money, and we found a great many of the refunds were due to his poor salesmanship (applause).

President Fegan: We are certainly very glad to have that information.

Mr. Le Sueur: I would like to give this meeting a little experience on the other side. For years I had a partner, whom some of you know. We were not agreed on the policy of refunds. I have always been in favor of them, and my partner was against them. When the time came and I took over his interest, one of the first things I did was to announce that when a shoe was not satisfactory to the customer, if they would bring them back, and the shoes were not soiled, I would refund on them. I adopted two things in connection with the refunds. When a customer came in with a pair of shoes with which they were not satisfied, I tried to refund the money pleasantly and I tried to do it promptly (applause).

President Fegan: I believe this is largely a matter of individuality, and I think myself if it were sized up, that possibly the great bulk of our trouble is caused by the matter of which Mr. Affleck spoke, and I think if we inform our clerks and take them into our consideration and our counsel and give them the instructions that a customer must be fitted properly and that we are not anxious to have the individual sales but want their custom, I think it will eliminate a great deal of this evil. This evil is quite apparent everywhere, and if we educate our salesmen, I think we will be doing a great deal of good for the retailers.

Shoe, Leather and Allied Trades Fair

Comprehensive Display of Made in Canada Shoes and Accessories. Coliseum and Booths Artistically Decorated. Entertainment Program Huge Success. Individual Notes on Exhibits and High Lights of the Week's Program

It has often been said that no man who has seen the Grand Canyon has been able to pay this wonderful work of nature a fitting tribute. The immensity of it, and the vast diversity of scenic

grandeur which it embraces, defies description. In the same category can be placed the second annual Shoe, Leather and Allied Trades Fair held in the Coliseum building at Montreal last week.

It is very doubtful if any of those who happen to have the good fortune to attend the Fair will be able to adequately describe it. The exhibits were so varied in nature and so lavishly individually, the entertainment program so complete and so well arranged, that it is almost impossible to properly describe the week's program. The best that the average man can hope to do, is to point to some of the high lights.

The Fair comprised slightly over a hundred exhibits, taking in a comprehensive display of all the footwear manufactured in Canada. Turns, welts, McKays, stitch downs, standard screws, felts, rubber footwear, canvas footwear, findings, were there in every conceivable pattern and design. The one feature that made the Fair slightly confusing was that there were so many and such a varied assortment of exhibits that it was difficult to get a clear cut and concise impression of any one firm's display. It was a complete representation of the best in "Made in Canada" footwear and it is hardly probable that the next few years will see the past Fair surpassed either in the number or quality of exhibits.

Even to the man who has been engaged in some branch of the shoe business in Canada for a number of years, it was a surprise. Time and time again the remark was passed that few people had ever recognized the place that the shoe industry held in Canadian manufacturing life. To the ordinary public, who were viewing shoe exhibits on a large scale for the first time, the showing was colossal. Hundreds of Montreal citizens and those from outside towns, who were fortunate enough to attend the Fair sometime during the week, will be unconscious boosters for Canadian made shoes for all time to come.

The general interior arrangement of the Coliseum and the individual trimming of booths was all that could be desired. No less an authority than the editor of one of the largest American Shoe trade papers, who has been visiting the United States shoe fairs for the last fifteen years, made the statement that he had never seen a shoe fair which equalled the Montreal one in the general beauty of decorations. The roof of the Coliseum was completely hidden by long banners of green and white. The booths themselves were all uniform in size and color, being painted pure white and trimmed with green. At the back of the booths was a uniform sign board on which the various exhibitors had their company names inscribed with gold. The rear wall of the booth was made with white lattice work, which offered unusual opportunities to the exhibitors to tastefully trim them with cut flowers or vines. At the front of these booths were stands for ferns or cut flowers, and every exhibitor took advantage of this to beautify his booth. Hung from the ceiling were large flags of the Allied nations and the same effect was used in trimming the walls at the end of the Coliseum. At the upper end of the building was a large store window, the actual size of an average city store front, complete in every detail from plate glass front to electric foot and drop lights, stands, draperies, and specially designed back. In this window were shown a series of specially planned window displays, a new display being put in twice daily. The Coliseum was also equipped with a well-appointed ladies' room, which was decorated by the Henry Morgan Co. with oriental rugs, silk draperies, beaver board panelling and wicker furniture. At the opposite side of the hall was an adequate lunch room.

The decorating of each individual booth was left largely to the discretion of the exhibitor, and the beauty of some of these booths can be gained by looking at some of the pictures appearing elsewhere in this journal. Every exhibitor put in rugs, furniture, lamps, flowers, ferns, and many of them had special features, including electric displays, show cases, shoe stands, and other features.

The crowds which visited the Fair during the five days well repaid for the time and trouble which the exhibitors took to make their various booths attractive. It is estimated that over fifty thousand people were present at the Fair, not including those who were in some way or other connected with the different exhibits. The Coliseum was opened daily from eight in the morning until ten thirty in the evening, and every evening and several afternoons the aisles were a mass of seething humanity. Despite the crowds, the public was at all times orderly and were kept constantly on the move by the officials in charge of the Fair.

The large majority of the exhibitor, gave away souvenirs during the week. To attempt to describe the various clever and useful articles which were distributed would take several pages. Some of them which were most in evidence were the eversharp pencils of Duclos & Payan, the Kewpie dolls of Citadel Leather, the leather key rings of International Supply, the Ribbon tied bouquets of the Blachford Shoe Mfg. Co., the patent pencils of Nathan Cummings, the Hotel room keys of Minister Myles, the quill pens of Regina Shoe Co., the powder puffs of Getty and Scott, the Moccasins of Holt Renfrew, the bedroom slippers of Farnsworth Hoyt, the leather bound memorandum books of Robson Leather Co., the corkscrews of Aird and Sons, and the cigar cutters of Dominion Rubber System, and souvenir copies of the July 1st issue of the SHOE AND LEATHER JOURNAL.

One of the big attractions of the Fair was a working exhibit of shoe manufacturing put on through the joint efforts of the United Shoe Machinery Co. and the Ames Holden McCready System. The

latter furnished the shoes and raw materials, and the United Shoe Machinery installed fifteen electrically driven machines to show the various processes through which the shoe goes to turn it out ready for the consumer. There were at all times a large crowd around the United Shoe Machinery Co. display interested in watching their force of workers handle the machinery.

The entertainment provided for the delegates through the courtesy of the manufacturers was almost beyond description. There was something doing every minute of the day for both the men and the ladies, either in entertainments in which they were both present or at parties particularly provided for the ladies. The one feature which had been planned upon, namely, an overnight trip to Quebec City had to be cancelled at the last minute. In reality this was a very fortunate happening. This trip had been scheduled to commence Friday evening, but by that time the majority of those present at the Convention were really too much sated with good times to really appreciate a feature calling for the big expense that the Quebec trip would have entailed. As it was the entertainment committee called a hurried meeting and planned out a big night at Dominion park, especially arranged by the Travellers' Association, which fully took the place of the trip to the capital city, and at the same time allowed the delegates the privilege of spending Saturday in Montreal: this would not have been possible had they gone down the river.

One of the outstanding features of the whole week's entertainment were a number of vaudeville entertainers imported from New York City for the occasion. They were present at most of the functions, and presented a varied and complete routine of acts. They included the Johnson brothers, xylophone players, Miss Ford, a doubled-voiced singer of popular songs, Jenny Middleton, the well known Keith Vaudeville dancing violinist, Joe and Katherine Gates, soft shoe and acrobatic dancers from the Palace Royal in New York, and Nate Leipsiz, card manipulator and juggler.

Ladies Well Entertained

The ladies, wives and guests of those present at the Convention were particularly well entertained. The first function was an automobile ride around the city Tuesday afternoon. Incidentally it might be stated that for every event in which they could be used a fleet of automobiles was at hand to escort the delegates around. A special committee, under the chairmanship of Peter Chouinard and Nathan Cummings, assisted by Emile Lefebvre, W. J. Chinnick, J. L. Greenspoon, Samuel Mendelssohn, Percy Milburne, Gordon Hubbell, and Messrs. Larou and Desmaris, attended to this work. On the Tuesday afternoon trip the ladies were taken for a two-hour drive, including parks, statues, buildings of historic interest and other sight-seeing points of the city.

On Wednesday the ladies were again taken for a delightful automobile tour, this time to the top of Mount Royal, where light refreshments were served and a view of the city and surrounding country was had. Following this the ladies were entertained at luncheon at the Ritz-Carlton Hotel. C. G. Higginson, who had charge of this luncheon, occupied the chair and at the table of honor was Mrs. Warren T. Fegan, Mrs. Peter Doig, Mrs. J. Clark Acton, Mrs. Peter Chouinard, Mr. Shea Bonisteel and Mrs. Clayton Courson. This luncheon was largely an informal affair, and at it many delightful acquaintances were made and friendships formed. Peter Doig on behalf of the manufacturers expressed their pleasure at the presence of so many of the fair sex, and W. R. Ecclestone, of the T. Eaton Co., Toronto, replied for the ladies present. At this luncheon a delightful musical entertainment was given, all the artists being members of families of friends of the Montreal shoe trade. The numbers included violin solos by Miss Annette LaSalle and Master Jules Albert LaSalle, songs by Miss Estelle Anger and Mademoiselle Thibaudeau, piano numbers by Miss Hamen and popular songs by Messrs. Edwards and Emile Legour.

Wednesday evening J. R. Henderson handled the arrangements for a delightful theatre party at the Orpheum where the guests witnessed a performance of the "Gipsy Trail." Thursday night the ladies were entertained at the Style Show and later at an informal dance in the Rose Room of the Windsor. During the day they had been taken in automobiles to Ste. Anne de Bellevue, where a delightful outdoor luncheon was served. Friday evening a large number of the ladies were present at the travellers' party at Dominion Park, where that live organization provided a supper, vaudeville show, band concert and tickets for all the side shows for their guests.

Entertainment Features

The entertainment features for the men included complimentary luncheons by the shoe Manufacturers' Association at the Windsor on Wednesday; by the Shoe, Leather and Allied Trades Travellers' Association on Thursday; the annual banquet of the National Shoe Retailers' Association Wednesday evening; a performance of the cabaret show at the Blue Bird cafe Wednesday evening, the Style Show and informal dance and the big night which the travellers put on at the Dominion Park Friday.

The luncheon given by the Shoe Manufacturers' Association at the Windsor Hotel Wednesday noon was the first real oppor-

SHOE AND LEATHER JOURNAL ON THE JOB

The "Shoe and Leather Journal," as has been the case in all shoe and leather trade gatherings for the last 33 years, was on the job at the second annual convention of the National Shoe Retailers' Association and the Shoe and Leather Fair.

Located at Booth 126, the first booth on the right entering the main door of the Coliseum, our representatives were fortunately able to be among the first to greet many old friends in the various branches of the industry.

Among the interesting features of the booth were the photographs of the advertisers who had been using the "Shoe and Leather Journal" in 1888 and those who were still regular advertisers, and the bound copies of the Journal from the first issue. Dozens of old-timers used the files to refer to incidents that had happened in the trade from 20 to 30 years ago.

On Saturday afternoon the "Shoe and Leather Journal," in association with the Fair Executive, ran special reports on the Shamrock-Resolute race. A C.P.R. wire was installed in the Coliseum and the crowds were informed every few minutes of the position of the two boats. A large reproduction of the course and the contingent waters hung on the end wall of the Coliseum, on which flags were used to represent the boats, told at a glance the relative position of each boat.

During the course of the week hundreds of souvenir copies of the July 1st issue of the "Shoe and Leather Journal" were given away to the people at the Fair. These copies contained the complete programme, committees, pictures of Montreal, etc., and all the special Fair advertising.

tunity the various members of the trade had had to get together, and it proved to be the corner-stone of a better understanding which developed gradually during the week. The luncheon was well served and appetisingly attractive, the speeches were short and to the point and the vaudeville provided was good.

"Jimmie" Rice got the crowd in good humor at the start by several songs, which was followed by the entertainment.

James Acton of the SHOE AND LEATHER JOURNAL, was the first speaker and he pointed out briefly his great satisfaction in seeing the various branches of the shoe and leather industry getting together on the basis of understanding and fraternity.

Peter Doig, who had a few minutes previously addressed the ladies' luncheon at the Ritz-Carlton, spoke briefly regarding the Convention and Fair.

F. S. Scott, M.P., presided over the luncheon, and made a few appropriate remarks.

Following a few announcements the guests adjourned to the Coliseum and to the afternoon entertainment program.

There were many side issues in connection with the Fair that are worthy of special mention. One of these that should prove of decided educational value to the public in fostering the Made in Canada shoe campaign was the taking of various sets of moving pictures during the week which will be exhibited through the various moving picture houses in Canada. These included pictures of demonstrations in various booths, the crowds in and around the Coliseum, and of the parade and picnic in charge of the travellers at Delorimer Park Saturday.

The Citadel Leather Co., of Quebec, who were represented by J. A. Scott and W. A. Lane, were at all times in the foreground. The shoe men are getting so they depend on the Citadel Leather Co. to spring something new every time there is a gathering of the trade, and this time they were not disappointed. The Citadel Co. received all kinds of publicity from the young lady dressed in the green and white kid suit who represented them at the Coliseum and at the other events, distributing cigarettes and souvenirs. For the benefit of those who had the young lady linked up with one of the local theatrical companies or with an American moving picture company it is interesting to note that she was Miss Elinor Arliss, daughter of a Montreal photographer, and rightfully judged by many one of the most beautiful girls in the city.

Warren T. Fegan, the popular president of the National Shoe Retailers' Association, put over something on the other officers of the organization. Wednesday afternoon, accompanied by Mrs. Fegan, he took an aeroplane trip over the city in one of the R.N.O. aereo service machines. Mr. Fegan expressed great enthusiasm over the trip and his friends are predicting that if he ever finds the shoe business unprofitable he will probably turn to aviation.

Something absolutely novel for a trade convention was a

meeting of the Kitchener, Ont., City council held in the Coliseum Thursday morning, made possible by the attendance at the Fair by the majority of the members of the council. The Kitchener aldermen who were exhibitors at the show were A. A. Armbrust, of the Lady Belle Shoe Co., Fred H. Ahrens of Chas. A. Ahrens Ltd. John Holtz, of Canadian Consolidated Felt Co., J. Lang, of Lang Tanning Co., L. O. Breithaupt, of Breithaupt Leather Co., and W. E. Wing, of Kaufman Rubber Co.,

One of the side features of the week was an address given to the retail shoe clerks of Montreal by Arthur L. Evans, president of the Shoe Salesman's Institute of Boston, Mass., in the meeting hall of the Coliseum. After reviewing the various essentials in retail salesmanship, Mr. Evans left his audience with the unanswered question, "Where will you be ten years from to-day?" At the conclusion of his talk the clerks, who were guests of the Fair executive, were given a light luncheon.

In closing the general report of the second annual Shoe, Leather and Allied Trades Fair it is only fitting to pay a brief tribute to those men who were most largely instrumental in making the Fair the wonderful success that it was. Peter Doig, General Manager, was the man who in the first place had the vision necessary to make the Fair possible. For the past three months he has worked unceasingly, and during the time of the Fair was the busiest man in Montreal. At the end of the week, his voice was but a whisper, and he himself was all in physically from his strenuous activities in conjunction with the event.

George G. Gales, who officially was down on the program as chairman of the entertainment committee, was in reality a joint general manager, assuming for Mr. Doig many of the responsibilities which he himself had not time to handle. The entertainment program was one that will be remembered for years to come, and it is sufficient to say that to Mr. Gales belongs the credit.

At the headquarters of the Fair executive in their office in the Windsor Hotel was an almost unbelievable mass of detailed work to be handled during the last three months. This was sufficiently attended to under the direction of Henry Kavanaugh, who was the official secretary for the Fair executive. Although he personally was not able to spend much time at the Coliseum, he was working day and night during the week to keep things running smoothly. He never was too busy to attend to the wants of any of the visitors, and many of the individual courtesies of the week were due to his personal attention.

There are many others, including the committee chairman, etc., whose individual work merits a special word of mention. Each of them put in a lot of individual hard work to make the affair a success.

The list of the individual committees is as follows:

COMMITTEES

- Executive Committee**—George G. Gales (Chairman), Joseph Daoust, W. F. Martin, Albert Tetrault, Louis Adelstein, C. R. LaSalle, Alex. Inrig, Chester R. Cragie.
- Convention Programme Committee**—Warren T. Fegan (President), James W. Jupp, George St. Leger, G. C. Blachford, J. C. Budreo, S. B. McCall, Morley Chisholm, Thomas Kelly, J. L. McLelland, Walter Burnill.
- Financial Committee**—Joseph Daoust (Chairman), T. H. Reider (Joint Chairman), W. F. Martin.
- Entertainment Committee**—George G. Gales (Chairman), A. E. Jones, Charles Slater, John J. Burke, Walter Sadler, W. A. Lane, G. T. Stockton, Jules Payan, E. J. Laurendeau, Emile Labelle, C. R. LaSalle (Joint Chairman).
- Ladies' Automobile Trip to Ste. Anne de Bellevue and Visit to Macdonald College, with Luncheon**—Jules Payan (Chairman), G. T. Stockton (Joint Chairman).
- Living Model Style Show Committee**—James P. Buchanan (Chairman), J. M. Scott (Joint Chairman), Charles Slater, L. Charbonneau, Edward K. Lummis.
- Informal Dance Committee (Windsor Hotel)**—John J. Burke (Chairman), T. J. Ryan, T. LaSalle, A. E. Jones, Aime Démonigny, James Boelisle, Emile Labelle (Joint Chairman).
- Banquet Committee (Windsor Hotel)**—Lieut.-Col. Walter Sadler (Chairman), Charles Duclous, George N. Slater, J. G. Riel, W. R. Smardon, John Scully, E. J. Laurendeau (Joint Chairman).
- Special Complimentary Luncheon Committee (Ladies only), Ritz-Carlton Hotel**—C. G. Higginson (Chairman), Gordon S. Hubbell (Joint Chairman).
- Carriage Drive to Summit of Mount Royal Committee**—C. R. LaSalle (Chairman), John A. Hammill, O. H. Hymen, J. G. Riel, A. E. Jones (Joint Chairman).
- Window Dressing Committee**—Fred. A. Jenner (Chairman), Edmond Brassard (Joint Chairman).
- Golf Committee**—Norman McFarlane (Chairman), E. H. Moles, Nap Tetrault, John McEntyre, W. F. Martin, L. E. Gauthier (Joint Chairman).

- Trip to Quebec Committee**—W. A. Lane (Chairman), W. F. Desmarais, Peter Chouinard, W. F. Martin, Mr. Lessard, Edward Wayland, Mr. Frechette, Charles Slater, H. G. McCullum, W. C. Meyers, C. E. Fice.
- Allotment Committee**—Frank W. Knowlton (Chairman), Mortimer Packard, Gilbert Bonner, A. Lambert, J. J. Burke, Frank Delancey, A. E. Massie.
- Press Committee**—J. A. Beaudry (Chairman), C. S. Acton, F. H. Devenish (Joint Chairman), Walter Healey (Managing Editor).
- Billeting Committee**—Harry Gibbons (Chairman), R. L. Styles, A. E. Jones, W. L. Shaw, L. Levy, C. D. Wilson, F. Gadley, J. O. Boulterice, Louis Girard, C. Grenier, Eudore Guerin, L. Marchildon, J. B. Nadeau, H. Pepin, A. Pepin, A. Vanier, J. Brunet (Joint Chairman).
- House Committee**—W. H. Stewart (Chairman), Mr. Vigneault, George Fortin, E. Corbeil, Fred McCann, W. Walter Bowles, Thomas Dessault (Joint Chairman).
- Reception Committee**—Louis Adelstein (Chairman), Sam Mendelsohn, E. Laurendeau, A. Mendelsohn, J. A. Brunet, Moe Gold, E. Belanger, Abe Yaphe, A. Daoust, Phil Yaphe, Joseph Beaudin, Ben Yaphe, Albert LaSalle, Abe Wexler, Torissan LaSalle, Gerald Segal, Lecompte Fils, J. L. Greenspoon, Aime DeMontigny (Joint Chairman).
- Travellers' Committee**—R. L. Savage (Chairman), E. Henri Dubois (Treasurer), H. L. Taylor, J. L. Quesnel, Emile Larose (Secretary).

SUB-COMMITTEES

- Parade Committee**—J. H. Cote (Chairman), J. E. LaForest, Hector Champagne, C. Lemoine.
- Horns and Bugles Committee**—J. E. LaForest, Emile Lefebvre.
- Decoration of Trucks and Autos Committee**—Hector Champagne, J. E. LaForest.
- Dancing Programme Committee**—Emile Lefebvre (Chairman), Paul Lefebvre.
- Sports Committee**—Emile Larose, Victor Lachambre, E. Lapointe,

Bell, Harvey McKean, Stuart J. Anderson, R. J. Tretheway and T. E. Bennett.

The exhibits of Horace D'Artois, Kenworthy Bros. and the Farnsworth Hoyt were gathered together in two large booths. The "Kendex" products of Kenworthy Bros. received plenty of attention. This material has been lately introduced into this country and promises to meet with the same success as it has south of the border. The representatives at this exhibit were H. F. and H. J. Kenworthy, the twins who were born fifteen years apart, A. P. Hittle, Horace D'Artois, J. D. Farnsworth and E. L. Connor advertising manager of the Farnsworth Hoyt Co.

Smardon and Co., Montreal, had a booth attractively fitted up with light oak furniture, flowers and lights, and were showing samples of their high grade footwear. They were represented by W. R. Smardon, G. F. Smardon, J. P. Buchanan, George Fry, J. M. Scott, J. A. Hammell, W. H. Mack and A. A. MacNabb.

The International Supply Co., of Kitchener, Montreal and Quebec, showed a complete exhibit of findings. They were represented by H. O. McDowell, H. N. Lincoln and Harry L. Taylor.

L. H. Packard & Co., Ltd., of Montreal, had on view a large line of polishes, findings and soft sole shoes. Their booth was strikingly decorated with a life-sized artificial woman model.

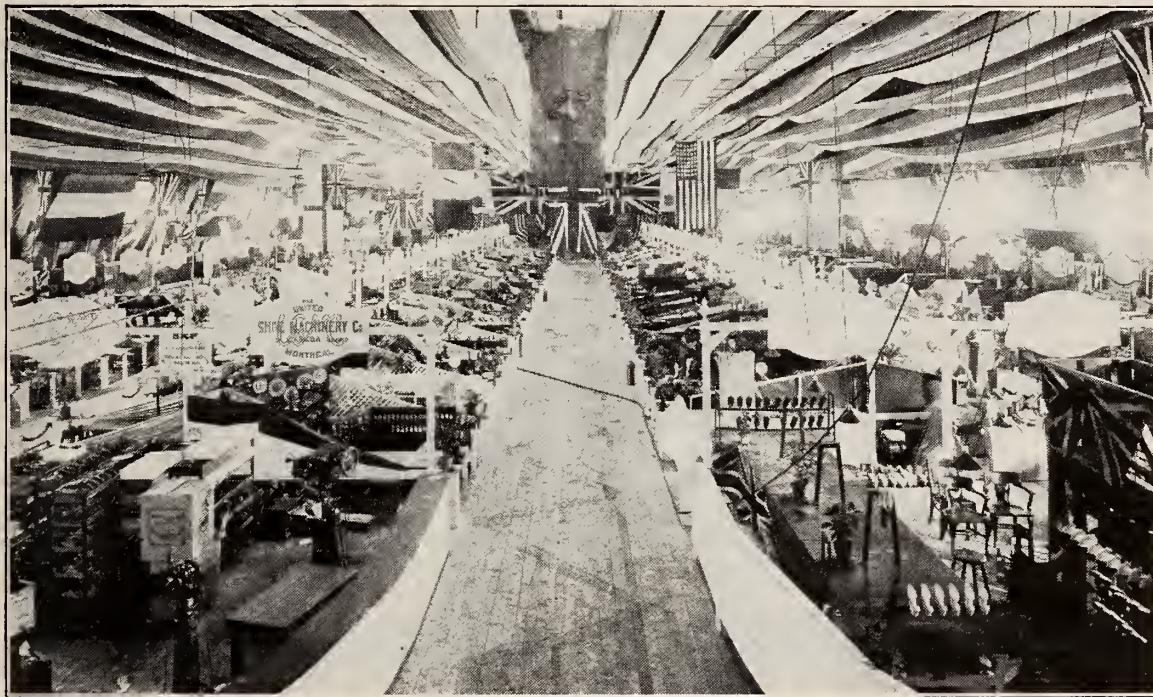
Walker Parker Co., of Toronto, were showing samples of their lines in a booth fitted out with fumed oak and trimmed with brown leather and flowers.

Regina and Star Shoe Companies, of Montreal, combined their exhibits in a double booth where they showed their various samples. These two booths were made very attractive by special electric lighting fixtures which they had inserted.

The Beckwith Box Toe Co. attracted attention by showing machines for softening counters and making them more workable.

Robin Brothers showed complete set of lasts in various stages of completion from the tree to the finished product.

J. Einstein & Co. Ltd (Paul Roy), of Montreal, showed various



One of the Main Aisles in the Coliseum

- Charley Dione, J. E. Laforest, Norman Morrison, E. Henri Dubois, J. H. Cote, Hector Champagne, Jack White, George St. Pierre, Richard Wade, C. Lemoine, Edmond Brosseau.
- Automobile Committee**—Peter Chouinard (Chairman), Emile Lefebvre, Albert Larue, J. L. Greenspoon, Sam Mendelsohn, W. J. Chinnick, A. L. Desmarais, Percy Milburne, Gordon Hubbell, Nathan Cummings (Joint Chairman).

THE INDIVIDUAL EXHIBITS

The Blachford Shoe Mfg. Co. booth, situated on the end of the row in the centre of the hall, attracted immediate attention. They were showing two large showcases full of samples of high class welts and turns, one case was devoted to evening shoes, including some striking slippers in gold and silver, while the other case was filled with street wear, oxfords, brogues, pumps and ties. The company was represented by Geo. A. Blachford, Chas. A. Blachford, S. A.

samples of gold, silver and other colored cloths and shoes made up from these materials.

Getty & Scott Co., of Galt, Ont., manufacturers of women's and misses' welts, turns and McKays, had a large set of samples of these various lines on hand. They were represented by F. S. Scott, M.P., President of the Shoe Manufacturers' Association, W. G. Fallen, D. R. Holly, N. W. McDonald. Their booth was prettily fitted out with reed furniture.

The Independent Silk Co. had an exhibit of various laces and silk threads.

W. F. Martin was on hand at the Kingsbury Footwear Co., of Montreal, booth, where he had a line of their well known welts and McKays. The Kingsbury Co. also made a hit with the crowd by giving away flowers as souvenirs.

La Parisienne Co. showed various lines of shoes in a booth well fitted up with fumed oak furniture and special lighting displays.

The Goodyear Tire Co. were among those present with lines of Neolin soles and wing foot heels, both on the shoes in individual samples.

Lachance and Tanguay had their booth trimmed with ivory reed furniture, covered with cretonne, where they showed their various lines of shoes. One of the features of the Lachance & Tanguay exhibit were the two living models which they had on hand the last couple of days of the Fair, dressed in blue cloth suits, carrying white umbrellas and wearing Vode Kid and Lachance & Tanguay arm bands.

The United Last Co. exhibited shoes made up on lasts by their different Canadian factories.

Lucien Borne, personally assisted by Mr. Mallette, was on hand to receive their friends at the Lucien Borne Booth. Their showing featured surface kid and also included glazed kid, sheep skins and cabetras.

The Breithaupt Leather Co. Ltd., of Kitchener, Ont., were well in the foreground with their various samples of sole leather. At the present time they have tanneries running at Kitchener, Penetang, Hastings, Woodstock and Burks Falls. The exhibit of the Provincial Cut Sole Leather Co. was also shown in the Breithaupt Booth and featuring cut soles from the standard of Canadian sole leather.

H. G. Fenin was in charge of the C. S. Hyman Co., of London, Ontario, exhibit. Their samples of sole leather and "Ontario" kid were attractively arranged.

Booths 19 and 20 were attractively turned into one large booth, in which John McEntyre had an exhibit of leather manufactured by Edwards and Edwardss, of Toronto. The latter was tastefully arranged, featuring sheep skins for shoes, gloves, saddlery, upholstery, bags, suit cases, book binders and novelty goods.

The John R. Evans Co. Limited, Canada, were showing their friends their Made in Canada kid products turned out at their Montreal tannery. R. L. "Mike" Stiles, their Canadian sales manager, was in charge, assisted by Frank Bateman, the manager of the tannery. Edward Perry was over from Rochester, N.Y., in connection with the exhibit.

Although Harry McKellar took up the largest portion of space in the Oscar Rumpel booth, there was still a little room left to show some of the felt shoes and satin boudoir slippers which this concern is turning out in their three factories at Kitchener, Ont., Baden, Ont., and Hamburg, Ont.

The Robson Leather Co., of Oshawa, Ont., exhibited samples of their well known lines of upper leathers, including tan chrome sides, mahogany chrome sides, royal purple sides, elks, white buck, chrome patent sides, dull chrome sides, etc. Mr. Robson and Mr. Jacobs were on hand to meet the friends and distributed a handsome souvenir in the form of a leather-bound memorandum book.

Gordon E. Hubbell, who has lately attached himself to the staff of the Collis Leather Co., of Aurora, Ont., was in charge of the latter's booth, assisted by Shea Bonisteel and Messrs. Thompson and Reid. Their exhibit included a varied assortment of calf skins in mahogany, royal purple, tans and chocolates. Mr. Hubbell will handle the Ontario and Montreal city trade for this concern in the future.

Chas. A. Ahrens, assisted by the popular Eddy Wettlaufer, was on hand at the Chas. A. Ahrens Ltd., of Kitchener, Ont., Booth to show the well known "Chums" shoes for children. Their individual display of children's shoes was probably the most complete in that line that was shown.

The Globe Shoe Co. Ltd., of Terrebonne, Que., fitted up their booth in purple and white with a splendid showing of their well known line of footwear. A Mr. Hartene was in charge and specially pleased with the large number of prospective customers who were interested in the exhibit. L. H. Packard Co., of Montreal, are selling agents for the Globe Co. and are handling their well known Pillow Welt Shoes.

J. H. Wuest and E. J. Stubling handled the exhibits of the Canadian Consolidated Felt Co., of Kitchener, Ont., makers of four hundred lines of felt and canvas shoes. These include Cosy Corners, Dominion Felt footwear, and Smart Step canvas footwear. One of the features of this booth were an attractive outlay of pennants in the rear of the booth.

The Dominion Rubber System, of Montreal, attracted large crowds to their booth when word was passed around that they were giving away as a souvenir a good-looking cigar cutter. As a matter of fact the Dominion's exhibit was well worth going to see regardless of the souvenir, as it was a working demonstration of rubber manufacture.

"Langs Leather Lasts" called the attention of the crowd at the Fair to the exhibition of the well known sole leather manufactured by the Lang Tanning Co., of Kitchener, Ont., including their real skoured Oak. The canopy effect in the booth was suitably effective. A card announced that all the leather in the booth had been sold to Geo. A. Slater Co. Ltd., of Montreal. K. George Lang, jr., Louis Lang and A. W. Puncher were there to greet their friends.

Paul Galibert, who was the first man in Canada to manufacture goat skins into glazed kid and who to-day is the largest manufacturer of glazed kid in the country, had demonstrated the merits of Empire glazed kid to the public. It is interesting to note that Mr. Galibert's

father was engaged in a tanning business in France for over half a century, under whose tutelage Mr. Galibert gained much of his extensive knowledge of the tanning business. Mr. Galibert was personally on hand at the booth, assisted by J. A. Hess.

Geo. A. McFarlane, Jr., handled the exhibit of the McFarlane Shoe Co., of Montreal, who showed a full line of their well known footwear. This exhibit attracted plenty of attention.

The Hurlbut Shoe Co., Ltd., of Preston, Ont., makers of the famous Cushion Sole shoes for children, were exhibiting a full line of samples. These lines, which are nationally advertised, attracted unusual interest from the public. Those in attendance at the booth included Clayton Hurlbut, William Fox, George Scott and Mr. Jacobi, of Philip Jacobi Co., Toronto.

The E. T. Wright Co., of St. Thomas, Ont., manufacturers of the well known Just Wright Shoes, had a large staff of representatives on hand, including Harry Wright, their general Manager from Rockland, Mass., J. A. Sullivan, manager of the St. Thomas factory, A. A. Ordendorf, their western traveller, and L. W. Johnston who handles Montreal and Ottawa territory. The latter, who trimmed the booth, turned out an unusually tastefully looking interior.

E. F. Richards had charge of the Salem Oil and Grease booth, in which they showed their well known brand of oils.

The newest shoe company in the country, the Myles Shoe Co., of Toronto, which within the last few weeks has sprung from the former Minister Myles Co., was represented by Major Percy Myles and Frank Stitt. They had a clever souvenir, a room key on a chain, for which each person receiving one had to register.

The Hartt Boot & Shoe Co., of Fredericton, N.B., had a corner booth which allowed them to show a very complete line of samples on shelving that ran around three sides of the booth. The desk in the centre of their booth was well trimmed with brass fixtures. They were represented by J. A. Reid, W. W. Lindsley, James Lauther, Russell Brown Lee and "Tiny" Farewell.

W. D. Fryer, Aubrey H. Clark and J. J. McKale were looking after the Scott Chamberlain & Co., of London, Ont. One of the features of their booth was the red lamps.

J. & T. Bell, of Montreal, who are at the present time the oldest Canadian shoe manufacturing concern, is still in existence, and had a booth beautifully trimmed with cut flowers. They showed various samples of their fine shoes, set off by skins.

The Standard Kid Co. were not content to exhibit their well known Vode kid alone, but also showed some of the very latest styles in men's and women's footwear made in this popular and well known leather. Their booth held two beautiful baskets of American Beauty roses.

The Anglo-Canadian Leather Co., of Toronto and Montreal, exhibited in a tan bark trimmed booth entirely lined with their well known brand of leather. The roof of the booth was made from red cheesecloth, and in the front of the booth was a show case of cut heels.

The Newcastle Leather Co., of Montreal and New York, showed a large assortment of leather rolled and flat. Their booth was one of the best patronized of any of the leather exhibitors.

J. A. McCaughan & Son, of Montreal, were one of the last exhibitors to complete fixing up their booth the day the show opened, but when completed showed an exhibit of shoes in a booth trimmed with blue silk that was worthy of recognition.

The Industrial Export Co. attracted attention with their trimmings in flowered cretonne. These, backed up by a green background, made an unusually attractive looking booth.

Nathan Cummings attracted attention with his splurge of Alice blue trimmings, including the draperies and shelving, blue upholstered furniture and a large blue floor lamp. He was represented by J. A. Vallery, S. P. Tanninbaun and Harry L. Baker, who showed their well known line of shoes.

F. W. Woodward & Sons, of Lachine, Que., had a comprehensive showing of filler foldings, layings, canvas and leather insoling. Gagnon, Lachapelle & Hebert finished off their booth with well chosen furniture and screens to match. Several baskets of cut flowers also added much to the appearance.

The Scholl Mfg. Co., of Toronto, Ont., were represented by R. L. Kimber, of Toronto, who had on exhibition a complete line of foot appliances and preparations. Mr. Kimber had planned on presenting three reels of moving pictures showing the causes of and how to correct foot deformities and ailments, but the limited capacity of the booth would not permit him carrying out the plan.

Harry Frechette, the hard-worked system manager of the Fair, found time to spend considerable time in the Canadian Footwear Co., of Montreal, booth. Mr. Frechette turned out an attractive booth featured by electric lights, large flower vases and electric fans, which were particularly acceptable on those hot days.

Holt, Renfrew & Co. had a large showing of moccasins and shoe packs with two real Indians on hand to give a working demonstration as to how this class of footwear is made. Their booth was at all times the centre of an interested crowd watching the Indians turn the raw material into finished products.

Rena Footwear Co., of Montreal, had a particularly well-lighted

booth, showing their various samples of shoes and their tables trimmed with sides of leather.

The Brandon Shoe Co., of Brantford, Ont., called attention to their exhibit with the gold painted sign on leather. Their booth held a large table of samples on single stands.

You couldn't very well pass by the Standard Welt Co. booth without stopping to look at their display. The first thing that caught your eye was a huge sign consisting of a policeman standing beside a traffic signal with the word "Stop" in large black letters.

The entire Tetrault family, including Nap., Albert and Oliver, were present to greet the many friends of the Tetrault Shoe Manufacturing Company, of Montreal. Peter Doig, who had several hundred onerous duties to perform during the week in connection with the Fair, also found opportunity to spend considerable time at the booth.

Instead of the regulation sign with their name the Regal Shoe Co., of Toronto, had their well known trade mark painted in green and yellow on the back elevation of their booth. Their shoes were exhibited on stands on tables placed at the rear. Clayton Corson, general manager, assisted by several of the staff, were in charge.

The George A. Slater Co. Ltd., of Montreal, took a double booth to exhibit their well known Invictus Shoes. Their exhibit was particularly well laid out, framed pictures, lamps and flowers adding to the display.

Clarke Brothers Ltd., of St. Stephen, N.B., one of the few exhibitors from the Maritimes, were showing their regular lines in a booth fitted out with blue upholstered furniture and a rug to match.

What looked like an American exhibit, owing to a huge stuffed eagle, was in reality the exhibit of the Eagle Shoe Co., Montreal. Their booth was fitted out with yellow wicker furniture, including two large stands to show their samples.

Tilsonburg Shoe Co., of Tilsonburg, Ont., had a large display of their working shoes. This was probably the most complete display of heavy work shoes at the Fair.

The Williams Shoe Co., of Brampton, inaugurated a novel idea in the way of steps built up at the rear of the booth. These steps were trimmed with leather and the different samples placed on them.

The Acton Shoe Co. (Alfred Lambert Inc.), of Montreal, had a tasty booth trimmed in purple and white. Another feature of their display was a set of clever window cards.

The Daoust Lalonde & Cie Limitee were the only exhibitors at the Fair who trimmed their booth with green and white bunting and it made an effective combination. They had three large show cases set in the rear of the booth, well trimmed with cretonne, on which their different samples were shown.

The Tebbutt Shoe & Leather Co. let the visitors know that Three Rivers, Que., was on the map as a shoe centre. Their booth was attractively trimmed and contained large baskets of flowers at the rear.

The A. E. Marois Co., of Quebec City, was another one of the shoe firms who goes in strong for keeping the business in the family. Their representatives included A. E. Marois, Alfred Marois, J. Marois, Arthur Marois and E. Lepine.

The A. E. Marsh Co., of Quebec City, had a simple but effectively trimmed booth with their various samples on shelving around three sides. They were represented by Harvey Graham and Fred Marsh.

Ames Holden McCready System, of Montreal, exhibited rubber footwear, canvas rubber soled shoes and leather shoes of all descriptions in a large double booth. Their 175 samples which they were showing were in charge of J. W. Burt. Assisting him were A. J. Laberg, F. W. Wait, G. C. Trudeau, J. D. Walsh, H. McCollum, J. B. Durocher, G. St. Pierre, G. Lefebvre and C. Lemoine.

The feature of the Murray Shoe Co., of London, Ont., booth was that comfortable mission furniture which invited many a tired spectator to a well-earned rest. They showed their regular samples, set off against a background of leather trimmed with flowers.

The well known Slate sign of the Slater Shoe Co. called attention to the latter's exhibit. Their large show cases at the rear was also one of the few cases at the Fair to be fitted up with interior electric lights.

When the crowd gathered at the Coliseum, even those who did not receive the last of that wonderful series of "13" mailing cards knew that Citadel Kid would be found at Booth 13.

It was not long before the charming little Miss Arliss had taken the Coliseum by storm. Dressed in the ordinary way, this young lady would be easy enough to look at, but when clothed completely from head to foot in green and white Citadel kid, she was a genuine attraction. She had no difficulty at all in pinning the Citadel leather medals on everyone who entered the Coliseum. Miss Arliss appeared at many of the other functions of the Fair.

The booth itself was tastefully decorated and used just for a meeting place where many old friends found both Mr. Scott and Mr. Lane to welcome them.

Barrie Tanning Co., Limited, Barrie, was represented by Mr. John Sinclair, Mr. McFee, also Bob Fraser, their Montreal representative. They had a great number of callers at their booth where they had an exhibit of shoes, bags and fancy leather.

In recognition of the ladies who wear shoes made of Citadel kid, the Citadel Leather Company gave out a smiling kewpie doll called the "Citadel Kid." This souvenir was in great demand and as a part of their advertising campaign was most successful as across the body ran a wide sash of purple satin carrying the words "The Citadel Kid."

H. B. Johnson & Co., Toronto, had a showing of calfskins, side leather, also patent leather. A number of shoes were exhibited made from leathers manufactured by them.

Their exhibit was very attractive and a great number of callers were at their booth during the Fair.

Duclos & Payan had booths 15 and 16, where they had a splendid exhibit of the dependable counters of which they are the largest makers in the British Empire.

They also had an exhibit of their Kip kid, "something new," and other side leathers, including chrome, semi-chrome and bark process.

This exhibit was one of the best exhibits at the Fair.

Bonner Leather Co. was at Booth 6, W. C. Clarke in charge. A feature was their line of "Royal Kid," made in Canada in black and colors.

Their exhibit included a number of shoes made by a number of Canadian manufacturers who use Royal kid in their shoes. A leather card case made from Royal kid was given to all callers at their booth.

Columbus Rubber Co., of Montreal, Limited, was at Booth 15, where they made a nice showing of their famous Tipperary shoe also other footwear. Their exhibit was nicely arranged and furnished in oak with flowers for decorations with floor lamp.

At Booth 8 A. R. Clarke & Co., Limited, had a showing that attracted a number of the trade. It was attractively arranged and furnished very artistically. The exhibit included samples of their famous patent leather glove shearings for heavy coat linings.

They are also manufacturers of a line of glazed hose. A card case made from Clarke's patent leather was given to all callers. C. Y. Higginson and N. Cohen were in attendance. Mr. Griffith B. Clarke, president and general manager, spent several days at the Fair.

John McPherson Co., of Hamilton, Ont., had an end booth and took advantage of the occasion to turn out an exhibition beautifully trimmed with cut flowers.

The Eureka Shoe Co., of Montreal, had on exhibition a large number of their well known samples and trimmed the background of their booth with sides of leather.

The United Shoe Machinery Co. had the largest exhibit on the floor, including an office and a very complete working demonstration of the manufacture of shoes. Ten workmen from one of the Ames Holden McCready factories demonstrated to the public the various operations in the manufacture of a shoe and methods of running the different machines. Their exhibit included fifteen of the better known machines in the shoe factories where the demonstrations were given every afternoon and evening. F. W. Knowlton, their Canadian general manager, and Major Cahill, of Boston, were the chief representatives of the company at the Fair.

Joseph Tanguay, of Quebec City, had a nice looking booth in which he showed his principal lines of shoes, including some excellent samples of high hunting boots. Mr. Tanguay was present at the booth the greater part of the time.

J. E. Samson, Quebec City, was present and showed a complete line of hockey boots, sporting boots, heavy work shoes, and misses' and children's McKays and standard screws. Their exhibit, including samples from their four plants, made one of the largest showings of individual samples at the Fair.

Messrs. D. Hardie and Fred Jenner were in charge of the booth of the Lady Belle Shoe Co. of Kitchener, Ont., showing their many friends their extensive line of ladies' fine McKays. Their booth looked very homelike fitted out with a beautiful set of mission furniture.

The hosts of the Fair included:—James Acton (Acton Pub. Co.), Miner Rubber Co., Charbonneau & Deguise, Gutta Percha Rubber Co., Marlatt & Armstrong, A. A. Côté & Fils, Amherst Boot & Shoe Co., J. A. & M. Côté, Dunlop Tire & Rubber Co., Kaufman Rubber Co., Parker Irwin Ltd., James Robinson Co., R. B. Griffith & Co., Kilgour Rimer Co., Blackford Davis & Co., White Shoe Co. Ltd., J. A. McLaren Co. Ltd., W. B. Hamilton Shoe Co., D. D. Hawthorne & Co., Belleville Shoe Co., Reliance Shoe Co., C. N. Saba, Poliquin & Darveau, King Bros. Co. of Whitby, Harley Henry Ltd., Singer Fit Rite Shoe Ltd., Waterbury & Rising, Solid Leather Co., Hugh C. MacLean Ltd., A. L. Johnston Shoe Co., McFarland Shoe Co., Humberstone Shoe Co., L. S. Odell, Boston Last Co., J. B. Drolet & Co., Oscar Clement, Reg'd., Bennett Limited, Fishel Bros., Sadler & Howarth.

AN EXHIBIT WITH EDUCATIONAL FEATURES

The well-known Vode Kid Tanners not only show their product to advantage in a pleasing variety of styles, shades and grades,

but offer the manufacturer, wholesaler, retailer and even the consumer profitable and interesting suggestions.

One of the most attractive and instructive exhibits seen at the Coliseum was that of The Standard Kid Manufacturing Company, Boston. This Booth—No. 105—was situated in the southwest corner of the building, a particularly favorable location. Mr. Wm. A. Platz (610 Tribune Building, New York), who has supervision over the Eastern Canadian territory, was in charge.

The samples shown were designed to illustrate the possibilities of the raw material in the finished product, not only in high grade shoes, but in the medium lines, for which the Vode Kid people have foreseen a growing demand on the part of the public, and to which they are devoting enterprising plans in their factory and sales arrangements.

With just that touch of attractiveness which characterizes the publicity given VODE KID in the high-class publications which reach the Canadian home, a note of attractiveness in the Vode Kid Booth was a floral display of "American Beauties"—the excellence of Nature in the flowers approached only by the excellence of the product in the material and craftsmanship.

The samples exhibited comprised an attractive line of footwear made to the order of the Standard Kid Manufacturing Company

readers something more of the subsequent history of these skins from the time they reach the Company's tanneries to the time when they emerge with that permanent finish which has contributed so largely to making Vode Kid famous.

In connection with a mention of this exhibit, it is of interest to refer to this firm's unique scheme of co-operating with all branches of the trade—especially the retailers—by means of a carefully-devised advertising system.

Actual samples of publicity folders, printed on coated stock, and illustrated in attractively-colored half-tones, were shown in this Booth. In these folders the retailer is given a variety of novel suggestions in the way of striking window displays.

The firm's scheme of co-operation goes further; it suggests and furnishes the means of attracting and interesting the consumer trade by means of informative and attractive booklets and folders.

In these facilities alone there is much to appeal to the Canadian trade. The Vode Kid people originated largely and proved conclusively the value of publicity in its highest forms and best expression, and they offer to the Canadian trade the advantages of their experience. The color process work found in the folders used by this firm to illustrate the possibilities of window displays is an education in a particular form of publicity which will appeal to all

OLD TIME SUBSCRIBERS TO THE SHOE AND LEATHER JOURNAL AT THE FAIR.



1. J. C. Bate and S. R. Wickett of Wickett & Craig Co. of Toronto. Mr. Wickett is the oldest Tanner in Canada. 2. Joseph Daoust of Daoust Lalonde & Co. of Montreal just after finishing his address at the National Shoe Retailers' Association Convention. 3. John Maw of Ormstown, Que., one of the first subscribers in the Province of Quebec. 4. Charles E. Fice, J. & T. Bell's well known representative, a subscriber for 33 years, and Ed. Packard, president of L. H. Packard & Co. of Montreal. 5. J. W. Deegan of North Bay, Ont., who found a copy of the Shoe and Leather Journal 31 years old when making some building alterations in his store recently, and A. J. Chapple the well known Queen St. retailer of Toronto.

in Canadian factories and by Canadian labor. Various styles were shown in shades of black, Havana brown, chestnut, golden brown, camel shade, smoke grey, midnight blue, white, and bronzed kid. Both styles and shades were an eloquent tribute to the manufacturing possibilities of Vode Kid.

THE SHOE & LEATHER JOURNAL representative obtained numerous instructive pointers at this Booth.

It is of interest, for instance, to know that the skins from which Vode Kid is made are shipped from all parts of the world to The Standard Kid Manufacturing Company's tanneries. The chief sources of supply are India, China, South America, Russia and the Balken States. The largest number of skins come from India—that great country on the other side of the world, with its teeming millions within our British Empire.

In India, the collecting and shipment of goat skins is a very extensive industry. The best-known skin bazaars are in Calcutta, Cawnpore, Delhi and Amritsar. After the goat skins reach the skin bazaars of India they are put into bundles of from one hundred five hundred pieces, delivered at the warehouses of The Standard Kid Manufacturing Company and other importers, and then re-sorted. In a later issue, when we have more space, we hope to tell our

branches of the Canadian trade—manufacturing wholesale and retail.

The standard Kid Manufacturing Company's tanneries are at Wilmington, Del. The capacity is twenty-five hundred dozen daily. The output is confined exclusively to the tanning of goat-skins.

The "American Beauties" which served to make The Standard Kid Manufacturing Company's exhibit so attractive found a rival in two Montreal beauties in whom VODE KID footwear found a setting which attracted the attention and admiration of hundreds of people—particularly of one sex. Two young ladies, beautifully gowned in Copenhagen blue, wearing white accordion pleated sport hats with fringe ribbon tassel, shod in white kid shoes, and carrying imported French cream-colored parasols, caused consternation in the ranks of ladies who were accompanying husbands, brothers and other male friends around the various booths, and during dinner hours at the Windsor Hotel. The novel and telling effect of the human element in publicity was never demonstrated more effectively, or in a more charming manner. This original feature was arranged in conjunction with Messrs. Lachance & Tanguay, of Quebec, one of the largest users of Vode Kid in Canada. An armband worn by one

of the sirens was embellished by the words "Vode Kid," and the other by the name of the Quebec firm, "Lachance & Tanguay."

Much credit is due Mr. William A. Platz and Mr. W. L. Francis for this absolutely unique presentation.

QUEBEC CITY FIRM'S HIGH-GRADE EXHIBIT.

In one of the most attractive booths of the show Messrs. Lachance & Tanguay specialize on Vode Kid Shows and introduce an effective and unique feature.

Distinctiveness—combined with that indefinable influence which attaches to footwear in the higher grades—was the dominating note of Booth 96, the exhibit of the well-known Quebec City firm of Messrs. Lachance & Tanguay.

This booth, which was the centre of much attraction during the whole week of the Show, was tastefully embellished with floral decorations, consisting mainly of chrysanthemums and maple leaves, which formed just the desired complement for the attractive lines of kid shoes displayed. Infinite variety—that quality defined by Cowper as "the spice of life"—was found in samples of Havana brown, black camel, bronze, grey blue and white kid. In this passing mention of these varieties, it is of interest to recall the fact that Messrs. Lachance & Tanguay were among the first manufacturers to feature "Midnight Blue" for the coming fall.

A pleasing and effective departure from the actual exhibit was the application of the living model idea by means of the young lady shown in the accompanying photograph—reference to whom

will be found on another page in a paragraph published elsewhere in this issue under the caption, "VODE KID."

Messrs. Lachance & Tanguay, as we have stated, are one of the largest users of Vode Kid in Canada.

This exhibit was in charge of Mr. W. L. Francis, who for the last two years has had charge of designing the firm's samples and selling the output of the factory. Mr. Francis, having an extended connection with the trade, is also a buyer of experience, working in conjunction with Mr. Lachance in buying the upper leather required by this firm.

The personnel of the Lachance and Tanguay partnership consists of Mr. P. C. Lachance and Mr. L. Tanguay.

Mr. Lachance looks after the general management of the business and buys the upper leather and findings. He is assisted in the supervision of the cutting and fitting room by his son, Mr. C. Lachance.

Mr. Tanguay takes charge of the bottoming room, in which he also is assisted by his son, Mr. Joseph Tanguay.

The firm of Lachance & Tanguay are well known to the trade having been manufacturing for the last twenty years. Their factory, which is four storeys high and 140 by 40 feet in dimensions, is at 70 Bigaouette Street, Quebec. An addition to the plant has been made recently.

Two years ago the firm manufactured a general line of boots and shoes. To-day they are running to capacity on women's McKays in the higher grades. Their daily output is 720 pairs.

National Shoe *and* Leather Travellers' Association

Organised with Peter Doig and Charles E. Fice as National Officers and over 400 Members—Stage Parade, Luncheon, Party at Dominion Park and Picnic at Delorimer

The latest organization in the shoe and leather industry, and the one needed to firmly cement together the three branches of the trade, the manufacturers, travellers and retailers, was nationally organized Tuesday evening at a meeting at the Coliseum and will be known as the National Shoe and Leather Travellers' Association.

At the organization meeting Peter Doig was elected president and Charles E. Fice, of Toronto, the well known J. & T. Bell representative, was elected vice-president.

The new organization is the growth of an idea inaugurated by the SHOE AND LEATHER JOURNAL several months ago when a meeting of a dozen well known shoe travellers was held at the Ontario Club, Toronto, at which James Acton acted as luncheon host to the travellers. At that time the foundation was laid for the national organization, which promises to be one of the strongest associations connected with the trade.

Shortly after, a dinner was held at the Windsor in Montreal, at which time the Quebec section of the association was organized. The Quebec and Ontario section worked together, sent out circulars to all the travellers in the country and as the result there is to-day a booming young association that can be depended on to do its part in the industry and at the same time look after the affairs of the travellers.

The travellers were much in evidence all through Convention week. There were approximately 400 of them registered at Convention headquarters and they let the crowd know they were present every minute.

Their preliminary stunt was a parade Tuesday evening from the Windsor by a round about route to the Coliseum. It wasn't just an ordinary parade. Montreal citizens are used to parades and pay little attention to them, but when they saw those 400 knights of the grip coming they stopped dead in their tracks for a second look. They were decked out with lurid red and green hat bands, huge bow ties of the same colors, with hideous gloves to match. In addition to this they carried canes tied with bright colored ribbon.

The costumes of the travellers made enough noise, but they were not content with that. The committee in charge of the parade had been supplied with nerve shattering and noise making devices of different descriptions and you could hear them five blocks away.

The parade was headed by an official goat, followed by Scotch pipers. James Heffering marched at the head of the Ontario contingent and R. L. Savage at the head of the Montreal delegation.

When they reached the Coliseum they marched twice around the aisles and then adjourned to the meeting in the hall on the second floor.

James Heffering, who has been the chairman of the Ontario section, presided and was later nominated for vice-president, but refused to allow his name to go before the meeting.

Owing to the heat the meeting was brief. Mr. Heffering, in

his opening remarks called attention to the necessity of organizing to serve the best interest of the travellers. He pointed out several evils that occasionally crop up in the business and said that he believed the organization would be able to eradicate them. The new organization will have as its principal duty to act for the traveller in any matter in which he is not getting a square deal.

Mr. Heffering was followed by Edmour Brosseau, who explained

PRESIDENT TRAVELLERS' ASSOCIATION



PETER DOIG
of Montreal

in French the reason for the organization. Mr. Brosseau covered the same points.

This was followed by the elections of the two general officers. It is planned to have each section, and there will likely be sections in Quebec, Ontario, the Maritimes and the West, work with the two general officers. There will be a meeting of the executive once a

month and a general meeting, taking the form of a smoker or some similar affair, once in two months.

Mr. Doig, in accepting the office, gave a stirring talk on the possibilities for Canada in the development of the Shoe and Leather industry, giving as evidence the great Fair which was going on down

TRAVELLERS' VICE-PRESIDENT



CHARLES E. FICE
of Toronto

stairs in the Coliseum. He called on the travellers with their new organization to do their part in this development.

Mr. Fice made a brief speech of acknowledgment, mentioning the great amount of good that the association would be able to do for the travellers.

The meeting was then adjourned.

TRAVELLERS' LUNCHEON AT WINDSOR

At noon Thursday, the Travellers held their second function, a luncheon at the Windsor hotel. Although it had been preceded

CHAIRMAN QUEBEC TRAVELLERS



R. L. SAVAGE
of Montreal

by two luncheons and a banquet, the travellers' luncheon lost nothing by coming at the end of the list. The travellers were out in force and full of enthusiasm for the association which they had launched but two days previous.

The speeches were brief and to the point. Mr. Doig presided and announced that over 400 members had joined the association to date. He also told of a telephone conversation he had had with Alderman Dixon, the civic representative, during which the latter had said that the banquet of the National Shoe Retailers' Association that evening had been surpassed by only the banquet in Montreal in the last few years, the one tendered to the Prince of Wales last year.

Mr. Fice, vice-president, followed with a brief speech regarding the possibilities of the new organization, and R. L. Savage and James Heffering spoke briefly for the Quebec and Ontario sections respectively.

Mr. Brant made a few remarks on the legal aspects of the organization and was followed by Mr. Fegan, of the retailers, and F. W. Stewart, of the Cluett-Peabody Co., who was one of the speakers at the Convention.

THAT DOMINION PARK PARTY.

It was rather unfortunate that only 500 of the delegates and their friends were on hand for the party the travellers gave at Dominion Park Friday evening, for those that did not come certainly missed a good time. The entertainment was not regularly on the program, having been planned but two days in advance. When George Gales found out that it was necessary to cancel the Quebec trip he did not worry a bit. "Just leave it to the travellers, he said, and "they will provide an evening's fun."

The guests assembled at the Coliseum at six o'clock in the evening and were taken to the park, which is six miles from the

CHAIRMAN ONTARIO TRAVELLERS



JAMES HEFFERING
of Toronto

downtown district, in a fleet of automobiles. Arriving there they were given a splendid supper in the outdoor pavilion, following which they listened to a vaudeville bill embracing Misses Ford and Middleton and the Johnson Brothers, of the professional entertainers.

Then came the best part of the evening's entertainment. The guests were given strips of tickets admitting them to the side shows and as many of them had never experienced the thrills of the Bridge of Laughs, the Gyroplane, the Shutes and the other sensations, they were given the time of their lives. A large number found their way to the dance pavilion and enjoyed the several dances.

Promptly at 11 o'clock the cars were lined up at the gate and the guests taken back to the Windsor.

PARADE AND PICNIC AT DELORIMER

Although the parade and picnic, including games and races, on Saturday was staged particularly for the shoeworkers in the various factories, the arrangements were in charge of the travellers. Over 6,000 formed in the big parade which started at Lafontaine Park and marched to the Coliseum, where they spent a couple of hours in viewing the exhibits and in singing French songs.

In the afternoon a huge crowd went to Delorimer, where a picnic was staged with races, both serious and humorous, and a tug of war and other sports. Everything was carried off successfully—another tribute to the travellers.

Style Show One of Week's Features

Artistic Display of Shoes, Gowns, Furs and Hats by Professional Models to the Crowd of over 1,000 Shoemen and Friends—Informal Dance Completes Evening's Entertainment.

The Style Show and informal dance held at the Windsor Friday evening in connection with the fair, was undoubtedly one of the outstanding features of the week crammed full of entertainment.

Just how popular the affair proved to be can be learned from the fact that there was in attendance over 1,000, when the original plans of the committee in charge were to accommodate about 300. The audience included not only the retailers but the manufacturers, the travellers and their friends as well.

The exhibition included 10 professional models with 7 complete changes of costumes, making a total of 70 showings of clothes and shoes. While the show was primarily intended to demonstrate footwear, the gorgeous nature of the gowns and furs slightly dwarfed the shoes, and gave those present an opportunity to see the latest creations of the milliners', furriers', and dressmakers' art.

The hall at the Windsor was equipped with a runway, running from the stage half-way out in the audience. On this runway were focused half a dozen powerful incandescents, which brought out plainly every detail of the costumes. The stage itself was decorated with a mass of flags and flowers.

The show was delayed in the starting for a half hour owing to the late arrival of a large number of the audience, but finally got under way with the appearance of Miss Eleanor Arliss attired in her green and white Citadel Kid suit which attracted so much attention around the Coliseum. She was accompanied on the stage by the two child models who re-appeared during the show, and some of the wives found out what their husbands had been raving about, namely, the green and white kid suit.

This was followed by a couple of numbers by Miss Jenny Middleton, the dancing violinist, who was present at a number of the functions during the week. Her popularity as an entertainer was attested by the applause with which she was greeted.

From then on the spectators were treated to vision after vision of feminine clothes, the most exquisite productions of Fairweather's, Holt Renfrew's, Oglivry's, Almy's and Dupuis Freres. Every material and every color that has graced woman in the last century appeared in various combinations. Added to these were a series of showings of furs that made more than one woman envious.

There was one slight slipup in connection with the show, and that was the absence of the cards which were to show the name of the manufacturer of the shoes that each model wore. At the last minute the committee were disappointed in not receiving them from the artist who had been commissioned to make them.

When the show had been concluded it was the unanimous opinion of those who had seen the famous Boston Style Show that the Montreal affair was easily the equal of anything which our Boston cousins had turned out.

At various intervals during the showings, the audience were entertained by the McGregors, in a vaudeville group of five, with three children who danced hornpipes, sword dances and Highland flings while their elders performed on the bagpipes.

During the course of the evening the prize winners in the window dressing contest were announced as follows:

First—W. H. Stewart.
 Second—Harry Gibbons.
 Third—George G. Gales.
 Fourth—F. X. LaSalle.
 Fifth—Mendelssohn's.
 Sixth—James Robinson (Laurier Ave.),
 Department Stores.
 First—Almy's.
 Second—Morgan's
 Third—Murphy's.

The judges in this contest, which was opened in Montreal stores, were E. L. Rising, of St. John, N.B., F. B. Kelly, of Toronto, and Frank Wilson, of Vancouver.

The Style Show was in charge of James P. Buchanan, assisted by J. M. Scott, Charles Slater, Edward K. Lummis and L. Charbonneau.

Following the Style Show the guests were entertained at a delightful informal dance in the Rose Room. Contrary to the general occurrence when the majority in the crowd are strangers to each other, there was unusual lack of restraint and the guests were soon as friendly as if they had known each other for years.

The dancing lasted two hours and the one regret of those present was that it had to break up so early. The committee, however, remembered that there was a big day ahead and that if they expected to have anyone on hand at the Coliseum the following morning they would have to end the activities.

A buffet luncheon was served and the guests were entertained with a short vaudeville program.

The committee in charge of the dance was composed of John J. Burke, chairman, and T. J. Ryan, A. E. Jones, Aime DeMontigny, James Boelisle, T. LaSalle and Emile Labelle.

Second Annual Banquet of National Shoe Retailers' Association

Retailers and Their Guests Dined and Entertained—Splendid List of Speakers Headed by Sir George Foster, Minister of Trade and Commerce.

The annual banquet of the National Shoe Retailers' Association, held at the Windsor, Wednesday evening, was big from every standpoint, from the number in attendance, from the entertainment features and from the quality of the speeches. It was a distinct success from every angle and reflected great credit on those in charge. The members of the association and their guests were dined but not wined sumptuously, were entertained regally and had the opportunity of listening to a splendid list of toasts and addresses.

Warren T. Fegan, President of the Association, acted as chairman, and Peter Doig as toastmaster; a happy combination that kept things running smoothly all through the evening. Mr. Doig introduced the speakers with quips and jests and kept everyone at ease and in good humor. The toasts were from F. W. Knowlton, of the United Shoe Machinery Co.; Alfred Lambert, of the Acton Shoe Co.; W. V. Eccleston, of the T. Eaton Co.; F. S. Scott, M.P., of the Getty-Scott Co., and James W. Jupp, treasurer of the Association. Rt. Hon. Sir George Foster, Minister of Trade and Commerce, gave the one speech of the evening.

Mr. Fegan called the guests to order at the conclusion of the banquet proper, and in a few words placed the programme in the hands of Peter Doig, the toastmaster.

Mr. Doig proposed the toast "His Majesty, the King," and those present joined in singing "God Save the King."

Mr. Doig called attention forcibly to the needs of city for better hotel and exhibition accommodation, asking for the erection of new hostleries and a suitable building to house affairs similar to the Shoe, Leather and Allied Trades' Fair. He also paid a neat compliment to Kitchener, Ont., the first city in the country to hold a fair.

F. W. Knowlton, answering the toast "Canada," spoke as follows:

Mr. Toastmaster and gentlemen of the Shoe and Leather Trade: The chairman in his remarks just now has intimated that it will be well for the speeches to be short. I am very pleased to have that information as it concurs with my views exactly this evening.

I can assure you, gentlemen, that I appreciate very much the honor which has been conferred upon me and the privilege which has been placed in my hands to propose such an important toast as that of the one to "Canada," particularly before such an illustrious body of men as we have here this evening, and representing, as you do, such an important industry as that of the shoe and leather trade, the sixth industry in importance in Canada, and an industry which has shown and is showing great growth, and even greater when taken in comparison with the growth of the country.

If we go back a few years we shall see where a great deal of the products which are now made by our allied trades in

Canada were then imported, whereas to-day a very much smaller proportion of it is imported, showing that the trade is in a better position to-day to take care of the needs of Canada than it has been in the past years.

An industry such as ours, which can show in the manufacturing end of it an average increase of a million pairs per year during the past several years (approximately ten years) is certainly showing good growth, and it shows that it is doing good work in Canada.

With an increase of nearly a million pairs of shoes per year, the production of shoes in Canada reached in 1916 something over twenty million pairs, the greatest point in the history of the trade. This was very nearly equalled by the production last year, which went slightly over nineteen million pairs.

All of this shows what our trade is doing in the interest of Canada.

Through figures just submitted by the Dominion Bureau of Statistics at Ottawa, if those figures are correct (and we have no grounds upon which to say they are not), the shoe trade of Canada is surpassing itself in the volume of business it is doing. These figures show that the import of shoes into Canada

ing between Canada and its larger neighbor to the south. With our magnificent waterways—the St. Lawrence River and its source of supply, the Great Lakes, forming as they do a waterway over half-way across the widest part of the North American Continent; with our enormous wheat fields in the West, the grain producing centre of North America, the average production of which shows during recent years over thirty bushels per acre, a figure which probably cannot be duplicated elsewhere; with natural resources such as we have, is it to be wondered at that we are all proud of Canada and proud of what she is doing to-day amongst the foremost countries on the face of the earth?

Go back to the time when Jacques Cartier of old came up the St. Lawrence in 1535, he and those following him—Champlain, Maisonneuve, La Salle—did not and could not realize to any appreciable extent the value of the country in which they were the early pioneers. Gentlemen, even such a wise man as Voltaire, at the time that Canada was ceded to the British, said that France was well rid of her fifteen thousand acres of snow. "Our lady of the snows" is known to all of you to-day, and is exemplified in the progress which her industries are making, and which our own industry, the shoe trade, is show-



Second annual banquet of Montreal Shoe Retailers' Association at Windsor Hotel

during the fiscal year recently ended amounted to \$2,731,000, which, under the present-day basis, does not represent a very large quantity of shoes, comparatively speaking. The export of boots and shoes from the shoe trade in Canada is the remarkable point in this information, showing more than twice the value of the imports. During the same period the exports amounted to \$5,679,000 during the same period in which the imports were only \$2,731,000. If other industries, other important industries of the country could do as our industry is doing, as represented by those figures, it would go a long way in correcting some vexatious questions which we have before us at the present time, such as the exchange and other problems which we have in connection with the reconstruction work. We are told that we must export more than we import. Assuredly our shoe trade is following that advice, as shown by those figures.

Canada is a country of magnificent distances, as so many of our travellers can vouch for as they go to the west coast and back again on their trips; distances which are certainly appreciable by those who live in countries where the important points are less remote than they are here. With our border line to the south, separating us from our southern neighbor, a line between three and four thousand miles in length, undefended for its entire length (a condition which cannot be found elsewhere in the world), it shows the conditions and relations exist-

ing, the knowledge of which is before all of us in the current condition of affairs. (Applause.)

A country which can do what Canada did in the late war, sending for the defence of the Empire nearly half a million men (four hundred and eighteen thousand according to the figures), resulting in casualties of over fifty per cent—two hundred and eighteen thousand casualties out of the total number—is certainly showing the place she has reached to-day amongst the foremost countries of the world.

Gentlemen, nothing is more responsible for that condition than the activities in the various important industries of the country, such as we have seen, and are also familiar with in our own industry—the Shoe Trade. I regret to learn that the well-known gentleman who was to respond to this toast has been prevented from being here this evening, but I have tried to leave him or whoever was to respond, quite sufficient ground to cover, as it would be impossible for me, in the short time at my disposal, to cover adequately such a toast as that to "Canada."

I will close by reminding you of a remark of President Lincoln, who once said that "Every man should be proud of his own city, and should so live that his city would be proud of him." The same is true of one's country. We are all proud of Canada, and may we all live and conduct our affairs in business, so that Canada may be proud of us (applause).

Gentlemen, without taking up any more of your time, I will

ask you to rise, and join with me in the toast to the "Brightest Gem in the British Empire"—CANADA (prolonged applause).

Alfred Lambert, proposing the toast, "The Retailers," spoke as follows:

During the years that the people in Canada have been massacring each other, we in Canada have been making lots of money. We were getting rich and now we have to pay the penalty in the form of an age-long task of reconstruction.

There is no use looking for any particular panacea; the only solution is to be found in prudent and patient waiting.

I have in mind at the present moment, Mr. Chairman and gentlemen, one dealer, with whom I was conversing not a great while ago, who told me that as long as we got back to normal conditions he did not really mind having to work a whole season, or even a little longer, without any profit to himself.

That, gentlemen, seems to me to be the right spirit. It is the spirit which we should all have during this long—age-long period of reconstruction; during the time when we are all anxious to get back to normal conditions and to a condition of living whereby we can all live and have our being as we had before the great war broke out, and caused such a disruption in the financial and commercial situation. That is the proper spirit, gentlemen, the spirit of self-sacrifice, which we ought to be willing to make, and which I believe we here in Canada are willing to make, for the benefit of the community as a whole.

W. V. Ecclestone, answering, Mr. Chairman and gentlemen: Mr. Knowlton referred to the hint of the Toastmaster regarding being short, and I have this much to start with that I am short, so anything I have to say I am sure will naturally be brief.

Gentlemen, I feel a little reminiscent to-night, when I see this magnificent gathering. In the first place I am going to have the pleasure of listening to the Rt. Hon. Sir George Foster. My mind goes back some thirty years ago in a little hall in the city of Hamilton, where I had the privilege of listening to him, and I little thought then that the time was coming when I was to listen to him as the premier silver-tongued orator of this Dominion (applause); as one of Canada's foremost sons and one of the country's greatest statesmen (applause). I am sure that we will all listen to the Rt. Hon. Sir George E. Foster with a great deal of pleasure.

I also remember coming down to Montreal to buy shoes some thirty years ago, and I can certainly say that the shoe industry at that time was not as finished in its production as Sir George was in his oratory, because in those days we were manufacturing a very crude line of shoes. They were good, and they contained honest value and I may say that they have never failed to be that up to the present time. I can remember, Sir, when I bought thousands of cases of boots—American boots—at a dollar a pair. I have sold hundreds of thousands of them and we never knew of any of them coming back as not having given satisfaction. I also sold men's boots that cost eighty cents and sold for a dollar, and they too gave good honest values, and I will say this much for the manufacturers of this Dominion, that whatever they made in the shoe line, up to the present time, they have made well, and they are good honest values (applause).

It was my privilege to be associated with the firm I am still with, and it was my privilege to buy a great many shoes. In these days it was a very easy matter to buy shoes made in the United States—much easier in fact to buy United States shoes than to buy those made in Canada, and I realized then that if we were ever going to be a great nation, we must build up our own industries (applause). I look with a great deal of regret when I see hundreds and thousands of our brightest young men, who, after they left their schools and had received their education, had nowhere in Canada to go to work and had to go across the line. Those men we have lost, because they are now occupying some of the best positions in the gift of the great Republic, our neighbor, to the south of us, and these men we will never get back again. So I realize, if we are going to keep our young men at home, we must build up our own industries, and whatever feelings I have had, and whatever you have had against me, some because you did not sell me enough goods, and some perhaps because you sold me too much (laughter), and some because you did not sell me any—but whatever your feelings in the past you cannot accuse me of being inconsistent, because I have tried to be very consistent. I have tried to favor home industries, and in the millions of dollars' worth I have bought up to the present time, where I could have bought a great portion of them across the line with far greater ease, I realized that we must work hand in hand together if we are going to make industry a great success, and I realized that every dollar left in Canada would benefit our work and so I bought Canadian goods wherever and whenever I could (applause).

Mr. Chairman, I feel to-night something like the Irishman who came to this country. He wanted a good square meal, and he went into a restaurant and picked up the bill of fare. It looked very good to him, and he ordered about three or four different kinds of soup. They were all good to him, and so he ordered the fourth kind of soup. He ordered the entree, and then came down to corned beef and cabbage. This was his favorite dish and he filled up on that. Presently he looked down at the bottom of the bill of fare

and saw a great variety of desserts, and he stood up, and said, "Pat, the opportunity of your life is at hand and you are full of soup" (laughter).

Retailers of Canada

Mr. Chairman, I feel highly honored to-night in being called upon to respond to this toast to "The Retailers of Canada." It has been my privilege, but not as much as I would have liked, to meet a great many of the buyers and retailers of this Dominion, and I can conscientiously say that it has never been my privilege to meet a finer lot of men, and I believe when the history of this last six years is written we will find that the men of the shoe industry, both the manufacturers and the retailers, have come out just about as clean as any other industry in our land (applause).

I feel, Mr. Chairman, as a retailer that I must congratulate the manufacturers of the rapid strides they have made in this Dominion. I have the privilege of buying in all the markets, and I can conscientiously say that during the war and since the values of the shoes made in the Dominion of Canada were far better than any goods made in the rest of the Empire, or in the United States (applause). Mr. Chairman, I challenge contradiction of this statement. I know the values are better to-day in Canada than in the United States. There never was a time, Sir, when Made-in-Canada goods should have the preference as they should have to-day (applause), and if I were a manufacturer I should stamp on the sole or on the lining or somewhere on the boot—on every boot—I would put "Made in Canada" (applause).

Mr. Chairman, the time has gone by when we need to resort to any subterfuge; the time has gone by when we need to take the name of goods made in the United States and put them on our own and sell them for American goods (hear, hear). We have got a superior article to-day for the money, and we ought to let the people know that they are buying made-in-Canada goods (applause).

Pioneers of "Made-in-Canada" Goods

I am glad to-night, Sir, to represent a firm which has been the pioneer in this great movement of made-in-Canada goods. Sometime previous to the great war, Sir John Eaton called his buyers into consultation, and advised them to start a "Made-in-Canada" campaign, and to buy every dollar's worth of goods they could possibly buy in Canada. That policy has been strictly carried out (applause). I as a retailer represent the retail men and I am sure I voice their sentiment when I say to the manufacturers that we are willing to do everything we possibly can to help you along, because we realize that we must have confidence one with the other, and we must go hand in hand together if we are going to give to this great industry the place it ought to occupy. I have been over in the old country and I know that the Canadian made shoes stand well in the eyes of the mother country, and if I could offer a suggestion to the manufacturers here to-night, it would be to guard jealously the reputation that you have. Canada to-day is very strong in the heart and likings and sympathies of the motherland, and every dollar's worth of goods, every shoe made in Canada and every workman who understands that he is representing a Canadian industry, will help matters along tremendously. Our boys went to South Africa, and they went through the late war, and did the impossible. All we are asking the manufacturers to do is the possible, and see that every shoe made is good value and is honestly made, so that when they put "Made-in-Canada" upon their shoes the world will know that that means that they are the best that money and workmanship can produce (applause).

Mr. Chairman, to the manufacturers on behalf of the retailers, I wish to thank you for the splendid entertainment which you have given. I am sure that you have well earned your reputation of being progressive here in Montreal and Quebec. You have earned the reputation of doing whatever you have to do and doing it well, and I am sure that this entertainment and this show, and this convention will result in cementing the retailers and manufacturers together in a closer tie of comradeship than ever before, and we will all feel that we are not only proud of the goods we make and sell, but we are proud to be Canadian citizens (prolonged applause).

Mr. Doig caused considerable amusement at this point by telling the travellers not to "crowd" Mr. Ecclestone when it came time to sell him next season and by saying that he was sure that the latter was referring to "Tetrault Welts" when he was talking about the quality in Made-in-Canada footwear.

JAMES W. JUPP SPEAKS

James W. Jupp, who will again act as treasurer of the association, was called on at this point to propose the toast to "The Manufacturers." Mr. Jupp spoke as follows:

Mr. Chairman and gentlemen: This is surely one unlooked-for surprise to me to have the honor of proposing a toast to our noble hosts for this wonderful entertainment which we have been indulging in for the past few days, and I am sure that I cannot in words express the sentiment nor the feelings of all of our members, when I try to convey to the manufacturers the feelings which we all have for the wonderful hospitality that they have extended. From all

sides have come the remark, "What a wonderful event, from end to end, and if you will just allow me to say that from the bottom of our hearts we wish to thank you sincerely, one and all, for your entertainment and hospitality, and let these few words in a very mild form express to the manufacturers the feelings we have toward you, I shall be more than pleased, and I am sure that the retailers will also be more than pleased.

Mr. Doig then called on F. S. Scott to reply to Mr. Jupp's toast. Mr. Scott spoke as follows:

Mr. Chairman, Right Honorable Sir, and gentlemen: I assure you that I appreciate very highly the honor which you have conferred upon me in asking me to respond to this important toast to the Shoe Manufacturing interests in Canada.

Before passing on and saying anything in reply to this toast, perhaps I may be permitted to join with Mr. Ecclestone in expressing the appreciation and the great satisfaction it affords me that we have present here to-night, as our honored guest of the evening, the Rt. Hon. Sir George Foster. It has been my privilege to come into the Dominion House, as a young man, and to watch him there. I have followed his career all through my life, and have always had the greatest admiration for him. Mr. Ecclestone spoke of hearing him some thirty years ago. My memory will not carry me back as far as that, and yet you know, and I know that all through those years Sir George Foster has occupied the foremost position amongst the statesmen of Canada. Always regarded as one of our most eloquent public speakers, he has become known, in days gone by, and credited with being sharp sometimes in replying to attacks made on him, and able always to make some very sharp attacks upon opponents. But with the passing of the years he has become more mellowed, they tell us (and perhaps there is something in that) and I want to tell you, although I feel as though I hardly needed to tell it, because you all know it, that Sir George is loved not only by those who hold political views similar to his own, but by those who sit on both sides of the Speaker in the Dominion House of Commons (applause), and it is the sincere wish of the Canadian people that he may be long spared to grace the Parliament of Canada (applause).

Canadians Have Great Heritage

Gentlemen, Mr. Knowlton, in proposing the toast to the Dominion of Canada, said that we as Canadian citizens have a great heritage and a great privilege which we enjoy, in that that citizenship carries with it its responsibilities. That is true. We, in this trade in which we are engaged, have great responsibilities. We have great duties to perform, not only in our own interests but in the interest of Canada, because it is a fact, due, no doubt, largely to the war, that the Dominion of Canada occupies a very high place in the esteem and in the estimation of the other nations of the world, and it becomes our duty as citizens of this country, in whatever walk we may be engaged, in whatever part in the affairs of the country we may be called upon to take, our part is to do that in a way that will justify the highest esteem and estimation in which we are held throughout the entire world.

Gentlemen, I know that the hour is late and that you want to hear Sir George Foster. In the few words I wish to say to you I shall endeavor to be as brief as possible.

I am called upon to-night to respond to the toast of the "Shoe Manufacturing Interests of Canada." I do not believe that there is any other class in the community who have received more criticism than have the shoe manufacturing interests in this country. At the same time I want to say this, that, notwithstanding that criticism, I am proud indeed to be able to respond to this toast and come before you as a shoe manufacturer, because I know all of the circumstances, and I know that the shoe manufacturing interests of this country, through the difficult times through which we have just passed, have no reason to be ashamed of their record (applause).

Now, we have heard a great deal during the past year about profiteering in the shoe industry. I now say to you this: that this trade has been investigated and re-investigated; the Board of Commerce, as a result of the propaganda that was carried on, investigated the shoe industry. What did they find? They said the shoe industry was conducted along the most conservative lines of any industry with which they had to deal (applause). There was an investigation before a Parliamentary Committee. They took evidence there week after week in the city of Ottawa. They went into the industry along with others in a most careful and minute way, and I have the statement of the Chairman of that Investigating Committee, and I have also the statements of members of the personnel of that Committee, and they tell me that as a result of their investigation, they came to the conclusion that there was no other line of manufacturing which showed a cleaner or better record than did the shoe manufacturing interests in this country (applause).

Difficult Time in Trade

Mr. Chairman and gentlemen, at this time we are face to face with the most difficult time in this trade. We are looking forward—we know that a period of readjustment is taking place. It is already here. I have no doubt that in the future prices are going to go down. These things are beyond our control. They are due to world-wide

conditions. All I want to say and what I want the public to know is this: that when this re-adjustment takes place, it is not going to be through any pressure being brought to bear on those engaged in the industry. You can be assured of that. They are going to produce footwear on just exactly the same basis as they have always produced it. They are going to produce it on the basis of cost, and will sell it at a fair and reasonable price to the Canadian consumer (applause).

Now there is just one thing I would like to refer to now. I said a moment ago that the time of re-adjustment was at hand. There are dangers to be met with in passing through this period of re-adjustment. We have present here to-night the Minister of Trade and Commerce, Sir George Foster, occupying an important Portfolio. He knows what this country requires; he wants to see that re-adjustment take place in a reasonable and well-ordered way. We do not want panic conditions in this country. The Minister of Trade and Commerce does not want to see panic conditions brought about. He wants to see confidence on the part of the Canadian people. He wants to see stability in this industry and every other industry. That is the way he wants us to face the future, and I say this, and I think I am expressing the sentiment and the feeling of all of those engaged in this particular industry when I say that we are going to use our best individual endeavor to bring that re-adjustment about in a business-like and well ordered way, feeling that it is the best way to serve the interests of this country.

Much Discontent and Unrest

Now, there is a great deal of unrest, as we all know. There is a great deal of discontent, particularly at the present time. We are perhaps inclined to find fault too much, or perhaps inclined a little too much to criticize. The point I would like to leave with you to-night is this: Changes are all right if they are in the right direction; as long as we are progressing, but the thing the Canadian people want to keep constantly before them is this: that when we make a change we will feel that it is a change for the better, and that we are moving in the right direction, and that what we do is going to make for progress and development. At the present time we hear a great deal of fault-finding with the Government on the old issue of the tariff, and free trade being brought to the fore. Various policies are being advocated. We hear considerable about doing away with the tariff and the substitution thereof of land taxes. Gentlemen, I want to say this (and I am not speaking as a politician nor as a public man, because, after all, I am a business man, and you are business men), that our chief concern with the possible sources of revenue that the Dominion of Canada has at the present time is the custom tariff, and before Canada starts to cut down or do away with that tariff, the people of Canada want to know thoroughly what they are doing and make sure they are not taking a step in the wrong direction, and I want to say this to those who are engaged in shoe manufacturing, you as travellers, you as retailers—you who know every angle of this business.

I remember fourteen years ago, in nineteen hundred and six, I was a young fellow just getting nicely started in the shoe business, a deputation was organized here in Montreal, particularly from the Province of Quebec, and they waited upon the then Government—the Laurier Government (the Minister of Finance at that time was Mr. Fielding), and they said this: (the duty on shoes was then twenty-five per cent. and, as Mr. Ecclestone has said, most of the finer grades of shoes were coming from the United States)—these people went before the Government and they said, "If you will put a slight increase of five per cent. on the tariff, we believe and we are confident and we are sure that we can build up here in this Dominion of Canada a splendid shoe manufacturing industry, and we can manufacture all our goods here at home." Now, you know, and I know, what has taken place in that fourteen years. Mr. Ecclestone has told you to-night about the changed conditions. All this, I believe, is the result of Government action at that time, and I want to say further that when they get into this tariff question, this tariff controversy, I do not believe you will find a finer example of the operation of the workings of the custom tariff than you will find in its application to the shoe industry. They increased the duty five per cent. from that time on and they have maintained that increase up until the present time. Has the Canadian shoe manufacturer taken advantage of that tariff? Has the ratio of the difference in price between the American and Canadian goods remained the same? You know it has. I say, gentlemen, and I have no hesitation in saying, that it is the finest example, it seems to me, of the way in which the tariff operates—this example as furnished by the shoe manufacturing interests of Canada (applause).

Now, there are just one or two other things. It seems to me at the present time—and I think Sir George Foster will bear me out—that one of the most unsatisfactory conditions which confront this Dominion of Canada is the adverse exchange rate. In our purchases from the United States do you realize that the Canadian people are paying out from seventy-five to one hundred millions of dollars. Now, they are not paying that in the shape of taxes. The Government does not get a cent of it. Certainly we, who pay the bills, do not get a cent's worth of benefit from it. Seventy-five to one hundred millions of dollars are being paid out every year by

the Canadian people for which the people of Canada get absolutely no benefit. Now then, how are we going to regulate this condition? We all recognize, and the most eminent economists will tell us that the best or most effective way of rectifying it is to import less and export more. Now, in that connection I do not want to bore you with figures, but just in connection with this I want to show you the tendency of the conditions in this country at the present time, because I believe it is most serious. I will give you a few of the figures I have.

Must Produce Canadian Goods

In April, nineteen hundred and nineteen, exports of Canadian products totalled \$64,489,000.00, and our imports for the same period were \$54,255,000.00—a favorable trade balance. That is we exported more than we imported—about ten millions of dollars difference, and so it goes all through the different months of nineteen hundred and nineteen. We find that, for instance, in the month of August, it was thirty-five million; in July last year, it was twenty-nine million—all favorable trade balances. But when we come to the month of January of this present year, we find this is completely reversed. Instead of having a favorable trade balance, we have an adverse trade balance. We find that in the month of January that adverse trade balance amounted to about fourteen millions of dollars; in the month of March it amounted to forty-nine millions; in the month of April it went down again to forty-four millions, and in the month of May, the last figure available, it amounted to thirty-six millions, so I say that what we will have to do in this trade and will have to do in every other trade from a national—from a Canadian standpoint—we will have to face this situation and produce more and more of the goods we consume right here in the Dominion of Canada, and after all, there lies the best promise of the future, and it seems to me, knowing this trade as I do, that I am speaking your feelings and expressing your sentiments when I say that the Canadian shoe trade are fully alive to the situation, and we are going to do our part and do it in a thorough and most emphatic way, and are going to build up an export trade, and in that way play our part in rectifying this trade condition, and it only requires that the man engaged in the other industries—I do not care whether it is pulp, whether it is any other industry—the production of our iron working establishments, or what it may be we have got to devote ourselves more and more to the production of Canadian-made goods.

Retailer Has Helped Manufacturer

Gentlemen, we are gathered here to-night under the auspices of the National Shoe Retailers' Association. I do not wish to detain you any longer, but I think it is only fair to you that I should say this. Here in Canada we hear a great deal about the importation of American shoes. You have just heard the figures, gentlemen, and after all, it don't amount to very much. As a matter of fact during the past few years we have been making in Canada ninety-five per cent. of all the shoes consumed in the Dominion of Canada (applause), but the point I want to make is this: that we as manufacturers, and the people of Canada have a great deal to thank the retailer for the enthusiastic way in which they have taken hold, as Mr. Ecclestone has so well said, of the "Made-in-Canada" idea, and a great portion of the success it has achieved is due to the co-operation and assistance we have received from the Shoe Retailers in the Dominion of Canada, (applause).

Gentlemen, I feel that I have already transgressed too long upon your time, and I will say in conclusion that this convention—looking at it from a manufacturer's standpoint—a most successful one, combining with it the Style Show and the Leather Fair. I hesitated myself at the beginning to pass judgment upon it, and I felt that perhaps I was too enthusiastic. I have discussed the question with other men in a better position than I to pass judgment—men who have attended Fairs in different parts of the country, and they all have no hesitation in saying that this show compares most favorably with the biggest and best shows they have ever attended (applause). So I think we can say that the gathering of this week has been from every standpoint most successful, and I believe that the most important part—the greatest work you have done, and the great work you will do will be done if we can stabilize conditions and work our way out of the difficulties, and I believe that you have already done a great deal along that line. Gentlemen, I thank you (prolonged applause).

Sir George Foster, the principal speaker of the evening, wound up the evening's program with his excellent address as follows:

Mr. Chairman and gentlemen: There may be several reasons why I am here to-night, one arising out of my general good nature, so strongly testified to by Mr. Scott, but he put a little fly in the ointment when he went back along a number of years and did not give me a certificate for having a sweet disposition as I have at the present time. In one way that is a compliment. As one grows older he ought to grow wiser, and may I come under that category in that respect.

That was one reason when I was asked to come to this banquet that I made up my mind to come if the rather stirring circumstances of the last few days would allow me to leave Ottawa. No man seems to be quite so important as perhaps he thinks he is, and I

have found that I have been able to get away from Ottawa, and to the best of my belief, Ottawa still lives and exists in about the same temperature as before I left it (laughter). It was apparently not necessary for me to have been there.

Then, too, I thought I would like to see the animal itself (laughter), to see what manner of men these shoe dealers and shoe makers were, when they were assembled together in force from one end of this Dominion to the other, the best, I believe by all odds, as representative of those many who were left behind, because always when we gather together in convention we are bound to assume that we are the pick of the crowd, sent here as true representatives (hear, hear).

Now, I am going to tell you a secret which very few people know. You all appeal to me, you shoe makers and leather dealers. May I tell you why? It is a long time back, but I can remember when I sat very close to a shoemaker, and saw him make the shoes and boots. It is a long time ago, and that shoemaker was my own father (prolonged applause). So that there is a little bit in the way of relationship between these great representatives of shoemakers, and the times of long, long ago. May I go a step further and say that we boys naturally desired to do what we saw the older men do, and I myself have constructed one or two pairs of shoes, and I am not sure but that I succeeded in getting together a pair of long boots once upon a time (applause). So that I have used the hammer and the awl, and I have waxed the thread that was necessary for sewing up the sides of the long boots. I have put the brussels at the ends of the thread, and have drawn them through, after having made an hole with the awl, and have pulled the thread through good and tight so that no water could pass through, and you could not see the cracks after the thing was done. Gentlemen, you don't do it that way now (laughter). It is of no benefit to yourselves, but I must stand up for the olden times of handy work when a man began a thing and ended the thing and built it all from top to bottom himself, and who saw his finished product and watched it as it did its service for the world. Now, one man makes the heel taps and another man makes this, and another man makes that, and then somebody assembles them all together and you get a finished shoe at the end in which there are a dozen men's work, but the charm of building the whole thing has gone by. Don't you feel that way? That was one reason why I sort of sighed. The other time I sighed was when Mr. Ecclestone was talking about shoes at a dollar a pair. Who would not sigh for the old times (laughter)? I do not know that the agricultural producer of the poor animal which furnished the hides wants the old times back; I am not sure that the dresser who works up the hides wants the old times back; I am not sure that the manufacturer wants the old times back, but giving just a cursory glance at it, I am pretty sure that the great body of consumers would like to see the old times in force, for about six months during this present year (laughter).

But, gentlemen, after all that is a superficial way of looking at it. It is a one-sided way. Probably it is better for all of us that things are not just the same as in the olden times, in this as in other industries.

There is one thing, however, of which I am firmly convinced. You are a sensible, fine looking, intelligent set of men. You are the best looking crowd I have seen for some considerable time. You are certainly a credit to your profession and a manifestation of the healthiness of the profession in which you are engaged. I am not giving you "toffee" when I say that you are a fine looking body of men, and a business which has men like you at the head of it is a business which will make its own way (hear, hear).

It is not necessary for you to don khaki and go to drills and cross the ocean and fight in the trenches and leave some of your blood and bone there in order to serve your country. That idea of service is good and fine and noble in its way, but the man who does an honest bit of work, conscientiously and honestly in a trade which is legitimate and up-building to the country is serving his country, in that he is doing this very thing, and giving it a most splendid and absolutely necessary service.

We want to import into every single profession that is decent and legitimate in this country of ours, something more than the idea of profit making. We want to import into it and sink it into the hearts and minds of every one engaged in it that in that profession or business, or trade, he has an opportunity of doing good service to his country (hear, hear). That enables business. The mere thought of profiting out of it debases business, and leads to bad methods, as everybody knows, but with that stirring, strong idea of service put into any and every business you have got it upon a basis that is lasting; you have utilized it, and you have wrought into your every-day work service for your fellow-man, and service for the country of which you are a citizen, together with your other fellow-citizens. I cannot make that too strong. Nor can it be made too strong in the education of our young people in this country, that service to the country is diversified in proportion to the climate, to our distribution, to the people, to the variety of businesses necessary for the happiness and development of the world, and whether it be with the pen or whether it be with the hammer or with the saw, or with the factory implements—whatever it be that we turn our hands to and by that means turn the raw material of our country (which does not contribute towards the health or happiness or wealth or development

of a country) into a means which are used and are necessary to keep life mellow and strong and fair and just, and the activities of the world, and in doing those things we are doing a good service to our country and doing it well.

Canada Proud of Heroes

We are proud of our soldiers; proud of the record they made, and proud of the esteem in which they are held; proud of the reputation which they have left behind them and which will endure for many, many generations in the remembrance of the people on the other side of the water: We are proud of that; and rightly so, but after all, the sterling thing that was shown and which brought that record of which we are proud, was the spirit and fibre of Canada as shown in its sons (applause), and the spirit and fibre of Canada as shown in its sons in the work of the war is the spirit and fibre that you need to show to preserve and carry on in the peace developing enterprises, and the interests of this country.

Gentlemen, Canada discovered herself in this war. I think that is a true saying. She discovered herself in many particulars. When you discover a country the work has only just begun if it is a country worth developing, and Canada is certainly a country worth developing. On the heels of discovery comes the work of development, and if Canada discovered herself in the spirit of adaptiveness to the work in hand and the courage and ingenuity with which it was carried out in the work of the war, and the preparations for the war, let us follow up that discovery in using the same spirit of adaptiveness in making success out of the difficulties that would seem to have been leading to failure, and working it into the peace development of the country.

War had its heroes, and Canada is proud of her war heroes, and in that long—and don't forget that adjective—in that long wait for re-adjustment, how we were deceived when the Armistice was talked of, and finally when it was signed, how wide-spread the thought that "Now, all our troubles are over; now we will slide right into the old times of peace; now we will get back into business enterprises. The war is over and the difficulties are removed; now for progress and easy development." Gentlemen, it has not been a cessation of difficulties; it has been a change from one difficulty to another; a change from one difficulty to a greater difficulty, and one requiring more real courage and more real energy and more real purpose than even the work of the war, and you and I see ahead of us a long period of re-adjustment, and we are trying to readjust matters in this country as they are trying to readjust matters in every country in the world. Let us take courage from the adaptiveness, and generosity, and strength and fibre of our Canada as it was shown in the war and apply that to the work of peace in the long period of re-adjustment in our own country, and in securing the position which is our due in the countries outside of us.

No Need for Pessimism

Now, while I say that, let there be no need for pessimism in the saying. Pessimism is not, to my mind, a very largely developed product in the Dominion of Canada amongst true Canadians. We are, if anything, too hopeful, a really hopeful people. We are hopeful from the very nature of things. Who could help being hopeful in a country like Canada, provided he has a fair idea of what Canada is and of its resources, and its prospects and its possibilities. We are a young country on the outer fringe of our development. Our hopes are all in the future, our actual achievements are in but a small area of the past. The work for Canada is all ahead of us; we are just on the fringe of it, but we want the spirit of happiness in our hearts and the words of optimism upon your tongues, reasonably spoken and reasonably conservative. "Happiness" and "Optimism" have been our watchword; they are our watchword; they will be our watchword in the future.

Let me also give you one other suggestion. The best of us will need to use it now and then. One-half of the difficulties, three-quarters—aye, nine-tenths of the difficulties which are imposed upon us at the present time, when we talk about the spirit of unrest, the spirit of criticism, the spirit of fault-finding, the spirit of smashing whatever is, and building up something on theories newly baked and hardly baked—at that:—when we think of all these things the reason for nine-tenths of it all is this: We have failed to take a comparative view of things. Now we have got to take a comparative view of things. Canada, in taking a comparative view of things occupies a position which gives background to that hope and optimism of which I spoke a moment ago. If our taxes are high? Granted. If there is confusion in the interest and enterprises which is somewhat difficult to contend with; if this and that is rather against us; in localities and different parts of the country; if the burden seems almost too great to be lifted, let us for a moment think of our position in comparison with the position of other countries in the world, and of other peoples in the world (applause). If there is any particular thing for which Canada should thank God morning, noon and evening, it is that Canada was not itself a theatre of war in this awful five years which drew their terrible cross on the plains of Europe. Think of it; not a home has been razed by an enemy in Canada; not a shot has been fired in the peaceful valleys or the towns or the cities in all of Canada; no burning and desecration of

property; not a life lost by the sword in Canada; not a bomb or explosive has been debited to any acre or foot of Canadian soil. We sent our men and we supplied them; we took our casualties as best we could, and will heal the sting of them as best we can; we carried the burdens of war on our shoulders and we will carry them there until we get rid of those burdens in the years to come, but the horrible consequences of war have been happily spared to this great country of Canada, and how thankful and happy we ought to be that we did our work in the war, but that happily, through a great Providence, we were not a theatre of war.

We do not know—you do not know, nor the best informed of us cannot possibly know or sense for a single moment what Europe to-day is going through; what the people of that continent from the furthest limits of Russia down to the Mediterranean and the Black Sea, and up to the North Sea are suffering to-day as a consequence of the war of five years, now so happily over. We are spared those things; let us be thankful that we are, and when we feel the burdens remember that it is not one one-thousandths part of what it would have been had Canada been an actual theatre of war. We are spared that and we should thank God continuously that we have been so spared.

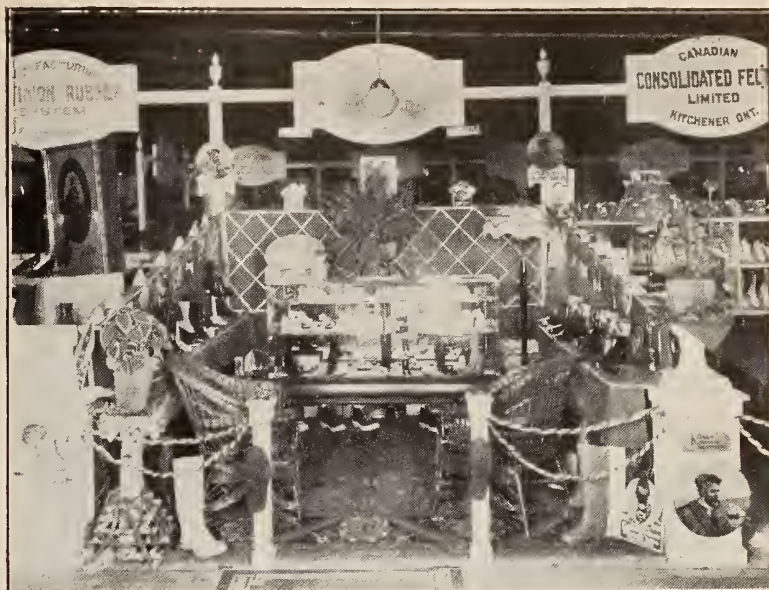
One other thought, and that is this: You have been talking about the shoe industry, and I agree in the main—I agree pretty fully with what has been said in regard to the shoe business. I am not one of those who in the slightest degree believe that the Canadian industries went on a mad profiteering trip the moment the war gave them the opportunity. I do not believe it. Nine-tenths of what is spoken on soap boxes and written in the papers—nine-tenths of it is expressions of prejudices, pre-conceived ideas, deductions from wrong bases and conclusions from insufficient information. While there has been profiteering, and no one doubts that, in the main the industries and the industrial workers, both the capitalist and the laborer, have been honestly doing their work and have been efficiently doing their work. We are not a class of profiteers. We are not industrial profiteers in this country of ours. In the main our operations have been fair and reasonable and honorably carried out. I believe that, with reference to the industries of Canada. But there is this in connection with that: your own products, and your own systems, and your own methods that you are carrying out now, and what you may do and carry out in time of re-adjustment, will be the best proof that you can give to the people as an argument against the general charge that has been made of universal profiteering in the Dominion of Canada (applause).

Let me give you another suggestion, and it is this: I was leading up to it. You have, in the shoe trade, pretty well captured the consumption of Canada if you are making ninety-five per cent. of the shoes and boots that are used in Canada. That is a pretty fine record. I do not think that I could ever wish that you have a larger proportion than that. I think it is a good thing to have some goods come in from outside. They are good for comparisons with your own make, and they give you some stimulation to out-do or at least equal them in your work in style, finish and everything else of the best that is coming into Canada. I am not going to wish that you also capture the five per cent. If you capture it I have nothing to say, but if ninety-five per cent. has already been captured, you are pretty well off and you have made a pretty good record.

Must Get Foreign Business

What I want to say is this; and I say it because of my own experience. I know the difficulties we are experiencing in regard to the export business. I know the difficulties, and I say this, that in the interests of business itself, you ought not to rest content with taking the majority of the home products, but you ought to throw your anchor out to windward or some other "ward" in the countries outside of Canada, and get your entrance into many others in the competitive businesses in these countries (applause). If you stop with making only what is sufficient for the consumption in this country, you are not doing business in the best interests of the country; you are not going forward one single peg toward the righting of Canada's international position. Granted that all your industries are making all that is necessary for consumption in Canada, but, let us go a step further and ask ourselves, "What are we going to do with the debts we have contracted"? (hear, hear). Where are we going to right the exchange? Where are we going to get the money to pay our interests abroad? You as individuals must make more than you consume before you are on the right road to prosperity. You must make more than you consume, as a country, before you are on the right road to national prosperity in a business sense, and so it is a business duty which you have, after having settled yourselves firmly in the markets here, to reach out and make a beginning, and follow it up with the same tireless energy, with the same ingenuity, and enterprise and pluck, that you have shown in the past, and thereby build up for yourselves gradually a market in the countries overseas. This is a business proposition which I believe is sound. You say you are patriotic. I do not disagree with you about that. We are patriotic, and if there is a business reason why you should make more than you consume at home and sell it abroad, there is another reason and that is a patriotic reason. I have touched upon that and I simply mention it again. This country of

TWO TYPICAL DISPLAYS AT THE SHOE, LEATHER AND ALLIED TRADES' FAIR



ours can never overtake the level of its former position at all until it goes into foreign countries, and increase the surplus of the product of the energy, the labor and the capital in this country.

Now, I want to put another thing right on top of that. The time to propose to the young lady is at the psychological moment, if you are ingenuous enough to find out when she thinks more of you than she does of possibly any other person whom she knows. That is the time to "pop the question" (laughter), if I have any knowledge of the subject at all, and I see by the smiles on the countenances about me that other people have had the same experience (laughter). Now, mind you, the time for you to get your name "in the pot"—as the saying is—the time for you to get your products in these other countries, is the time when Canada stands the highest she ever has stood, not only in the admiration but in the respect and in the good will of the other nations of the world (applause).

Now, to my mind, that soil has been plowed, and fallowed, and enriched with the blood and struggles and sacrifices of four or five hundred thousand Canadians. We receive that admiration, that wide field of good-fellowship and good will is already prepared, and it is for you to take advantage of that, and place yourselves and the results of your work before the countries of the world, which needs what you can give them, and which is anxious to have those products which you in Canada produce. There is a way opened for the entrance of Canadian goods, and there is a privilege and an opportunity which you, with your good business sense, I am sure will take advantage of.

My Department puts out into the various countries of the world its Trade Commissioners, makes their investigations and bring the results and the information developed to the business men

of Canada, and when they come back they want to sit down along side of you and talk these things over face to face. What has happened? Last year I had ten or fifteen of these Trade Commissioners, who after they worked in different countries, corresponded with you, done business with you, helped you to do business, and gave you information and advice. They have come back here and have sat down alongside of you in your factories and your offices and they have talked over the opportunities that are opening, the markets that are ready. You agree with them, and then when they put the final question, "Now, what can we depend upon your doing with reference to entering those markets?" you say to them, "Oh, well, I have got just about all I can do in the home market, and I do not feel like going into any foreign market at the present time." Now, that is a cold douche on the Trade Commissioners, and the efforts of my Department, upon which we expend a large amount of money to secure the information which is most useful, and of which you ought to avail yourselves. I want to call your attention to that, and if I could, I would advise every business man and producer in this country that he ought to do a little in the way of export work in order to enter those foreign fields.

Now, Mr. Chairman, I do not know whether you are tired or not, but I am hot, and I am somewhat tired, and warm, and I think I have given you, out of my scanty store, about all that you can profitably take to-night, because the most of you are pretty well filled up with soup (laughter). You are like the Irishman. I am saying nothing against the fine speeches which have been made. I hope nobody will count that against me, because it was not meant as a criticism. Maybe I would have put it better if I had said that I thought you had enough during this four hours that you have been



Upper: Dominion Rubber System's booth Lower: Working exhibit of United Shoe Machinery Company

here to satisfy reasonable people, and enough to equip your thoughts and your minds for some time to come.

I fancy, as I look around the countenances here, that some of you would like to "pop the question" to me along the line of the suggestion made by my friend, Mr. Peter Doig, that when you get into the shoals or into difficulties, you like to see the captain and to find out what he is going to do, and I have not the slightest doubt in the world that some of you good people have heard that the new Government has been formed, partly out of the old stock, and you are looking at me as a member of that Government and are asking yourself, "Well, what are you going to do for us now?" I want to hedge that question by putting a question to you, and ask you intelligent people around me to-night, "Now, what are you going to do for this new Government?" (applause). If you have the right to put that question to me I have the right to put that question to you. I am not here on a political mission to-night. Maybe sometime I shall be, and in that case I will take more liberties with my subject and with you than I can or intend to do to-night.

Main Business on Your Shoulders

But, gentlemen, there is one answer to both of these questions, and that answer is this: Get out of your minds what the most of you in your advanced thought and business experience have already gotten rid of—get out of your minds the thought that the main factor in your success is something that the Government is going to do for you. The main business rests on your shoulders. It rises out of the pluck and energy and ability that you put into your own business, and what the Government can do or what they do is largely confined to making it as easy as possible for you people to do business in the competitions which you have, in the relations which you bear to the other countries with reference to tariffs, in all these things which tend to communication, easy communication, and informal communication between the countries, in the condition of the finances, and in those thousand and one things that a Government can do, but when it comes down to things outside of that your success depends almost entirely on your own efforts, and the success that comes from your own efforts is worth an hundred million times more than that which is wafted into your pockets by some sort of legerdemain, or tariff legislation or something else of that kind. We, as sensible people, know and believe that when we use the other arguments, they are but commercial camouflage and partisan arguments, and perhaps good as far as they go, but one thing I notice, and that is, that in Canada the spirit of self-dependence, reliance, self-effort, determination to mark the course for ourselves has developed since the period of the war in this Canada of ours by an hundred per cent (applause). I feel that this war has taught us so many, many things. Thank God there is something good that has come out of it, and that out of the difficulties, the trials and the black consequences which have followed in the wake of this awful war, have arisen the teachings which have taught us self-reliance; it has given us that confidence that the Canadians are just as good as anybody else, and that a Canadian, given equal opportunities, can make his way and hold his position amongst his competitors the wide world over (applause). That is the sentiment which has grown in our country; it is the sentiment which indicates success in the future. What the Government can do, it should do, and what the Government to which I belong can do, it will do in order to assist the efforts of industry and development.

Now, gentlemen, I do not think that I will bother you any longer. I think I have told you about all that is in my mind to tell you at the present time. You have given me an evening's entertainment which has some features about it a little different from what we see in the Privy Council Chamber (laughter); even, perhaps, a little more entertainment than we sometimes see in the House of Commons (laughter), although we do have some very interesting and entertaining scenes in the House of Commons.

Getting Together

Anyway, I thank you for the music you have given me; for the art you have shown, for the humor which has bubbled over from many sources to-night, and for the general feeling of good fellowship, good humor and unitedness which, as I take it, is characteristic of your convention. After all, that is the thing. The apostolic work in Canada to-day ought to be carried out along the line of "Getting together" (applause). That is what we want to do. We want to get together as an industry, throwing aside all the jealousies between all the different concomitant parts of a great industry, and in your industry see united the interests—the farmer who raises the animal,

the tanner who looks after the hide, the manufacturer who carries out the making of these articles, the wholesaler and the retailer who distributes them, and the people who use them. All of these have one great united interest, and the more you get together, the closer you get together, the better business organization you will have and a greater feeling of unity you will have, and a greater amount of enterprise and stimulation you will get. It is a fine development in these latter times that the great industries are getting together, it is fine for the people to get together, and it is a fine thing; it is a fine thing to have this great convention meeting in Montreal; it is not good for the English speaking men alone; it is not good for the French speaking men alone; it is good for both (hear, hear). Gentlemen, "Get Together" (applause).

Nine-tenths of the difficulties in this world comes from the fact that the people do not know each other. So it is well that the English and the French, men from one Province and men from another Province, shall get together, and become acquainted with each other, swap ideas, learn the moods one of the other, and they will come to find out that human nature the world over is a good deal alike, whether the tongue speaks French or whether the tongue speaks English. The interests are the same whether looked upon through French eyes, or English eyes, or Scotch or Irish eyes, if there is this great and deeply founded system of ideas and unity and of common citizenship, and so gentlemen, let us look toward the future, proud of our past, knowing that the members of two great races have joined together, and have collaborated in the foundation of that past, and in the construction of our future, and let us arrive at a conclusion which must stay with us, which should be forced to stay with us, but which I hope we will voluntarily and willingly keep with us, that the future of Canada depends upon the unity of these people realizing that come what may,—have what differences we may—that we are one people, and we must work together, for the common good, and while I may not live to see the day, and perhaps some of you may not live to see the day, but your sons and your sons' sons will live to see the day, when in carrying on in unity and harmony we shall have developed a country as high in moral fibre, in religion, in sentiment, in physical vigor, in purpose and ideals, as high as that of any other nation on the face of the globe (prolonged applause).

Mr. Doig: I want you to keep your seats and I will have you out of here in five or ten minutes. Please give us that attention. There is no hurry.

First of all I want to extend to Sir George Foster our hearty thanks for his sacrifice in coming to Montreal to-night. We fully appreciate, Sir George, what you have said to us to-night. Every one of us has been thrilled with this thought that we have received a lesson to-night which will be of lasting benefit (applause).

I told you a few minutes ago that I was going to try and lead the shoe salesmen who were going to call on Mr. Ecclestone in Toronto, but I feel, after listening to Sir George Foster, that I would like to go a step further and get the permission of my firm to go abroad and endeavor to get out into the foreign markets along the lines suggested by Sir George, and to go into the open markets of the world and represent this great Canadian industry of ours, and gather in some of the orders which apparently are waiting for us. In tendering a vote of thanks to Sir George, I wish you would couple with his name, the names of the other speakers who have appeared here this evening, and ask them to all accept our thanks and appreciation for coming here and for what they have said. There are others present to-night from whom we would like to have heard, but the time is limited, and those of you who are here, are remaining out of respect to this great organization to which you belong, and I will not take the time to call upon them individually, as we will have other opportunities of hearing from them, but in tendering the vote of thanks, I would ask you to also include their names.

I might also say that we were to have Sir Lomer Gouin present this evening, but he had to decline. Mayor Martin was also to have been here, but was forced by illness to remain away; but we have present to-night Alderman Dixon, who represents the Mayor, and I am sorry we cannot give him an opportunity of speaking.

I wish to give all the credit possible to the various committees who have worked so steadily and untiringly to make of this convention and banquet the success you have seen to-night. They worked hard and earnestly, and they deserve a great deal of credit, and to them as well as to the others who have endeavored to make of this convention a success, I ask you to join with me in tendering a hearty vote of thanks, by rising and singing, "For They are Jolly Good Fellows," (applause).

(The gathering adjourned at 12.35 a.m.)



A. H. M. RUBBER & FELT FOOTWEAR NOW ON SALE

Ames Holden McCready, Ltd., have for a long time been the largest wholesalers of rubber, canvas and felt footwear in Canada.

They have now taken their place in the trade as one of the biggest Canadian manufacturers of these kinds of footwear, as they have been of leather shoes for many years.

At the new Ames Holden rubber footwear factory on Mount Royal Avenue, Montreal, a production of over one thousand pairs a day has already been reached, and this will be increased at the rate of an additional thousand pairs a day each month until the full capacity of the plant has been reached.

The output of the Montreal plant is being limited to outing and sporting shoes and to the lighter lines of rubbers, while rubber boots, lumbermen's, arctics and similar heavier lines will be made at the Company's Kitchener factory. Felt boots and combinations, shoes and slippers are also being produced at Kitchener.

The new "Ames Holden" brand of rubber, canvas and felt footwear was offered to the trade commencing August 2nd, and will rapidly supplant the variety of brands that Ames Holden McCready Limited have been selling to their customers in the past.

The Ames Holden McCready organization is the only one in Canada, and probably in the world, making and selling so complete a range of boots and shoes. Their advent as manufacturers of rubber, canvas and felt footwear places them in a position quite independent of other rubber manufacturers, and is without doubt the most important forward step in the history of the Company.

"Ames Holden" leather goods are sold by over 7,000 retailers in Canada. There is hardly a town or hamlet in the Dominion where they cannot be obtained, and this will presently be the case with "Ames Holden" rubbers, felt shoes and slippers, and outing boots.

A SHOE MAN GETS IN WRONG

Jack Henderson, a former shoe salesman of Winnipeg, is receiving lots of publicity in the western dailies through being charged with having tried to get Miss Annie Lonway, of 233 Oxford St., Winnipeg, to join him in Vancouver as his intended bride when he had not yet secured a divorce from his wife who is living in Minneapolis, Minn.

According to reports the girl was detained by the provincial police and had her ticket cancelled.

Henderson's story is that he wanted the girl to join him in Vancouver and keep him company until he can get his divorce.

ADVERTISING CAMPAIGN POSTPONED

The Shoe Manufacturers' Association of Canada have found it necessary to postpone their advertising campaign on behalf of Made in Canada footwear for a month or so, due to the fact that their advertising literature has met with delay in printing, which delay, in turn, is due to the paper shortage under which Canada and the world at large is suffering. Details of this advertising are nearing completion, however, and advertisements will appear in this paper shortly.

CHILDREN'S CONTEST EXTENDED

A contest for school children was announced in these columns recently by the Shoe Manufacturers' Association of Canada. The subject was "Why you should buy Canadian Made Shoes." The closing date of the competition was given as June 30th, but it has now been extended to September 30th. This extension of time will give the boys and girls now working on their papers more time to collect information on the subject and make their essays more interesting. The

Shoe Manufacturers' Association of Canada are giving children of sixteen years and under 100 prizes of \$2.00 each, and papers on the subject, "Why you should buy Canadian Made Shoes," which should not be more than 500 words in length, should be sent to "Editor School Children's Contest, 1007 Lumsden Building, Toronto."

PIONEER PRODUCTS OF CANADA CO.

One of the latest companies to enter the shoe industry in Canada is the Pioneer Products of Canada Co., who have started an office in Montreal at 42 Craig St. West, after having become firmly established in the American market. Their plant is now running at Sherbrooke, where they are manufacturing the nationally advertised Air-Peds, which apply the rubber heel feature to the shoes, but are less expensive. They save soles, prevent slipping and keep the soles of the shoes dry, Lionel S. Yuill is at present calling on the trade with their line.

GORDON S. HUBBELL WITH COLLIS LEATHER CO.

Gordon S. Hubbell, who has been a member of the selling staff of the Adanac Leather Co., of Montreal, has taken a similar position with the Collis Leather Co., of Aurora,

A TRAVELLER'S LIFE IN 1920

J. B. Crochier, of the L. H. Packard Co., Limited, Montreal, transporting his trunks by ox cart on the lower Gaspé coast

Ont., and represented the latter concern at their booth at the Fair in Montreal last week.

Although only 30 years old, Mr. Hubbell has had a wide experience in the shoe and leather business. Born and educated in Montreal, he was with his father, G. S. Hubbell, for six years handling kip, sheep, patent and other lines. He started in business for himself under the name of the Hubbell Bow Co., making bows for lowcuts and also put on the market a bow attaching machine which sold throughout Canada and the United States. He was with A. M. Creighton, shoe manufacturer of Lynn, Mass., for four years, representing them in Canada and covering the territory between Halifax and Winnipeg. He then went with Paul Galibert as salesman, covering Montreal, Quebec and the east.

MEETING OF LAST MANUFACTURERS

During the convention in Montreal the last manufacturers had an informal meeting which was unique in that the attendance was 100 per cent. of the leather shoe last makers in Canada. While there was no definite organization formed they arrived at a sort of mutual understanding that no doubt will greatly benefit the makers of these goods. H. R. Hector, of the United Last Co., Montreal, was chairman of the meeting and Alex. Marshall, of the Manufacturers' Association, Toronto, was appointed secretary. Other representatives present were Robin Bros., Montreal, C. M. Iredale, Preston, Ont., and Grant Campbell, Richmond, Que.

Employment Exchange

Bona-fide advertisements of Situations Wanted or Situations Vacant in shoe and leather trade inserted free of charge. Space limit—one inch.

WANTED—Manager. An opportunity for a man with executive ability, personality and refinement, with knowledge of handling an up-to-date, exclusive shoe store in Canadian city. Apply, stating experience, and reference, to Box 896, Shoe and Leather Journal, 545 King Street West, Toronto.

WANTED—Men who cover this territory: Manitoba, Saskatchewan, British Columbia and Alberta, also man for Winnipeg. Carrying Famous Canadian Shoes Findings Novelty Co. Merchandise. Side line or by itself. 2 Trinity Square, Toronto.

FOR SALE—One of best Shoe businesses in West Toronto. Good clean stock. About fifteen thousand. Will rent or sell building. Reasons for selling, ill health. Box 892, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

FOR SALE—All the patents belonging to Geo. Evans, for detachable rubber heels and slip over rubber heels, for French heel shoes. Address Geo. Evans, 457 Yonge street, Toronto.

TRAVELLER WANTED—Nova Scotia and New Brunswick—to sell a line of Women's Fine McKay's. Box 895 SHOE AND LEATHER JOURNAL, 545-549 King Street West, Toronto.

SHOE TRAVELLER—Young man with sixteen years continuous service on the road with one house in northern and central Ontario, including city of Hamilton, contemplates making a change and would like to get in communication with manufacturer who will have an opening for spring trip starting about Sept. 1st, I have a first class connection with the leading merchants and am a salesman. Replies treated with strictest confidence. Box 894, SHOE AND LEATHER JOURNAL, Toronto.

POSITION WANTED—Young man with fifteen years' experience in the retail and wholesale shoe trade desires position as traveller. Replies treated with strictest confidence. Box 902, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Sales Manager for Montreal House; must be experienced shoe man capable in cost accounting and good correspondent. Give full particulars and salary required in first letter. Replies treated strictly confidential. Box 901, Care SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Shoe Traveller with a strong connection for territories from Halifax to Vancouver to handle a line of men's and boy's medium priced McKay Shoes. Apply The Yale Shoe Mfg. Co. Limited, Galt, Ontario.

FOR SALE—Retail shoe business, in a good live town. Large bright store. Stock about \$18,000, could be reduced if desired. Established over forty-eight years. Proprietor wishes to retire. Address "Shoe Business," c/o F. J. Weston & Sons, Toronto.

WANTED—Traveller to cover City of Montreal, City of Quebec and Maritime Provinces with Women's Moderate priced Welts. Ontario factory. Trip starts September 1st. Apply Box 900, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—By experienced shoe man. Manufacturers and Jobbers line of Boots and Shoes, For British Columbia Coast. Box No. 898, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

FOR SALE—Complete set of advertising cuts for shoe business. A different and seasonable cut for every week in the year. Illustrations forwarded on request. Apply to Thos. Mulcahy Limited, Orillia, Ont.

WE WANT TWO REAL TRAVELLING SALESMEN—Men who are steady, business getters and who can prove that they have made good. One territory open in Western Ontario. The other is Manitoba and Saskatchewan. Our season opens August 15th. The line is complete—men's and women's Welts and McKays at the right price. Our house has been established for almost 50 years. Box DML 141, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

TO THE RIGHT MAN LOOKING for a permanent position with good opportunities for advancement we have a good opening. Must be experienced shoe traveller, willing to travel part of the time and also act as assistant sales manager and buyer. Must have good connection with wholesale and retail buyers in all parts of Canada. Satisfactory references required. State past experience and age; send photo if possible; also state salary expected to commence. Future possibilities will be worth while. Apply in own handwriting to Box 899, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Position as traveller with company handling medium grades. Preferably on Commission. Ready to make connections September 1st. Address Box 897, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED—Traveller carrying only men's and women's Goodyear Welts, covering exclusively Montreal and Quebec cities, wishes a side line of some reliable firm. First class references. Large connection. Up-to-date permanent sample rooms. Address Box 10, SHOE & LEATHER JOURNAL, Room 510, Coristine Bldg, Montreal.

CHAIN SHOE STORES

There is a new idea born in Hamilton. It is the United Shoe Shops, Limited, which will be a chain of stores. 20,000 shares are being put on the market at \$10 a share. The au-

thorized capital is \$500,000 and no funded debt. T. H. Ross, who has a shoe store in Hamilton, is manager of the project and associated with him are J. D. Chilman and Norman J. O'Heir.

Trade Unrest Caused by Daily Papers

Misquoting Joseph Daoust in his Address at the Convention Causes Some Merchants to Believe They Should Have Ten Per Cent. Reduction on All Orders for Fall Goods

THE one unpleasant feature in connection with the recent convention and fair was the unrest caused in certain sections of the trade by the daily papers misquoting Joseph Daoust in his address on the leather situation. As has been the case so many times in the past, the daily papers seized on the fact that a 10 per cent. reduction was mentioned and published broadcast that such a reduction should be made by the manufacturers in their dealings with the merchants.

The result was that some retailers in various parts of the country received the impression that they should receive a 10 per cent. reduction on all the orders which they had placed for fall. Some even went so far as to threaten to cancel if the manufacturers did not give them the reduction in question. The press misrepresented the address in a half dozen different ways and gave totally erroneous impressions on what was really said.

What Mr. Daoust did say, as can be proved by reading the verbatim account of his address in this issue of the SHOE AND LEATHER JOURNAL, was that if the retailers would place orders now—meaning the week of the Fair—they would probably get reductions of 10 per cent. over the prices which the manufacturers were quoting March 1st for fall lines. He said further that if there was little or no placing at the present time, and if the vast majority of the merchants waited until fall to place their orders, the rush of orders coming all at once would force prices up again.

Mr. Daoust explained the reason for the possibility of the merchants getting a 10 per cent. reduction at the present time. The manufacturer would offer the reduction as an inducement to get orders and to keep the wheels of his factory moving. It is much better business from a manufacturing standpoint to keep things moving, even accepting smaller profits, than to lay up part or all of the factory for any period of time. When the factory wheels stop turning, the help become more or less disorganized, the machinery is apt to get out of order and at the same time a large portion of the overhead expense continues.

The newspapers, in reporting Mr. Daoust's address, fastened on that single item of 10 per cent. without attempting to diagnose what he had said or probably not caring much whether or not they reported the matter correctly, issued a report that made the merchants believe that all future quotations on fall goods would be that much less than prices that had been issued on these lines.

As has been pointed out in the columns of the SHOE AND LEATHER JOURNAL innumerable times in the past, the daily press has been, during the period of high prices of the last five years, a serious menace to the prosperity of the shoe and leather trades. Constantly printing untrue stories regarding profiteering in the industry, they have created in the minds of the public an entirely erroneous idea of the situation. This latest unpleasantness is but a repetition of many which they have caused through carelessness, ignorance and stupidity.

That the press has been doing serious harm to the trade was recognized at the convention of the Shoe Manufacturers' Association of Canada last winter in Quebec City, when a spirited debate occurred over the advisability of excluding the press from all the sessions. If many more incidents of this nature occur it will not be long before all the dailies' representatives find themselves locked out of all meetings of the trade.

There is no doubt in the minds of those who have been associated with Mr. Daoust in the trade, but that he was giving his honest convictions and best advice only after

the most careful deliberations on market conditions, when he advised retailers to place some of their orders during the time they were in Montreal. This advice coincides with that of a large number of men who are in close touch with the Canadian situation, and further coincides with advice sent out by the National Shoe Retailers' Association of the United States to their members a few weeks ago.

In the minds of those who right now have a good idea of the amount of finished shoes and leather that is in the hands of manufacturers, it will not take much concerted placing to start prices upward again. If all the placing is delayed until the last possible moment, it will make the increases greater and at the same time make deliveries more behind time.

After considering all the evidence it will be seen that Mr. Daoust was giving advice that was extremely worth while.

THAT REPORT OF FACTORY CLOSING

The papers all over the country recently circulated the report that Ames Holden McCready, of Montreal, had closed their factory on account of lack of orders. It is regrettable that such a report should obtain such wide circulation when it is lacking in foundation. It was sent out in error by the

THAT 45-POUND MASKINONGE



B. Vaillancourt is better known as a maker of LaDuchesse shoes than as a fisherman. But this 45-pound maskinonge, caught on Lake of Two Mountains, Que., certainly admits him to the club. So does his yarn about how long it took him to land the big fellow.

Canadian Press Association, who next day wired all newspapers that the report was not true. The factory has been in the habit of closing for a time every year for a general clean-up and that is what occurred. It should also be remembered that, with a large concern like Ames Holden McCready making so many different lines, parts of the plant do not run at all times.

AMONG THE SHOE MEN.



FROM THE COLISEUM

Jim Heffering says it is lucky for him there weren't a lot of his customers in the room when Peter paraded as a model showing Tetrault welts.

D. E. Marois, who had one fishing trip spoiled by having to roam the wild streets of Montreal during the Fair, postponed another one to go to the Boston Show for a couple of days.

"That's one horse on you," Borne said when someone said that his surface Kid was the best he had seen.

Bill Marsh said that Wednesday night—the night of the banquet—was the best of the week.

John Reed drifted in from Fredericton for a couple of days. While as far west as Montreal, he was considering going to Ottawa to copyright a couple of new movements he had developed for use in the well known Hawaiian dance.

MacKenzie insists that he is from Bridgetown, N.S., although the Convention Bulletin said his home was Fredericton. Mac. from Bridgetown and the other Mac. from Fredericton seemed to team it pretty well at all functions—probably accounting for the mistake.

The Kenworthy Twins were both on the job for parts of the show. Harry enjoyed the banquet just as much at the rest of the show.

Billy Lane's little girl—we'll have to call her that—has been engaged for several other places in the Dominion, where she will advertise the merits of shoes made of Citadel Kid.

Miss Lucille Normandie, 569 Mount Royal Avenue, was the winner of the prize given by L. H. Packard & Co., Limited, Montreal, for guessing the correct name of the model that was shown at their booth during the Shoe Fair in Montreal.

R. L. Savage, of Montreal, was considerably chagrined by the report which was spread around the Coliseum that he was severing his connections with Clarke Bros. of St. Stephens, N.B. The truth of the matter is that Mr. Savage will be going west next season representing both Clarke Bros. and Tetraults, the former in women's lines and the latter men's welts.

William Brimblecomb, of Blachford Shoe Mfg. Co., Toronto, is spending a few days in New York resting up after the activities of the Montreal Fair.

Wise old Clayt. Corson took his wife along to the Fair. He must have heard there were a lot of fellows laying for him. However, Mrs. Corson says she is always going after this.

E. L. Rising, St. John, N.B., was among those present having returned recently from a sojourn in California. He looks better for his trip but is glad to be home. He says the fishing in the golden west is not as good as the green bank pool of the Sweedie brook at Adwassa, where he used to kick a couple of trout out of a stream with his foot while he played one on his line.

J. P. Mitchell, of the MacFarland Shoe Co., Calgary, Alta, came a long way to be present, but says that if they put on another fair like this one in the future, he would go all the way to Newfoundland to attend it.

Horace D'Artois almost staged a riot late Saturday night. He was getting ready to close up his booth and decided to give away all the remaining souvenirs. To see the crowd thronging around his booth, you would think he was giving away dollar bills.

James P. Buchanan, so rumor has it, wasn't satisfied

with staging the Style Show, but decided to run off a little party that wasn't on the regular entertainment schedule Saturday Evening. If you were not present, you will have to be inquisitive.

Jimmy Jupp started off the week by getting some undesirable publicity the first day when somebody appropriated his club bag between the station and the Windsor. After that he didn't need anybody to furnish publicity for him, as he was one of the busiest men at the convention.

Geo. A. Slater was not able to return from England in time to be present at the Convention, but telegraphed his best wishes to the committee for a successful week.

Everybody kidded Bert Ainsley, of the Perth Shoe Co., about his cowboy hat, but on his last appearance around the Coliseum, he had still disdained to change to a straw.

Winnipeg wasn't represented very strong numerically, but John Affleck and W. R. Devlin made them all realize that Winnipeg was on the job to get next year's convention.

J. P. Vinet, the Montreal Shoe retailer, was around the Coliseum informing his friends of the happy fact he had lately become the father of a bouncing boy. Mr. Vinet had as his guest during the week his sister, Miss Anna Vinet, of St. Ste Anne de Bellevue.

Wilfred Gagnon, of Aird & Son, takes the prize for giving away the most useful souvenir. How he happened to strike on the happy idea was that the first day of the Fair he lent his own and it was never returned. What was it? Why, a corkscrew.

W. W. Everett, editor of the Shoe & Leather Reporter, Boston, was one of the most enthusiastic boosters for the Fair from U.S. His parting words were to the effect that he was going back to Boston and tell the gang back there to spend a week in Montreal if they wanted to learn how to run a real show. That part of his remark was probably good-natured kidding, but nevertheless he was sincere in his admiration of the excellent entertainment program and the wonderful exhibition of Canadian-made footwear which were put on.

How many sisters has A. P. Hittl, of Kenworthy Bros? Every time a girl would want a special souvenir he would send her to the booth in question to tell them she was his sister.

Harvey McKean says he doesn't mind how many shows they hold in Montreal, he knows no "Fairer" place. Harvey, you know, is somewhat of a blonde himself.

Things happened so fast in Montreal, Fair Week, that Charlie Blachford never knew whether it was night or morning.

G. W. McFarlane, of Brampton, says the "Blue Bird" isn't in it with some of the times they have in Brampton.

Warrie Fegan was doing some Flying while at the Fair. We had no idea he was such a "High Flyer."

George Blachford was not greatly impressed with the Fair Tuesday morning—but Tuesday afternoon he thought it wonderful. What a difference it makes to get the load off one's chest.

Felix Forbert, after seeing Boston and Montreal Fairs, says Lindsay is the logical place to hold an international fair.

Billy Lane says there were so many Citadel Kids around they absolutely got his "goat."

We know the strain of the week was tremendous on

the retailers' executive. But nothing seemed to hold them back, not even Saturday night?

We can't figure out why all the ladies were so interested in Scott, Chamberlain's Booth—they were only showing men's shoes.

The only thing missed by the boys who had visited the January Boston Show was the Famous Room 19.

Everyone was tired out by the end of the week. Paul Roy, we noticed, had his suit case "packed" and was evidently heading for the woods Saturday night.

Where was Arthur Bell between the "Blue Bird" and the Railroad Station? The difference between daylight saving time and R.R. time saved the day.

VANCOUVER HAPPENINGS

Mr. Brooks, of the United Shoe Machinery Co., is in the city paying his annual visit to those who are operating Goodyear machinery.

The Popular Shoe Store has been opened on Hastings street west under the management of F. Forsyth.

J. McCue, who was overseas with the 29th Canadian F. F., has opened a repair stand on Powell street east.

G. Morris is away on vacation, taking a trip to Mexico. George is trying out his new Willys-Knight car over the trip.

The stork has again visited the home of Mr. Von Birtell, leaving a bouncing son.

The longest day has passed and full summer weather has not reached the coast city. The proverbial rain has been manifest, which is not conducive to large business in white goods. No great sales have been made up to the present but it is looked forward to with confidence in a few days.

The manufacturers from the East who were here for the convention are blamed for the unsettled weather, as it was gloriously fine previous to their visit. A local wag explained it away to them that they would have been greatly disappointed if it had not rained during their stay, as they all expected it. C. F. Hutchings, of the Great West Saddlery Co., Winnipeg, was amongst the visitors.

Saturday, the 19th, was given over by all trades to the Dollar Day. Huge crowds invested all stores and a record was established in all boot stores.

H. O. Eccleston, manager of the McRobbie Walk-Over Store, is leaving for a visit to his home in the Midlands, England. He sailed on S.S. Minnedosa.

Death has taken two members of the trade during the last two weeks. G. H. Weaver, who was senior partner of the Tilikum Repair Store on Broadway, died at the General Hospital following an operation for an internal trouble of long standing, which was the outcome of a serious accident which paralyzed his legs many years ago, while he was working in the lumber business up the coast. After spending several years in hospital he learned the shoe repairing and became a good craftsman. He spent many years amongst the Indian tribes of the north and could speak their several languages fluently. His store has at otum pole in front of it.

Death also claimed Mr. Taylor, a pioneer shoemaker, of North Vancouver, who passed away after a few days' illness of pneumonia. Mr. Taylor was one of a very few of the pioneer craftsmen on the Pacific Coast, coming here over 35 years ago. He was one of the firemen who was at the great fire of Vancouver in the year 1886, and three days previous to his death he was at the anniversary with the Fire Brigade celebrating the event. His son, whom he had not seen for 18 years, reached home about three hours before his father's death.

ST. JOHN, N.B.

Mr. Whitehouse, of the head office of the Ames-Holden-McCready Limited, paid a business visit to St. John recently.

Mr. Marshall, who for a number of years was employed

in the office of Ames-Holden-McCready Limited, has left that firm and joined the Ingersoll Watch Factory, of Montreal.

St. John is making great preparations for the big exhibition which will be held here this fall.

The Eaton's Bootery on 265 Union street, is moving into a larger store, as the one they are now in is too small to handle their trade.

Many of the shoe stores in St. John made nice displays of Dr. Scholl's foot remedies during Dr. Scholl's foot comfort week.

Mr. Glen Cunningham, who for the past few years was employed with the firm of Hall and Fairweather, wholesale groceries, has left that firm and joined the office staff of Ames-Holden-McCready Limited.

Mr. Henry McConnell, of the firm of J. M. Humphrey Co., Limited, is summering at Ketapee on the C.P.R.

The retail shoe dealers find it hard to secure a supply of sneaker footwear, as the wholesale houses are practically out of them.

Percy J. Steel is remodelling another building at 511 Main street and when finished intends to have an up-to-date shoe store.

At a recent meeting of the temperance workers in St. John R. T. Hayes, president of the firm of J. M. Humphrey Co., Limited, was elected chairman.

AMONG THE TRADE

The Tale Shoe Mfg. Co., which started operations this month at Galt, Ont., has been granted a provincial incorporation.

Messrs. Stoiche and Carry have purchased the shoe repairing establishment formerly owned by Elia Largoff and Christopher Cross in London, Ont.

Dunse & Shore, Ottawa, retailers, have suffered a small fire loss.

R. George & Son, shoe repairers, of Port Hope, Ont., have discontinued business.

The A. Kincaid shoe store in Madoc, Ont., has been purchased by Hoard and Irwin.

T. E. Bennet, one of the Blachford Shoe Mfg. Co.'s salesmen, left Montreal at the end of the Fair bound for a month's holidays at Presque Isle Point, Ont.

There has been a law in England enforcing early closing of various shops, including repair shops. This law will become inoperative at the end of August, unless it is renewed. The National Federation of Boot Trades are trying to have it renewed, but there seems to be some opposition against it and it was "talked down" recently.

Charles R. Nex, for a number of years proprietor of the Excelsior shoe repairing shop at 236 North Wellington St., Hamilton, Ont., died June 30th at his home in that city.

Fire which broke out in the rear of the Dunse & Shore shoe store at 255 Bank St., Ottawa, early in the morning of July 3, caused four families living in the apartments to make hasty exits and caused considerable damage by smoke.

J. E. Day, J. P. Walsh, G. R. Marshall, all of Toronto, have received an Ontario charter as the United Shoe Shops Ltd. and are apitalized at \$500,000. It is reported they will carry on a general manufacturing, wholesale and retail business.

One of Havana, Cuba's prominent physicians was in Montreal last week bewailing the high price in the southern republic. He stated that no good shoes could be purchased for less than \$20 to \$25 and that everything else was proportionately high.

Newspaper reports seem to support the idea that Brockton, Mass., has a shoe firm that will turn out a fine quality of wooden shoes with leather tops. Boston jokesmiths are having plenty of fun about it at the expense of Brockton.



**CALF AND KIP SIDES
STORM CALF**

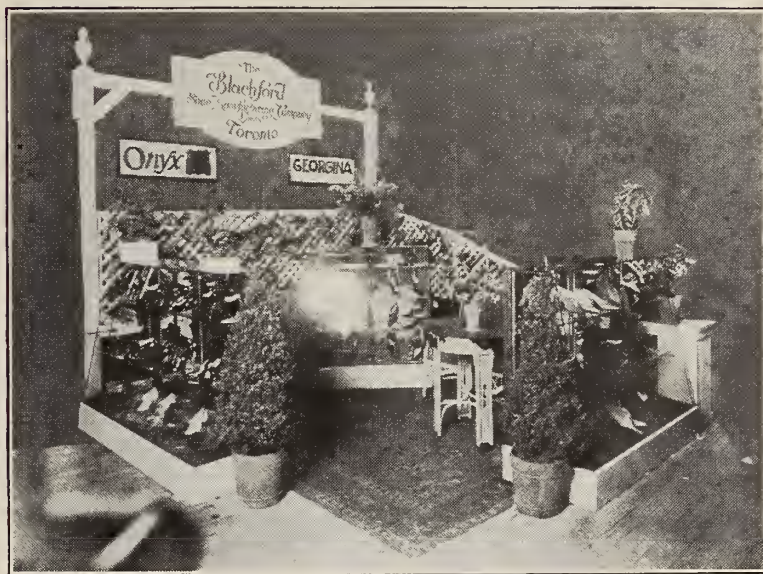
ALL COLORS

**H. B. JOHNSTON & CO.
TORONTO, CANADA**



Blachford

Shoe Manufacturing Company
Limited
Toronto



*There was no more worthy exponent of
Canadian Shoemaking appearing at the
Shoe and Leather Fair, Montreal, than
that represented in the display of*

Onyx and Georgina Shoes

*These Quality Shoes for Women were the
source of constant admiration.*



**They Came, They Saw,
They Admired**

CLASSIC SHOES

and judging by the great interest taken in the Classic Booth, visitors to the Shoe and Leather Fair at Montreal found MUCH TO BE ADMIRER in our display.

They went away convinced of the merit of Canadian-Made shoes in general, and of CLASSIC SHOES in particular, in

Fine Footwear For Women



GETTY & SCOTT, LIMITED

GALT



ONTARIO



The Citadel Girl a Sensation

The charming Citadel Girl appeared for the first time at the Shoe and Leather Fair in Montreal.

Gowned in a dress of white and green Citadel Kid and wearing white Citadel Kid shoes, she was the greatest attraction both at the Coliseum and at all functions she attended.

She became so popular with the trade that she is going to tour the Dominion in the interest of manufacturers who use Citadel Kid.

Citadel Leather Co. Limited

566 St. Valier St.
Quebec, Que.

218 West Notre Dame St.
Montreal, Que.



OUR BOOTH at the Fair was a most popular calling place for manufacturers. Hundreds of Retail Merchants, too, were interested in learning more about the quality of Citadel Kid and the names of manufacturers using it.

The fact that the merchant is beginning to appreciate the fact that Citadel Kid is the finest quality that can be bought is just one more reason for using it in your shoes.



Citadel Leather Co. Limited

566 St. Valier St.
Quebec, Que.

218 West Notre Dame St.
Montreal, Que.



Men's and Women's Welts and McKays



— Metropolitan —
Men's and Women's Welts and McKays

Three Good Brands To Tie To

We are proud of the shoes carrying these brands. They are made as well as highly skilled workmen can produce.

A generation in the business has given the experience that results in shoes correct in style at a price which will always net the merchant a round good profit.

Buy now, if you expect to have any new lines on your shelves for fall. You will save nothing by delaying any longer. We know.

Daoust, Lalonde & Company, Limited
MONTREAL, QUE.

BRANCH: METROPOLITAN SHOE CO., 91 St. Paul St., MONTREAL



*The only exhibit in Montreal where both leather
and shoes were the product of the
same manufacturer*

That is one of the many reasons for the success of our shoes.

We operate our own tannery—therefore we are able to take advantage of every market change to keep our prices always in line with the market. Controlling the quality of our leathers insures the production of shoes that are always the same—good shoes always.

Daoust, Lalonde & Company, Limited
MONTREAL, QUE.

BRANCH: METROPOLITAN SHOE CO., 91 St. Paul St., MONTREAL



THERE were more than a few of the Shoe Manufacturers who called at the Exhibition Headquarters of EVANS' KID, and we were more than glad to meet them, doing our share to entertain them.

But what pleased us most was the keen interest of both the retail merchant and the public in a leather that is recognized as being of the better grade.

“There is nothing like leather” and of all leather there is nothing like EVANS' KID.

The John R. Evans Co. Limited
MONTREAL, QUE.

Evans' Kid Is Right



THE EVANS' KID

EVANS' KID has a finish that NO ONE can duplicate. That is the main point in Kid.

Anyone can buy the same grade of skins that we purchase—if they knew in which market to go.

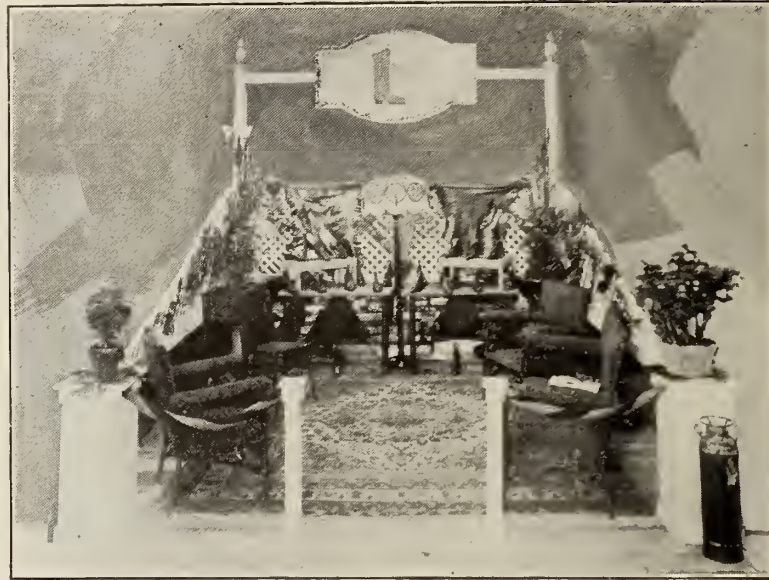
Many tanners can sort their skins as well.

Several have workmen and supervisors who are quite expert.

But no other tannery in the world can give you the best of everything—and the famous brilliant finish of "EVANS' KID."

The John R. Evans Co. Limited

MONTREAL, QUE.



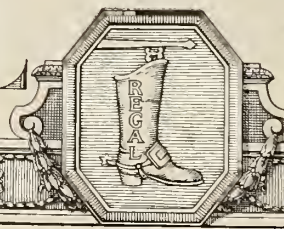
Did You See REGALS?

The eagerness and the frequency with which that question was heard at the Shoe and Leather Fair, Montreal, showed how the Regal Display "took" with the Fair visitors. The replies invariably brought forth most favorable comment on REGAL FOOTWEAR.

Regal Shoe Company, Limited

472-474 Bathurst Street, Toronto

REGAL SHOES



Mention "Shoe and Leather Journal" when writing an advertiser



REGAL SHOES

REGAL by Name, and REGAL by Nature—displaying a CHARACTER in Footwear that is decidedly noticeable wherever Fine Shoes are worn—exerting a dominant influence in Canadian Shoe Merchandising that accounts for the sound success of many a Canadian Shoe Retailer.

Regal Shoe Company, Limited

472-474 Bathurst Street, Toronto

REGAL SHOES



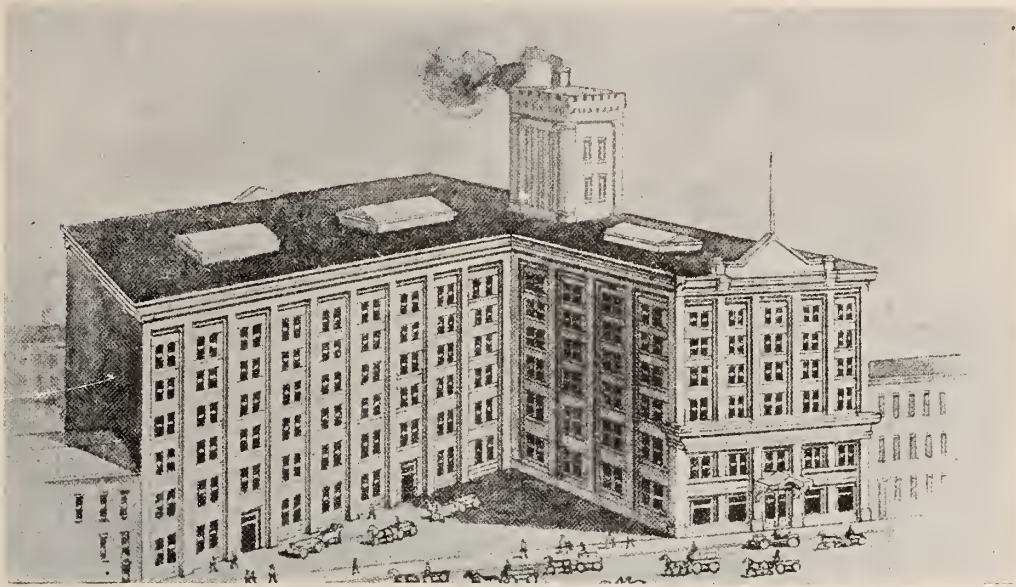


The interest shown by the trade in our exhibit in Montreal well repaid us.

The most gratifying result was the fact that the Fair, for us, was a BUSINESS SHOW. Certainly we found the market to be settled down to where those in a position to buy appreciated the styles and the values represented by Marois made shoes

A. E. Marois, Limited

Quebec, Que.



Quebec's Largest Shoe Factory

Marois Prices are Right

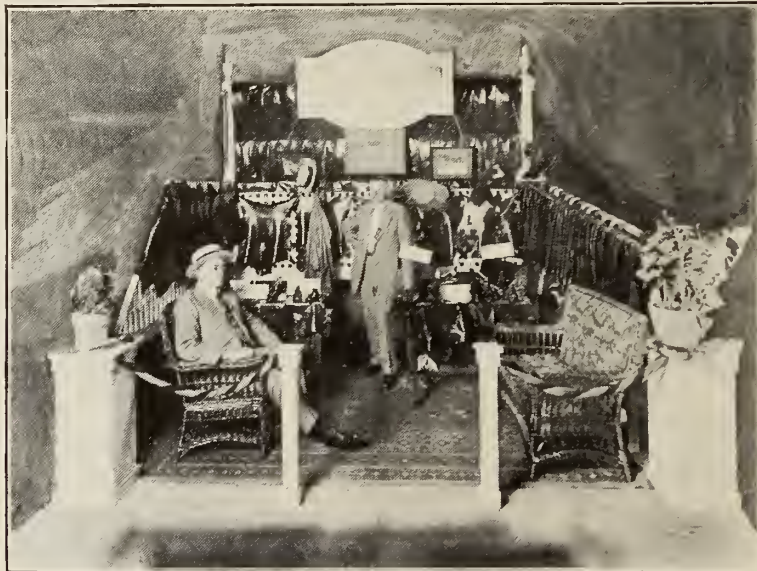
We have made a few—a very few changes in our prices. These changes are not startling, they do not show that the market is falling. They indicate that it has about touched bottom.

Because our prices have been, are, and always will be in accord with the market, we find business moving fairly freely.

MEN'S AND WOMEN'S WELTS
McKAY'S AND STANDARD SCREW

A. E. Marois, Limited
Quebec, Que.

Display of
 "ROYAL KID"
 MADE IN CANADA
 At the Shoe Style Show
 MONTREAL



The merits of BONNER LEATHER CO.'S display of "Royal Kid" was demonstrated to the shoe buyers at the Shoe and Leather Fair, Montreal, July 13-17.

"ROYAL KID" is made in Canada by skilled Canadian workmen and by Canadian capital.

It gives your shoes a distinctive appearance that appeals at first sight. Wearing Quality, Comfort and Lightness is embodied in every pair.

Insist on "Royal Kid" being used in your Orders placed for Spring 1921.

BONNER LEATHER CO.

1060 Notre Dame Street West

MONTREAL

Tanners of Glazed Kid, Black and Colors

"NUGGET" Outfits

Will Boost Your Polish Sales

That NUGGET Smile



Black - Tan
Toney Red
Dark Brown
White

A brush—a polisher and a tin of polish all in a handy cardboard or neat lacquered metal container.

Whenever you sell a customer a NUGGET outfit, it means a good investment for both of you. It acts as a constant reminder of NUGGET polishes and is bound to bring many repeat sales.

With the NUGGET outfit, it is possible to get the very best results with little effort and no muss or fuss. If you are not acquainted with this little sales booster, write for a free sample outfit today.



Nugget is a quality Shoe Polish, with one price to all—an honest profit and a square deal.

The NUGGET POLISH
Co., Limited
TORONTO



(TRADE MARK)

*Largest Manufacturers in the World of
Black Glazed Kid*



SURPASS LEATHER CO.

FACTORY
Philadelphia, Pa.

FACTORY
Gloversville, N.Y.

SALES OFFICES

New York
Cincinnati

Chicago

Philadelphia
St. Louis
London

SURPASS LEATHER CORPORATION, Boston, Mass.
BOOTH & COMPANY (London) Ltd., London, Eng.

Ask For Them

Every Live Jobber carries our line of
READY SELLING STAPLES.

"BEST EVERY DAY" "AURORA"

Are names that have become household
words with wearers and buyers of well-
made medium priced shoes.



SISMAN SHOES
are perfect to the last
detail in construction
and finish. No dis-
satisfied customers.

Our new lines for the coming
season will please everybody
who aims to keep abreast of
the times in shoes.



Ask Your Jobber

THE T. SISMAN SHOE CO. LIMITED
AURORA, ONTARIO

Pretty Feet or Ugly Feet often a matter of Shoe Polish

GOOD Shoes and POOR Shoe Polish in a short time produce shabby looking feet.
Less expensive shoes—proper quality polish maintains neat looking feet.

GRIFFIN DRESSINGS

LEATHER INSURANCE—CLEANERS AND POLISHERS

Give satisfaction to your customers and increased profit and prestige to you.

Peuerwhite



For all white shoes except Kid. Not a white-wash but a real renovator with brush.

French Dressing



Black Dressing for Ladies' or Children's Shoes. Quality best. No rubbing required. 3 1/2 oz. size.

Visit Us While at the Exhibition

1915 to 1920

ON this, our 5th Anniversary, we wish to extend to our friends and customers in the trade our most sincere thanks for their patronage and co-operation which has helped us to bring our organization up to present efficiency.

It is with a deep feeling of pride and satisfaction that we look back over the past five years of progress and realize our standards of **QUALITY** and **SERVICE** have made the C.S.F. Brand the most talked of Shoes-Findings and Over-gaiter house in Canada.

No orders too small to merit our appreciation. None too large for our capacity.

Genuine Kidine



For all White Kid Shoes. A perfect White Cleaner that gives a Kid Glove Finish. (2 sizes.)

Lotion Cream



In Light Tan, Dark Brown, Light Grey, Dark Grey, White (all shades), Black. Also for Patent Leather.

White Cake



Write for Latest Griffin Catalogue

Write for New Griffin Catalogue

A solid cake of White Dressing for Canvas, Duck, Nubuck and White Calf Shoes. Also in aluminum box, large size.

WE SUPPLY ALL WHOLESALE AND RETAIL TRADE. SEND FOR PRICE LIST.

SOLE CANADIAN DISTRIBUTORS

Canadian Shoes Findings Novelty Co.

2 Trinity Square

Telephones Adelaide 1731 - 4194

Toronto, Canada



DAVIS UPPER LEATHER

AT the Montreal Shoe and Leather Fair, both manufacturers and retailers had the opportunity for convincing examination of the CHARACTER and FINISH of DAVIS LEATHERS.

The verdict was that there is no more reliable product made anywhere.

Specify Davis Leathers In Your Shoes

The Leather of Experience and Progress

A. DAVIS & SON, LIMITED

KINGSTON, ONTARIO



BARRIE LEATHERS

impressed all who visited the Shoe and Leather Fair as in keeping with the progressiveness of Modern Leather Production. Their outstanding characteristics are *perfection of tannage, finish and economical cutting quality.*

Our thanks to the many who called and showed their appreciation personally.

The Barrie Tanning Co., Limited

BARRIE, ONT.



THE KENDEX SLIP INSOLE NOW MADE IN CANADA

For years KENDEX has been recognized as the premier insole, but has been excluded from the Canadian market because of the duty and adverse exchange rate.

Kendex is serviceable both in summer and winter. It is a non-conductor—warm in winter and cool in summer—preventing burning or stinging feet. It will relieve calloused feet.

Kendex is fast colored and will not stain the most delicate hose. It is unaffected by moisture and never cracks or becomes hard.

RETAIL MERCHANTS AND FINDINGS JOBBERS

can sell and recommend Kendex. We positively guarantee it to be exactly as we state.

Kendex Slip Insoles are put up one dozen pair of assorted sizes—both Women's and Men's—in a handsome carton for display on or in a show-case.

We will be glad to send any merchant or jobber a sample pair of any size for a thorough trial, quoting prices. If a dealer when writing, please give the name of the jobber from whom you usually buy.

“The Feeling of the Feet is Reflected in the Face”
STAND AT EASE WEAR KENDEX INSOLES

Kenworthy Bros. of Canada, Ltd.
ST. JOHNS, QUE.



Mention "Shoe and Leather Journal" when writing an advertisement

GOODYEAR SERVICE BEGINS WHERE OTHERS LEAVE OFF

When a machine is sold outright, all interest taken by the concern in most cases suddenly ceases.

**WHEN GOODYEAR MACHINERY OR
SHOE REPAIR OUTFITS ARE INSTALLED
OUR INTEREST AND SERVICE BEGINS**

We maintain a large number of experts to install and keep in operation all Goodyear machinery, and a stock of parts, so as there will be no delay in the case of a breakdown. This is

REAL SERVICE

United Shoe Machinery Company of Canada, Limited
MONTREAL

TORONTO

KITCHENER

QUEBEC



The Shoe Buyers at the Style Show, Montreal, July 13-17, were impressed by the display of Galibert's "Empire" Glace Kid.

You were shown why you should specify "Empire" Glace Kid in placing your shoe orders for Spring 1921, and is most suitable for all kinds of fine shoes for Men, Women, Children and Infants.

If Galibert's "Empire" Glace Kid is used, you will give your customers better value for their money and make a permanent friend for your store.

PAUL GALIBERT

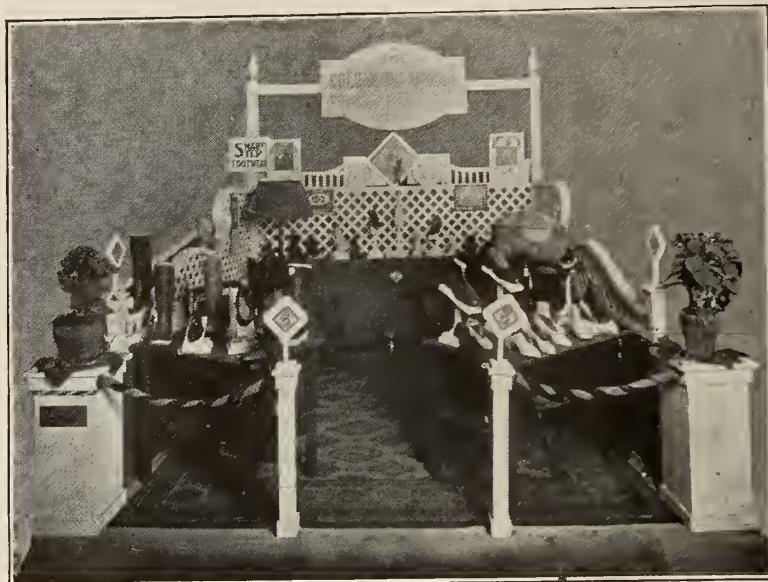
26 Wellington Street - - Montreal

Reliability, Quality and Service



“EMPIRE” *for* **QUALITY**

The Originator of
Glacé Kid in Canada



By the interest shown in our exhibit of **TIPPERARY SHOES** at the shoe Fair there will be a greater demand than ever for this well known line of shoes for Athletic and Summer Wear.

We have a complete in-stock service and can fill your sorting orders promptly.

Rubber footwear for every requirement

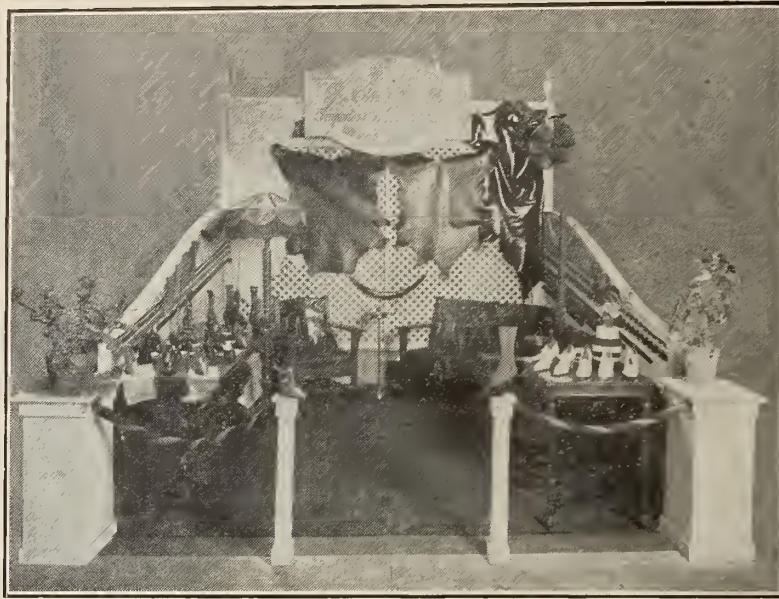
THE
Columbus Rubber Company of Montreal,
LIMITED



The Overgaiter Exhibit of L. H. Packard & Co., Limited, was one of the most attractive at the Fair, as was also the display of Boudoir Slippers and Soft Sole Shoes.

In addition to these lines they also showed a line of Globe Pillow Welts for which they are Eastern Agents.

L. H. Packard & Co. Limited
MONTREAL



We Import and Manufacture
Fabrics for Shoemaking and for
Gaiter Manufacturing

In black, colored and fancy cloths; silks, satins, ribbons, silk laces and binding; cotton fabrics for white and colored shoes; shoe linings of all grades.

This is the most complete range of cloths for these purposes that you can find anywhere. Deliveries are coming through in fine time.

We also carry a complete line of Calf, Vici Kid and Patent Leather

J. EINSTEIN, Limited

152 Notre Dame St. West - Montreal P.Q.



THE wonderful success of the Shoe and Leather Fair at Montreal evidences the healthy condition of the Allied Trades in Canada.

The keen interest taken by Manufacturers as well as Retailers in our Booth and our display of the well known

ACTON and MUSKOKA TANNAGES

speaks volumes for the esteem in which Beardmore Leather is held throughout the Canadian Trade.

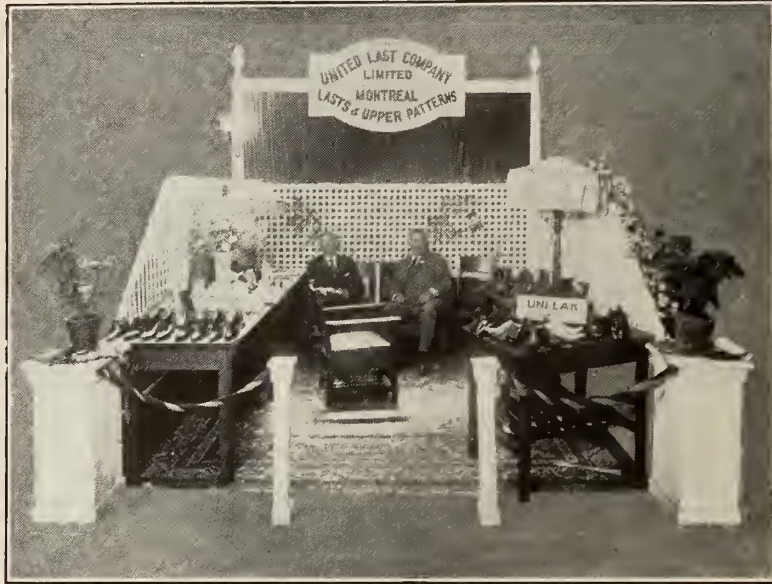
Year after year, ever since 1844, it has contributed in no small way to the sound growth of the Canadian Shoe Industry, and to-day represents the **HIGHEST QUALITY** and **BEST VALUE** obtainable in **SOLE LEATHER**.

BEARDMORE & CO.

Toronto

Montreal

Quebec



To the Shoe Manufacturers of Canada

YOU, as manufacturers of shoes, demand all that is best in lasts used in the modeling of your shoes.

OUR MODEL LASTS are all that the name implies.

They are perfect in design and will give your shoes an expression of style that will at once appeal to your customers.

Our factory is equipped to give you service.

We are the largest designers of upper patterns in Canada and can handle your requirements.

The largest makers of lasts in the British Empire.

UNITED LAST CO., LIMITED
MONTREAL



IT was SOMETHING MORE THAN ORDINARY PASSERS'-BY ATTENTION that visitors to the Shoe and Leather Fair at Montreal gave to our display of Footwear. It was the careful attention that experienced Shoemen give to SHOES OF REAL WORTH. They certainly fulfilled the expectations of all those who were already familiar with our lines, and they were surely a most agreeable surprise to any who were making the acquaintance for the first time of this Popular, Profitable Line of Women's Shoes.

Gagnon, Lachapelle & Hebert
55 KENT STREET : : MONTREAL

SALEABILITY

Written All Over Them

Of such desirable character are the shoes that go to make up the extensive

Dufresne & Locke Line

Not only that, but **SERVICEABILITY IS BUILT RIGHT INTO THEM.** Into their making goes experienced designing, expert workmanship and always the best of material.

Our range covers the whole field of the average retailers' requirements, including

Welts for Men and Women
McKays for Women and Children
Men's Slippers, White Canvas Goods

This line is getting the business for successful dealers all over Canada.

ASK YOUR JOBBER FOR OUR LINE

Dufresne & Locke
MAISONNEUVE - - MONTREAL



KINGSBURY WELTS The Flower of the Fair

THE beautiful setting of the Coliseum during the Shoe Fair only tended to enhance the beauty of the shoes we displayed to the Trade and to the Public.

The numbers of well dressed women who stopped at our Booth to examine the samples confirmed the enthusiastic expressions of the visiting members of the trade.

YOU CANNOT BUY A MORE SALEABLE SHOE.

THE KINGSBURY FOOTWEAR
COMPANY LIMITED MONTREAL, P.Q.



Aniline Dyes for the Shoe Trade at the Show

OUR complete exhibit of Dyes at the Coliseum was an eye-opener to even those among the trade who are quite conversant with the manufacture and use of ANILINE DYES.

We want further to impress the entire trade with the **FACT** that when they are in the market for ANILINE DYES there is one best place to come.

L. B. Holliday & Company, Limited

179 COMMON ST., MONTREAL, P.Q.

REPRESENTING

L. B. HOLLIDAY & COMPANY, LIMITED

HUDDERSFIELD, ENG.

A Specialty for Jobbers



“La Duchesse”

The complete LA DUCHESSE line embraces McKays and Turns for women and Turn Slippers for men.

But at this time we want to draw particular attention to our WOMEN'S COMFORT SHOES. Made both in Turns and McKays, with cushion insoles, this is a line that the Jobber can handle year in and year out, without any chance of making a mistake.

This line has no superior anywhere

La Duchesse Shoe Co.

REGISTERED

MONTREAL, QUE.



*Have you seen these
Women's McKays of the Higher Grade?*

For the past two years we have been running to capacity on Kid Shoes of the Higher Grade.

Specialized methods, then, have made it possible for us to offer shoes that represent genuine values.

Do not fail to enquire about our "In Stock Department."

You are going to need shoes in a hurry this fall.

Lachance & Tanquay
QUEBEC, P. Q.



Vode Kid and the Vode Kid Girls were there

The beauty of the Vode Kid Booth at the 2nd Canadian Shoe Fair and the daintiness of the green and white Vode Kid Girls were only in



keeping with the name for superb quality that Vode Kid has earned among Canadian Shoe Merchants and Canadian Shoe Manufacturers. Vode Kid is the largest selling kid in Canada today just because of its quality.

STANDARD KID MANUFACTURING CO.

207 SOUTH STREET, BOSTON, MASS.

Branches at New York, Philadelphia, Rochester, Cincinnati,
Chicago, St. Louis and Montreal



Star Shoes An Attraction At The Fair

The interest of both the trade and the public in our shoes as shown at the Coliseum was keen at all times.

There can be no doubt that STAR SHOES have the call of the merchant who is on the lookout for a line that he can use as a leader.

See the full line. You will be glad you did.

Star Shoe Co., Limited

MONTREAL, QUE.

Star Shoes for Women

Star Shoes are the best value you can find on the market.

The line is complete, covering Women's, Misses' and Growing Girls' McKays.

The shoe-making is particularly good. The leathers are bought right. The styles will sell anywhere where they appreciate the best.

This is a good line to tie to. It represents shoes that you sell every day in the year.



Star Shoes for Children

Now represent a very full line of Welts, Turns and McKays.



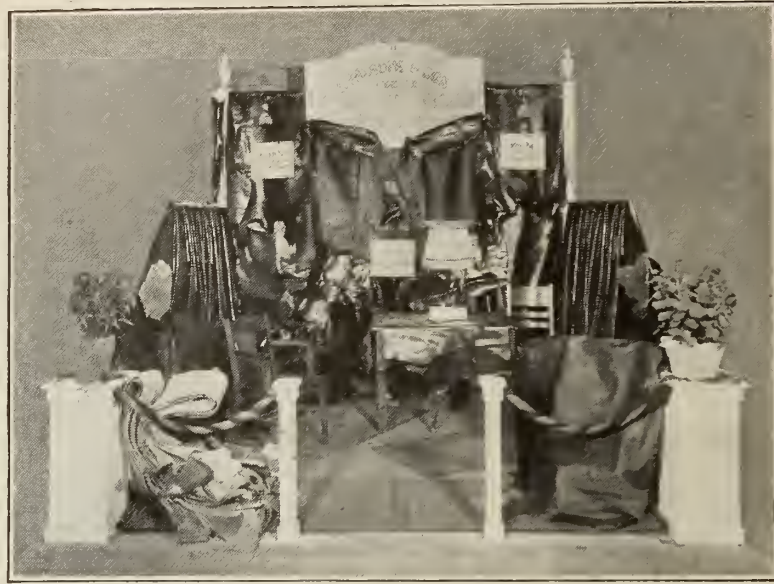
They are snappy, snug-fitting shoes that you can sell easily at prices to net you a good profit.

Don't place another order before seeing this specialty line.

SOMETHING NEW:

See the wonderful line of Welts for Little Children.

Star Shoe Co., Limited
MONTREAL, QUE.



The illustration above is that of Booth No. 11, where the exhibit of C. Parsons & Son attracted so much favorable comment, and where we met so many of our business friends in the various leather trades.

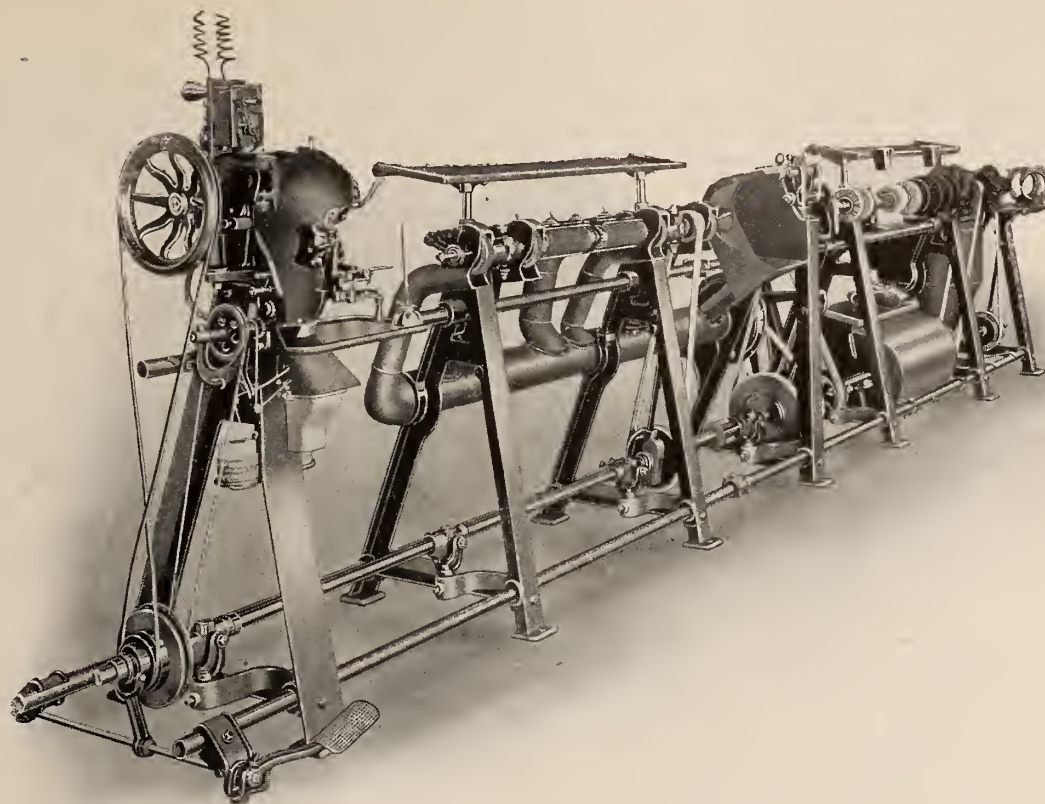
Established for over half a century. Everything for the factory—the repair man and the retail store.

*If our travellers miss you,
write us your needs*

C. PARSONS & SON, LIMITED

TORONTO

ONTARIO



22 FOOT GOODYEAR SHOE REPAIR OUTFIT, MODEL N.

THE TORONTO EXHIBITION

Is an OPPORTUNITY
to see in OPERATION

The Most Complete and Up-to-date Shoe Repair Outfits
on the Market and also the Smaller



MADE IN CANADA

Shoe Repair Outfits

THERE IS A SIZE TO SUIT YOUR REQUIREMENTS

COPY OF OUR LATEST SHOE REPAIR CATALOGUE AND FULL PARTICULARS AS TO
OUR EASY TERMS CAN BE OBTAINED AT OUR BOOTH IN MACHINERY HALL

United Shoe Machinery Co. of Canada, Limited

MONTREAL

TORONTO
20 Adelaide Street, West

KITCHENER
46 Foundry Street, South

QUEBEC
28 Demers Street

INTERNATIONAL SUPPLY CO.

IMPORTERS
MANUFACTURERS



JOBBER'S
SALES AGENTS

SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES

FACTORY AND BRANCH
37 FOUNDRY ST. S.
KITCHENER, ONT.

BRANCH
566 ST. VALIER
QUEBEC

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

MAIN OFFICE

154 NOTRE DAME ST., WEST

MONTREAL

REPRESENTING

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

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

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

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

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

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

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

Lynn Wood Heel Co.
Keene, N.H.
Wood Heels and Die Blocks

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

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

Puritan Mfg. Co.,
Boston, Mass.
Wax Thread Sewing
Machines
Poole Process for Goodyear
Insoles

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

H. S. & M. W. Snyder, Inc.
Boston, Mass.
Kids, Cabrettas and Horse

J. Spaulding & Sons Co.,
N. Rochester, N.H.
Guaranteed Fibre Counters
Fibre Innersoling

Textile Manufacturing Co.,
Toronto, Ont.
Shoe Laces

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

No matter what you have to mark, be it LEATHER,
IMITATION LEATHER or CLOTH, we can solve the problem.

Markem Machine Company BOSTON, MASS.

is the only Firm that makes a business of marking machines
for CARTONS, TAGS, LININGS, CLOTH or LEATHER.

EMBOSSING MACHINES FOR TOP FACINGS, ETC.

The Master Printing and Embossing Machine

will print your label on your carton quicker than labels can
be pasted. Better looking cartons at less cost.

Parts, Inks and Compounds in stock.

Puritan Manufacturing Co. BOSTON, MASS.

Exclusive Manufacturers of
WAXTHREAD SEWING MACHINES (chain stitch) for Fair
Stitching, Closing, Vamping (1, 2 or 3 needle) BACK
STAY (1, 2 or 4 needle) TIPSTITCHING,
TOPFACING.

Patentees of the POOLE PROCESS

GOODYEAR INNERSOLE

A Better and Stronger Innersole at less cost. Needles and
Awls for all Machines in Stock.

There is Only One CEROSYXON

The Perfect Liquid Wax made by the CEROSYXON CO.,
Boston. It is the only liquid wax that lubricates
the thread and sets the stitch.

WE ARE SOLE CANADIAN AGENTS.
IN STOCK AT BOTH OFFICES.

We can Supply you with Every Need of Blackening, Stains, Waxes, Dressings Cyclone Bleach, Etc.

Look Over this List and Send in Your Order

Ultra Edge
One setting edge ink

Uneeda Edge

The King Edge Ink
For a one or two setting edge

Russet King Edge
One and two setting for russet and tan colored shoes

King Edge No. 31 (Natural)

Model First Setting
A stain for two setting edges

Black Diamond Heel
For heels. Made in all colors

Colored Heel Stains

Black Diamond Shank

Black Bottom Dye
A dye for heels, shanks, top pieces and bottoms

Striping Dye
Black and russet

Cyclone Bleach (Made in Canada)
For removing those glucose spots, water stains and discolorations on soles and giving perfect results in finishing

Magic Stain
For oak and union leather. Removes those glucose spots, water stains and discolorations, and makes a hard, smooth, uniform finish

244 Sediment Stain
For making white oak bottoms

Filling Wax

American Eagle Polish

Gold Bond Polish
For stain and black bottoms

Slickum
A gum to use where a high polish is wanted on a paint bottom

Nevercheck
Used before scouring to fill and make a solid heel

Vamp Dye

Black Tip Dye

Spirit Black Dye

Welt Dye
Black and russet

Naphtha Black
For raw edges of vamps and tips

Nonesuch Filler
A filler to use in place of wax for heels and bottoms

Everbright Kid Dressing
For kid kangaroo and chrome stock

Colorless Dressing
For colored stock

Gun Metal Dressing
Made for dull and medium bright finish

Dressing
For all kinds of upper leather

Enamel Finish
For heels and edges, in white and all colors.

Rubber Stain
For making velvet bottoms

Improved Sediment Stain
A stain finish to take the place of paint or wax finish; will cover all kinds of leather

Paragon
A wax stain for shanks and foreparts on black and colored shoes

Paragon Thinner

Redoakunion Thinner

Redoakunion
A paint stain for all kinds of leather

Bottom Stains
Of all kinds

Grain Bottom Cleaner

Fakes
Satin Gloss
Glossene

Viscolene
For shoe bottoms

Ivory Wax
White, red, brown and black

White and Black Edge Wax

Ivory Expedite Wax

Liquid Wax
For making high gloss polish over all kinds of bottom finish

Auto Treeing Composition

Cutting Board Dressing

Thread Lubricator

Hold Tap Sticker
Apply a coat, lay on your tap and let dry

Oil Remover
Removes oil spots and stain from leather

Patent Leather Repairer
Ruby Filler No. 1
Ruby Cutter No. 2
Ruby Flow No. 3

Finishing Room and

Dressing Room Supplies

Baby Cow Polish
A friction polish for russet leather of all colors

Upper Edge Stain
For the raw edge of black or russet leather

Tanners' Finish
For staining and uniforming all colored upper leather stock

Russet Leather Repairer
Liquid repairer

Crayon Repairer
Made in all colors to suit

Ooze Calf Cleaner

Grain Leather Finish

Leather Filler

White Canvas Dope

Side Lining Cement

Veneering (Black)

Veneering (Russet)

Inner Sole Stiffener

Colorless Stitch Gloss

Patent Leather Cleaner

Russet Leather Cleaner

White Canvas Cleaner

**Boston
Leather**



**Stain
Company**

109 Purchase Street Boston, Mass., U.S.A.

Sole Canadian Agents:

INTERNATIONAL SUPPLY CO.

Montreal

Kitchener

Quebec

Men's Goodyear Welts



No. 352

Men's Mahogany Side Bl. Single Leather
Sole, Leather Heel, Semi-Recede
Last, Goodyear Welt..... **\$4.75**



\$4.75

per pair.



No. 320

Men's Mahogany Side Blucher Slip Sole,
Leather Heel, Full Round High Toe Last,
Easy Fitting, Goodyear Welt **\$4.75**
at.....

FOR IMMEDIATE SHIPMENT

The above cuts are a very good illustration of two of our real business getters. A full range of sizes always in stock.

You will want medium priced shoes this fall. We've got them—plenty of them. It is our business to sense the market and be just a little ahead.

Sample Pair Sent on Request

NATHAN CUMMINGS

153 PEEL STREET, MONTREAL, P.Q.



BOTH AT THE COLISEUM
AND AT THE STYLE SHOW,
SMARDON SHOES MAIN-
TAINED THEIR WELL-
KNOWN REPUTATION.

SMARDON SHOE CO. LIMITED

MAKERS OF
HIGH CLASS FOOTWEAR FOR WOMEN

533 VISITATION ST

MONTREAL, CANADA



“Canadian Footwear” means Medium and Fine McKays for Women, Misses and Children that are particularly ready sellers. They are priced right, look right and wear better than that. Be sure you get in touch with our sales people before placing your next order.

CANADIAN FOOTWEAR CO.
LIMITED

MONTREAL, QUE.



The
JOHN RITCHIE
COMPANY LIMITED
MAKERS OF
"MEN'S SHOES"
QUEBEC





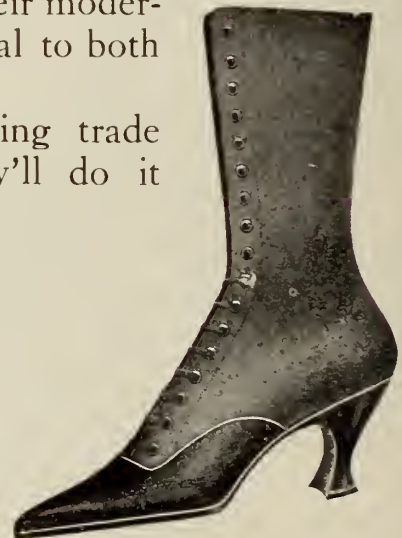
They'll Do It For You!!

Lagace and Lepinay shoes attract trade because, in them, the purchasers find their desires fully met with as to Style and Appearance.

They build worth-while business through their popularity which is attained by giving the wearer complete satisfaction in Comfort, Fit and Long Wear Service. Their moderate price makes a favorable appeal to both dealer and wearer.

They are attracting and building trade daily for many retailers: They'll do it for you!

Men's Goodyear Welts
and **Women's McKays**



LAGACE & LEPINAY

22 St. Anselme Street - Quebec, P.Q.



Plain Sailing

The shoe merchant who has at his command a **DEPENDABLE DISTRIBUTING SERVICE** has smooth going in his merchandising in all seasons and under all conditions of trade winds and business weather. Such is

ROBINSON SERVICE

Robinson has steered Shoe Dealers to profitable selling, season after season, for thirty years. We know your needs in all lines at all times and have the ever-ready stock to supply them. Let us supply yours **NOW** when you are faced with the many problems of

Mid-Summer Sorting

and are in urgent need of Summer Lines of Sporting or White Shoes or any of the regular lines of Fine, Medium or Staple Footwear.

JAMES ROBINSON COMPANY
LIMITED
MONTREAL



Welting That Meets Every Requirement

SHOE MANUFACTURERS find that our welting meets every demand. It is made from the best packer hides and is of good fibre, flexible, evenly grooved and free from defects. Exceptional care is taken with the splices, the most powerful adhesive being used which we can get. Such care means less trouble in your plant and a greater output at a lowered cost.

GOODYEAR AND MCKAY WELTING IN ALL COLORS

BROCKTON WELTING COMPANY

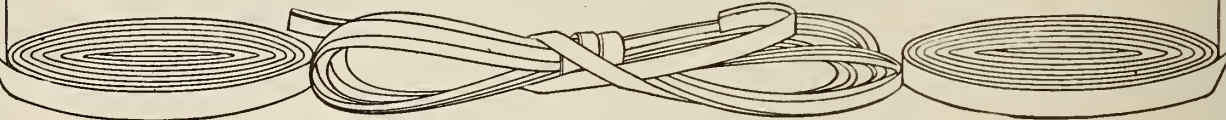
—INCORPORATED—

69 Crescent St., Brockton, Mass.

Department of HILLIARD & MERRILL, Inc., 210 Broad St., Lynn, Mass.

SALES OFFICES: BOSTON, 185 Essex St.; PHILADELPHIA, S. W. Cor. 5th and Arch Sts.; CINCINNATI, 410 East 8th St.; MILWAUKEE, 258-260 Fourth St.; ST. LOUIS, 1419 Olive St.; ROCHESTER, N. Y., 22 Andrews St.; NEW YORK CITY, 33 Spruce St.

FOREIGN REPRESENTATIVES: ENGLAND, Messrs. Pearson Robinson & Arterton, 4 Albion St., Leicester.
FRANCE, Louis Dubois, 47 Rue des Petites Ecuries, Paris.
GREECE, Hercule P. Issidorides & Co., P. O. Box 12, Athens



SOLE AGENTS FOR CANADA

for

PHILLIPS MILITARY SOLELESS HEELS

We now have a complete stock of this specialty which has become so popular in Canada.

Last January we received the first 3000 sets, which were shipped to Canada and were almost immediately sold out.

Since January, 1920, shipments have been regular and our stock is sufficient for any demand.

WATERBURY & RISING, Limited

WHOLESALE FOOTWEAR

ST. JOHN, N. B.

AGENTS FOR PHILLIPS PATENTS, LIMITED
OF LONDON, ENG.

The Pattern Proposition

is one of the most important items in Shoemaking.

THE CONAWAY-WADSWORTH SHOE PATTERN SERVICE

is the last word in EFFICIENCY. It makes available to Canadian Shoe Manufacturers a service by which they can get at shortest notice here in Canada

Patterns For All Kinds of Footwear representing the very latest ideas in Footwear Designing. **PATTERN SATISFACTION** will be yours if you utilize this service. Try it out in getting your next requirements supplied.

Conaway-Wadsworth Pattern Co. Limited

223 MCGILL STREET

Rooms 11 and 12

MONTREAL, QUE.

GUS LOSSMAN, Manager

Steady Sellers

The outstanding reason

Yamaska Brand Shoes

are such steady sellers is because the purchaser can see at a glance the luxurious comfort and extra wear each pair will extend.

They have been winning trade and making customers by these qualities for the past 50 years and are still going strong. Are they working WITH you? Why not let them—they're ready!!

LA COMPAGNIE
J. A. & M. COTE

St. Hyacinthe

Quebec





Peterboro
SHOE

for
Men, Boys, Youths,
Little Gents

ACKERMAN SHOES

No. 13 Men's - \$5.00
No. 113 Boys' - \$3.80

Black Mennonite Grain,
Blucher Cut, Plain Toe,
Half Bellows Tongue,
Standard Screw, Lock
Stitched Sole; Men's Sole,
Gauge 20; Boys' Sole,
Gauge 17. No. 1 Quality
throughout.

F.O.B. PETERBORO

B. F. Ackerman, Son & Co., Limited
PETERBORO, ONT. Western Branch, REGINA, SASK.

MAKERS OF THE "PETERBORO" SHOE

COLLIS CALF LEATHERS

**We Originate
Others Try to Imitate**

Known all over the world as being the Best
COLORED CALF made, and acknowledged
by everyone as the finest manufactured Calf
Leathers for fashion's favorite shoes.

COLLIS POPULAR BROWNS

Numbers 2, 3 and 15

Collis Leather Company, Limited
Aurora, Ont., Canada

The Highfield Tanning Co., Ltd.

Runcorn (Near Liverpool) England

Invite Enquiries from Canadian Boot Manufacturers and Merchants
of their well known

British Tanned Oak Sole Bends

ALL WEIGHTS

Insole Bellies and Shoulders Welting Bellie

AND FOR

Dressers, Rough Belting Butts (short cut), Strap Backs,
Welting Shoulders

Cables: "Highfield, Runcorn." A.B.C. Code, 5th Edition.

CHAS. E. ROY & CO.

(REG.)

DEALERS IN

New and Second-Hand Machinery

Leather and Shoe Findings

Let us know your requirements

We may have what you want

31 Colomb St. QUEBEC CITY

JOHN McENTYRE, LIMITED

LEATHER and SHOE GOODS
28 St. Alexander Street
MONTREAL

PLANTS
Rubber Cement Factory
26 Gladstone Ave.

TANNERY
1704 Iberville St.

Right Form Overgaiters

(REGISTERED)

There will be many overgaiters on the market
this year. How many will fit perfectly?

WE GUARANTEE OURS

Our gaiters are made to fit on snug pattern
—Heavy binding and best of materials.

Prices ranging from, Ladies **\$25** per doz. to
\$48 " " "

BOTH FELT AND KERSEY MATERIALS

Mens from **\$18** to **\$35** per dozen
FELT AND KERSEY MATERIALS

We also make and have instock for
IMMEDIATE DELIVERY

Oversized Calf, Wide Ankles, etc.
ALSO SHUFORM PATTERN

WRITE FOR PRICES

SEND FOR SAMPLE PAIR, POSTAGE PREPAID,
ANY COLOR AND STYLE. ORDER NOW.

Canadian Shoe Findings
Novelty Co.

2 TRINITY SQUARE, TORONTO

NIGROSINE

STANDARD
Jet and Blue Shades

Our manufacturing facilities enable us to guarantee
regular and prompt deliveries in any quantity.

Dyestuffs, Extracts,
Chemicals and
Tanning Materials

D. J. LARKIN CO.
93-95 Broad St., Boston, Mass.

T. N. & F. H. Briggs (Tanners), Ltd.

Waring Street, . . . LEICESTER, ENGLAND

MANUFACTURERS AND EXPORTERS OF ALL KINDS OF BOOT AND SHOE **UPPER LEATHERS**

IMPORTERS OF FINE GRADE BOX CALF, GLACE KID, ETC.

CABLES "TAN" LEICESTER

TELEPHONES 38 & 138

BEVINGTONS & SONS

42 St. Thomas' St., Southwark, London, S. E.

TANNERS AND LEATHER FACTORS

IMPORTERS OF AMERICAN LEATHERS

SOLE LEATHER, PATENT LEATHER
AND GLAZED KID

Buyers on Commission of Indian Tanned Goat and
Sheep at London Sales

Davies & Co.

LIMITED

BRISTOL, - ENGLAND

Importers and Distributors
of All Descriptions of **Leather**

Branches: London, Leicester, Northampton

Cable Address:
"HEMLOCK, Bristol"

Codes: Widebrook
A. B. C., Fifth Edition

H. Ingle & Sons, Limited

LEEDS, ENGLAND

Buyers of all classes of

Sole and Upper Leather

ALSO AT

Leicester, Bristol, Rushden and Northampton

Cable Address "INGOT" Consignments Solicited.

A. FICQ en ZOON

*Hide and
Skin Merchants*

Rotterdam - - Holland

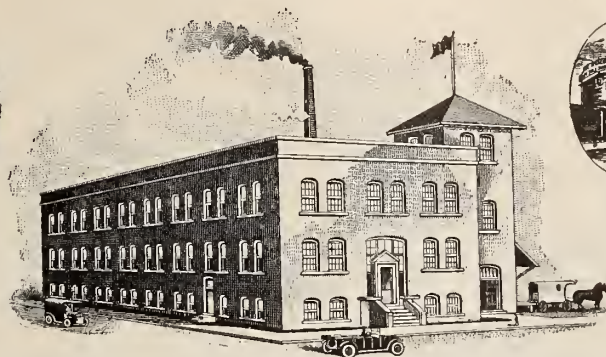
Cable Address: FICQ, ROTTERDAM

**STANDARD
SCREWED
SHOES**



IN
MEN'S, BOYS', YOUTHS',
LITTLE GENT'S
AND CHILDREN'S

**A. A. COTE & SON
LIMITED**



**McKAY
S E W E D
SHOES**

IN
MEN'S, BOYS', YOUTHS',
LITTLE GENT'S
AND CHILDREN'S

**ST. HYACINTHE,
QUEBEC**

Manufacture lines of Staple McKay Shoes in Men's, Boys', Youths', Little Gent's and Children's, as well as a Strong Line of Heavy Working Shoes, out of best Chrome Side Tanned Leathers, on Foot Fitting Lasts, at reasonable prices, Standard Screwed Soles, Stitch Aloft, Natural Finished Bottoms, so that buyer can see the nature of leather and know what he is buying. That's the line for you.

MORSON, BOSWELL & COMPANY
IMPORTER

64 Wellington St. West
TORONTO

St. Nicholas Building
MONTREAL

We Specialize in
CLOTH SHOE TOPPING—Black and all Colors
COTTON SHOE LININGS
GAITER CLOTHS



H. HANDELAN & STAFF
OF ARTIST/
SHOE ILLUSTRATORS
50-56 W. RANDOLPH ST.
CHICAGO

DISTINCTIVE SHOE
ADVERTISEMENTS OF
REAL SELLING VALUE

**Your Windows
need more
Attention!**

Mr. Shoe Retailer

This book of
Shoe Window Displays
was written for you!

*NEW IDEAS AND METHODS.
ORDER NOW!*

Post Paid, \$2.75

FRANK P. TAYLOR

381 Washington Street Boston, Mass.



HOCKEY BOOTS

Every Jobber should inspect our range of Hockey Boots for next Season. We specialize in these shoes and are able to give you exceptional values. With their good Quality and moderate prices they will command wide sale.

Our Heavy Footwear

fills the demand for strongly made, comfortable, well-finished Work Boots. They are good sellers and Profit Makers.

J. E. SAMSON, Reg.

20 Arago Street - QUEBEC, QUE.

CLARKE & CLARKE Limited

Established 1852

Manufacturers of
SHEEPSKINS
 Of all kinds

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THE THIRTY-THIRD YEAR

TORONTO, AUGUST 1, 1920

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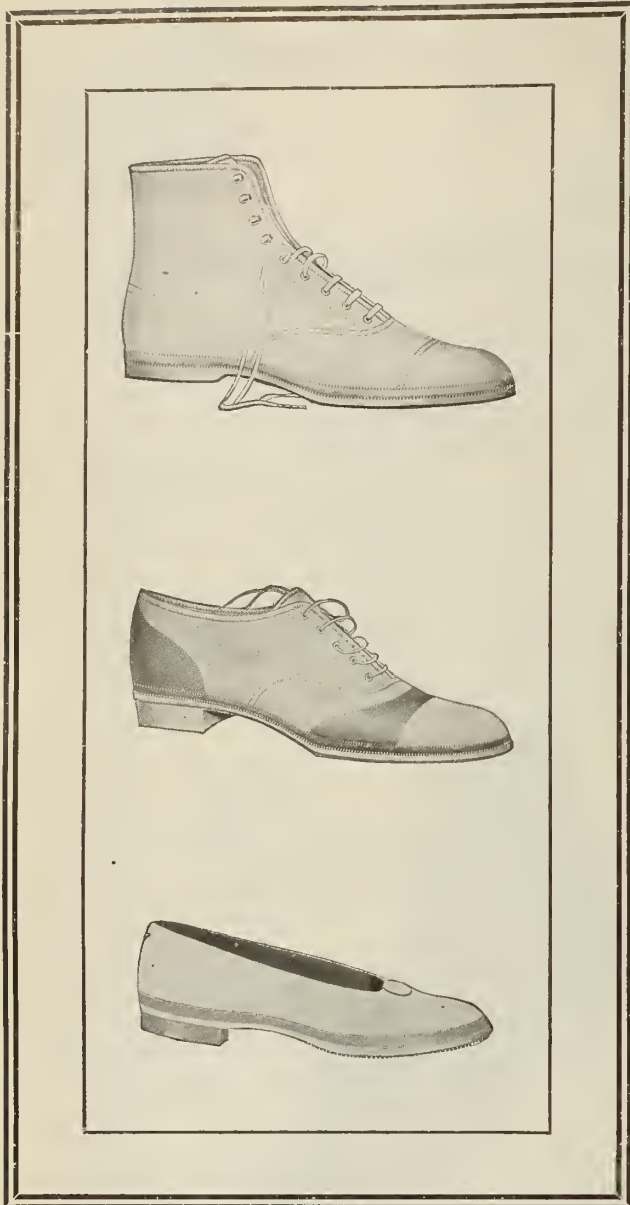
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LAST, A to D
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Just Wright Shoes

are confidence builders. YOU can have confidence in them that they will live up to their claim to give unparalleled service. Your CUSTOMERS will have confidence in them for they too will know of their splendid wearing qualities.

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E. T. Wright & Company, Inc.

ST. THOMAS, ONT.

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BRAND OF
RUBBER FOOTWEAR
CANVAS
RUBBER-SOLED SHOES
FELT SHOES and SLIPPERS
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AT GLOVERSVILLE, N.Y.

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Export Department
88-90 Gold St., New York

NEW YORK



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One Big ROUND OF SATISFACTION

If Tillsonburg Shoes are the centre of your supply in
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To be had in High-Grade, Medium and Staple Lines that you
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WAX, FLEXIBLE, OOZE

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Yamaska Brand Shoes

are made to fill this demand, and they FILL it. Have been doing so for Fifty Years. There is a wealth of profit in handling them because there is a wealth of wear IN them.

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LA COMPAGNIE

J. A. & M. COTE

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Wherever shoes bearing this stamp are sold it exerts its influence on all other union men and women.

The Union Stamp shoe has a selling value that is all its own.

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Insist on the shoes with this stamp and get the full benefit of this free publicity.



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The
Barbara
Pump

A Smart Shoe
for
Afternoon Wear



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Because Fleet Foot are cool and comfortable, sensible and attractive—they sell and repeat.

Point out to your customers the wisdom of having two or more pairs of Fleet Foot for early Fall wear—one pair for rough usage—one for dress. They will appreciate the suggestion.



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 Foreign, \$2.00

TO ADVERTISERS
 The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

THE GAMBLING SPIRIT

MOST of the troubles in business may be traced to the innate tendency amongst all of us to gamble. The chance element appeals to us, and while everything goes well we smile and rub our hands. When the game goes against us we whine or try to take it out of somebody.

We load up on a rising market, add our usual percentage to the increased cost and take it out of the public, or that part of it represented by those who buy our goods. So long as this lasts we hold up our chin and call men to witness what wonderfully wise, clever business men we are and often actually we roll our eyes and thank God we are not as other men, or even as those profiteers the Board of Commerce hobgoblin is after.

But when a little flurry appears and it begins to look as though selling were going to become a little more than a mere naming of prices and delivery of goods seventy-five per cent. of us begin to run to cover.

It is this high percentage of gamblers in business that makes not only possible but often inevitable the periodical recurrence of crises such as that through which we seem to be passing at the present time. It is as natural as the thunder which follows low atmospheric pressure and as necessary for the changing of the commercial air as the natural.

For six or eight months past this Journal has been doing its part to quietly stem the tide of "frenzied business" that has lead in the direction of abnormal retail stocks. In this campaign we have been criticized more than once by those who resented a check being put upon speculative buying. We have been steadily advising retailers to purchase no more than was absolutely essential to meet the probable demands of their business and have advocated consistently the policy since last November of "caution without timidity."

Those dealers who bought recklessly or even more liberally than they should have naturally been the first hit by the fear that they might have to carry over large stocks to another season. It is the gamblers who have been cancelling orders and returning goods. Those who bought prudently are neither compelled to sacrifice nor countermand orders.

It is unfortunate that a large share of the cost of this frenzied business should have to be paid by the minority of sane, sensible and honorable business men of the community, but it is nevertheless true that they suffer with the gamblers both in reputation and in pocket.

Triple Alliance in Shoe Merchandising

The Retailer, the Traveller and the Manufacturer—An Address by Ralph Stadeker, of Chicago, at the Recent Convention of the Illinois Shoe Retailers' Association

RETAILER, Salesman, Manufacturer: a mighty power for mutual benefit, when reciprocatingly co-operative, each moved by an unselfish and honest propulsion towards a common goal of square treatment and consequent beneficial results to all.

I do not believe the hope is Utopian that some day we will witness a happy concert of motion between the members of this triple alliance, that a few years ago gave no promise of. The exigencies of the war gave birth to a larger degree of consideration between retailers and manufacturers, which the former generously showed in his acceptance of shoes that, in the character of workmanship, were not up to the standard. The manufacturer deserves credit for living up to his contracts on a constantly rising market. These two conditions naturally created a spirit of good will between them and this spirit, assisted recently in the voluntary reduction by manufacturers of contract prices, should be a basis upon which to build a permanent reciprocal co-operative action for all time to come.

The Position of the Retailer

The Retailer can contribute towards this "consummation devoutly to be wished" by:

A perfect knowledge of his stock, so that he does not err in his purchases, either as to quantity or styles.

A due consideration of what he has already ordered so that he does not duplicate.

A careful deliberation over each new style, with confidence that it can be readily sold.

A keeping of daily account of his purchases, so that his total orders for the season may not exceed in amount a fixed proportion to his annual business.

A stoppage of the practice of returning goods, without submitting samples and complaints. Because a retailer has bought wrongly or overbought is no reason why the manufacturer should take back the shoes and suffer a loss caused by the lack of judgment on the part of the retailer.

Manufacturer Must Take Loss on Returns

Observing these guides in buying, the curse of returned goods and cancellation of orders in process of work, will largely be avoided. For retailers must know that all returns and cancellations are invariably sold at a loss to the manufacturer, and some of such are likely to become a curse to them when they appear in the windows of their competitors, possibly with the name of the cancelling dealer on the top band. I recall such a case, where a firm sold some cancellations to a Boston job lot house, who resold them in the same city from which the cancellation came.

A case recently cited was of a dealer who in March ordered a large bill of men's oxfords and wanted them quickly. The factory went out of their way to make him a prompt delivery. Then at that later date he thought he could buy the shoes for less money, and framed up a reason for refusing them, winding up by offering to keep the shoes at a considerable reduction. The same factory had shipped him the year before at contract prices, though at the time of shipment they could have been sold at an advance of \$2.50 per pair. The ethics of such cases are un-

sound and react to the disadvantage of all retailers, for they should know that all losses so made by the manufacturer are included in the next season's overhead, increasing by so much the price of their next season's purchases.

The attitude of the retailer is, as a rule, and should be, considerate of the time of the salesman. Daily expenses of the travelling man run from ten to twenty dollars a day and whenever the dealer can reasonably do so, he should be prompt in keeping his dates with the travelling man. He needs the good will of the salesman just as much as the salesman need his order.

The Position of the Travelling Salesmen

The travelling salesman's function in the triple combination is:

To intimately know conditions surrounding his customer.

The character of the merchandise his customer can most successfully sell.

The absence of any persuasion to force the customer to buy shoes that the latter feels he cannot readily sell.

Refraining from selling the customer more shoes that he should have.

The giving of ample time to the customer in making his purchases.

The keeping of a watchful eye on the best interests of his customers regardless of himself.

The recognition that the good will and earned confidence of his customers is a much needed and valuable asset in his profession.

The knowledge that a following bought through favors cannot endure, that only real service and unselfish interest can hold a customer.

To become an associate member of and take a live interest in the Retailers' Associations of the states in which he travels.

Manufacturer and Retailer

The manufacturer must contribute his share towards reciprocal co-operation by:

The shipment of orders on time.

No trailing promises of deferred shipments.

Prompt answers to inquiries regarding shipments when delayed and accurate information given regarding them. If anything turns up to prevent such shipment the customer should be informed at once.

A receptive frame of mind and not a combative one towards complaints.

A quick and sincere acknowledgment when wrong.

A refraining from forcing the customer to keep shoes the manufacturer believes are right but which the customer knows are wrong.

No substitution of material, but shipments strictly in keeping with specifications.

A due regard for minor complaints that the manufacturer may consider trivial but that are annoying, when repeated, to the customer.

An active interest in a substantial support of all legitimate actions of the National Shoe Retailers' Association co-operating with it for the protection and furthering of the interest of the retailer.

I earnestly hope that the cordiality and good will and co-operation of the Triple Alliance may grow in intensity and strength, as the years come, to the end that each will understand and seek to ameliorate the problem and vexations of the other.

Excess is an arch enemy of success.

There is no higher rank than that of worker.

No title can ever make a loafer a noble-man.

There must be output before there can be income.

Practical Accounting for Shoe Dealers

Synopsis of a Course Prepared by W. R. Thompson, Retail Efficiency Expert—How to Get the Facts About Your Business

THE keeping of proper records in a retail store is not a difficult task, if one will only think carefully and take pains to be accurate. I believe that the greatest fault with most retailers, and I may say of many bookkeepers in retail stores, is the lack of appreciation of accuracy and exactness—the “to-the-penny” balance idea which some think is only for the banker. It is just as essential, however, for good bookkeeping work in a store as it is in a bank, and will earn just as much money or gain just as much good will, for most people like to do business with the man who doesn't make mistakes, or, if he does, who finds them.

To many, bookkeeping seems to be a very technical subject, consisting of a great many complicated forms which require a skilled bookkeeper to handle. Such, however, is not the case; although most of the teaching on this subject, until within the past few years, and many of the systems devised for the busy man's use, indicates it. On the contrary, bookkeeping is merely a case of common sense and a knowledge of ordinary arithmetic. A system, simple enough for anyone to understand and use, is possible, if care is taken in its establishment.

The Essential Points

The four essential points to be considered in any system, in the order of their importance, are these:

1. **Simplicity**—that is, the fitting the mind and experience of the person for whom it is intended.

2. **Accuracy**—that is, preventing or avoiding chances for error, and at all times proving the work by simple processes of addition and subtraction.

3. **Economy**—that is, using as little time, energy and material as possible.

4. **Usefulness**—that is, securing the facts needed for good business management in time to be of use to the managers, and avoiding the collections of useless details, not needed or used.

If those four points are constantly kept in mind, the bookkeeping system of the business will be productive, and it will no longer be considered a useless expense, but a most productive investment, earning dividends every day in the year.

Most retailers would like to have such a system of accounts, but, for various reasons, large numbers of them do not have. It is a simple matter, however, to make the incomplete single-entry system, which nearly every retailer is now using, over into a complete and efficient system of store records.

Necessity for a Complete Bookkeeping System

Such a complete, accurate, and fact-producing system is to most retailers a new thing, and for that reason some of them are inclined to think that they do not need it. There are three reasons, however, which seem to prove that they do:

First—The rising cost of doing business.

Second—The narrowing margin between cost price and selling price of goods; and

Third—The increasing adoption of such a system by progressive merchants, as an aid in controlling the rising costs and the narrowing margin in order to obtain the profit desired on the whole year's business.

These merchants are the strongest competitors in their respective lines, and one needs only good sense to appreciate

that they are better prepared to win the game than those who are as yet content to “do the best they can,” and then let good or bad luck take care of them. Faith, anticipation and hopefulness are all very good, but when it comes to real business, they are much more likely to work in one's favor if he does what he can to help.

The purpose of the bookkeeping and accounting system for furniture merchants is to give the retailer such help. It has been designed for the man who wants to have actual control of his business daily and to know whether or not he is making money every month of the year (instead of guessing). It will prove his cash register, check book, customers' ledger and invoices accepted and unpaid, and make a permanent record of all transactions, so that he will have the evidence at any time in the future should a dispute arise.

The time necessary to carry out the system will be from thirty minutes to one hour daily, and an extra two hours once a month, when the monthly report is gotten out. Every merchant certainly should give this much time to his records, which is the only way to keep in close touch with the “business side of his business.”

Office Equipment

It is taken for granted that the following equipment, which is already found in most retail stores, is in use:

1. Cash register.
2. Duplicate sale ticket.
3. Check book.
4. Customers' ledger.
5. Invoice file.

The system is simply the co-ordinating of these various instruments in such a manner that a man will have complete information about his business every day, week and month. There is nothing difficult about the daily routine. It is nothing more than most retailers are now doing, but without getting the figure facts which all acknowledge they should have.

The System

The system consists of just one book, in which will always be found the various facts, telling the story of the business. This book will be the master book of the business, and after it has been in use for a few months it will be the daily counselor on all questions having to do with efficient management. In this book will be found the following sections.

- Form A. Record of cash and charges.
- Form B. Record of disbursements.
- Form C. Record of invoices accepted.
- Form D. Monthly report.

The Monthly Report Will Help Credit

The monthly report is the real accounting part of the system, and it will be worth a great deal to every merchant by showing him, first, “What he has made,” and second, “Where it is.” Such a report, sent periodically to the credit departments of manufacturers, and handed occasionally to the banker, will do a great deal to strengthen one's credit rating and business standing.

With such a complete system of records at work for you in your store, you will be posted at all times as to the following facts about your business:

1. Amount of cash in the bank.
2. Amount of cash on hand (undeposited).
3. Amount owed to you by customers.
4. Amount owed by you to creditors.
5. Total receipts to date.
6. Total disbursements to date.
7. Total cash sales to date.
8. Total charge sales to date.
9. Total contract sales to date.

(Continued on page 30)

Advertising Shoes for Fall

Begin Now to Lay your Advertising Plans for Fall Selling.—Do Not Wait Till the Selling Time Arrives—Prepare in Advance

NO retailer of shoes ever expects to conduct his business on the spur of the moment. In all his methods he plans ahead. But it is just possible, that if there is one thing he will neglect to do planning for, it will be his advertising. It is unfortunate that many, even in this late day, do not look upon advertising as an investment but as an expense. Those of the latter class usually put off any planning till the last minute, or do not do any at all. To those who do look ahead with their advertising we suggest that it is not one moment too early to lay plans for fall campaigns. Decide on the amount of space you will require in your local papers, whether you can use circulars to advantage, sign boards and other media that will bring results. It is absolutely impossible to lay down any rule as to the amount of advertising that should be used by different retailers, for there are so many factors entering into the subject, such as the size of the town, the size of the business, the kind of trade, and a hundred and one other things, all making it impossible to arrive at any set rule. Each firm must determine this for itself by experience. It is even difficult to set a percentage, for this may not be applicable in two different localities, or with two different businesses. The main thing is to not neglect your advertising, for, if you take the trouble to look up what has possibly been the greatest factor in the success of large retail businesses, you will find it has been their advertising. And what has been workable with large firms is workable in principle and in modified forms with small concerns.

On the opposite page we show a number of advertisements we have clipped from papers from Quebec to Vancouver. Some of these are quite small, while others are reasonably large. The Marceau advertisement is not a regular advertisement. While it is a shoe ad it can hardly be classed as a shoe selling ad, for it is really an advertisement to sell other goods and shoes are used as an attraction and are given as premiums. We publish this advertisement to let the retailers see what is going on in shoe selling outside their own town. This ad is five columns wide by about twelve inches deep.

The Ramsey advertisement, which is four columns by about nine inches deep, uses considerable space for all that is said in the text. Some advertisers would consider this style of advertising too general in character. The cut is attractive, but it uses considerable space. The balance of the ad would possibly have sold more goods if facts and prices had been given. Read this ad over carefully and see just how much conviction there is in it that would attract you to the Ramsey store. Read it carefully again and find one statement that could not be said of any ordinary sized shoe store in any town. There is a lack of some pointed statement that would make you want to go to that store to purchase shoes. Generalization will not attract trade.

Read the Wilson Twin Shoe Store advertisement set diagonally by the Ramsey ad and note the definiteness of the matter. It advertises only one pair of shoes but it tells all about them and how much it will cost to buy a pair. When you read an ad like that your whole attention is attracted to that store, because the feeling is that that particular pair of shoes is obtainable only at that place of business.

The same thing can be said of the Royal Shoe Store's ad. Here are five lines described and priced leaving no

doubt about them, and there is an attractiveness about the selling talk that holds you. First they are specials. Next they are for race week. Then follows what the lines are. From regular stock, best American and Canadian makes, newest shoe fashions for summer wear. That's right to the point. Then a description of the different lines and the prices. That's good advertising.

The Moore's advertisement is one that should have brought good results. It is attractively laid out and convincingly worded. There seems to be just a little of the spirit of fear in the man who wrote the ad. The opening paragraph and closing sentence reveals this. Calling attention to the age and reputation of the house as if he had a little fear that people would not know this, and then the closing invitation, "We invite your inspection, etc." There are some houses that never invite the public to anything; they adopt the policy that they have the goods and the service, and it is to the advantage of the customer or public to see the goods, and never adopt a begging attitude by inviting them to come to them. They would be more liable to state their position like this: "Our new stocks of seasonable footwear are now on display, and it will be greatly to your advantage to see these new lines." That puts it up to the public that if they do not come they are missing an advantage. Do not give the impression that if they come it will advantage you. And when you extend invitations and ask people to give you a trial, etc., you give the impression that they are doing you a favor, whereas you should create the impression that you are doing them a favor by offering them an opportunity to purchase your offerings.

You're bound to like the Walk-over ad. It has a delicate touch to it that makes it attractive, and it says a very great deal in a very few words.

The Stark ad we think would have been much more sale-producing if the shoe shown in the illustration had been described and priced. The matter of the ad is too general to be attractive. Read it over and see if any shoe store could not make the same claims. If so it does not point to the Stark store strongly enough. When one advertises he should advertise his own store by making the matter so attractive that it will keep the reader's mind centred on that particular store.

Read the Goodwin ad and you will find it has that attractiveness about it that centres your mind on the Goodwin store, and on that one pair of boots for men, and it also tells you it can be had for \$12.

The K Boot Shop ad makes good use of the space. Fifteen lines advertised in a two-column by six inch space with a good heading and two illustrations is not losing any blank space. This ad should have sold goods.

The Calder ad, we think, would be much stronger were the prices given. After reading this ad one would have to go to the store to find out what the price is before he can compare its value. The ad at the side of it of the American Boot Shop tells about the shoe and then tells the price. The reader is not left in doubt about this pair.

These suggestions are given with the hope that they will be helpful to the retailers in preparing copy that will attract trade and make sales, for after all that is why you advertise.

LUXURY TAX AMENDMENTS

The amendment in the luxury tax on shoes which changes the tax from 10 per cent. on the gross of all shoes retailed above \$9.00, to 15 per cent. on the excess price above that figure, was passed in the house at the evening session July 15th, with little comment.

The former tax will remain in effect until further notice. The new tax will become effective only when the entire budget with the proposed amendments has been dealt with.

\$11,800
worth of
Boots and Shoes
For all the family.
DISTRIBUTED FREELY
In the four corners of the Province. We have been speaking of it long enough. This is the greatest deed ever undertaken by any firm.
DO NOT BUY ANY BOOTS, WE GIVE THEM TO PURCHASERS.
We intend to give up the sale of shoes and in offering them free we believe that this is the best method in which to dispose of our stock most rapidly, and the surest means of clearing the space occupied by this department.
The co-operation of all the head clerks in every department will help to accomplish this task by giving a coupon of 10 per cent payable in boots or shoes to each purchaser for every purchase made from now until Aug. 27th, 1920.

Marceau & Co.
155 St. Joseph St.
Quebec City.

Ramsay Co.

SHOES

Mens Just Wright Shoes in different lasts, colors brown and black, easiest boot on the foot and will wear longer than any make.

Mens All Leather Work Boots, hand sewing and turned sole, they cannot be bought wholesale for what we are selling them for.

Ladies Oxfords in grey, brown, chocolate and black

Ladies High Boots in black, gray and brown.

Girls Mary Jane Pumps in low heels.

Ladies Pumps in nigger brown, patent leather, kid and gunmetal.

Childrens Shoes in all sizes.

SHOES!

Bring in the **WHOLE FAMILY** and let Us fit them out

WALKING WILL BE EASY FOR YOU WHEN YOU WEAR OUR SHOES. THEY FIT WELL AND FEEL GOOD AND GIVE LONG WEAR. WE ALSO PUT THEM INTO TREM. THE PRICE IS AS LOW AS WE CAN MAKE IT.

As an Exclusive Store for Mens' Shoes, WE WILL DO SO WELL THAT WE WILL SELL ANYTHING YOU NEED FOR ALL THE TIME.

RAMSAY CO.

Lovely Tie Pumps and Summer Oxfords
At Reduced Prices

We announce a special offering of Black Satin Tie Pumps, very new and stylish, also in Patent Leather and Dress Kid, in a complete range of sizes and widths, regular price \$22.00, very special at

\$14 and \$16
Per Pair

The very smartest styles in Summer Oxfords, with low and medium heels, some brogue, in brown and black, all sizes and all widths, all our regular lines priced at from \$14 to \$18, specially priced at

\$12 and \$14
Per Pair

This is a necessarily opportunity to secure genuine footwear at extremely low prices. Do not miss this opportunity.

Compulsory
89 YONGE ST.

At the Royal Store We Are Featuring

5 Big Specials

IN

Shoes for Race Week

The five styles illustrated herewith are from our regular stock and have been marked down for special race week selling. They include our best lines, made by the leading makers of Canada and U.S., and represent an assortment of the very newest shoe fashions for Summer wear.

Men's Black and White Oxfords, \$14.95
Men's Black and White Oxfords, \$14.95
Men's Black and White Oxfords, \$14.95
Men's Black and White Oxfords, \$14.95
Men's Black and White Oxfords, \$14.95

New Spring Styles in Fine Footwear
SHOES OF THE BETTER GRADES AT ATTRACTIVE PRICES

The knowledge that you are buying from a reliable house that has upwards of twenty years' reputation for efficiency and honest business methods should give you a feeling of confidence and assurance that your purchases from us will stand the test—Originality, quality and value. Our collection this season comprises all the newest ideas in Footwear in different materials and most desirable colors.

Walking Boots should be the very best you can get. We have a very fine one—gracefully designed, thoroughly practical. It comes in either malleable Crocodile Kid with light weight, anti-rubber Lous heel or leather Lous heel.

Also shown in dull Kid. \$11.50

And in a very fine quality of Chocolate and Grey Kid. \$9.50

Similar styles in Oxfords can be had in cheaper qualities, made of serviceable material ranging from \$4.85 to \$5.95 pair.

FOR MEN
We have a popular lace shoe serviceable made of fine tan leather, Good, very water proof, rubber heel. This is a quality shoe that's a real "boy". If represents special value \$7.85

FOR BOYS
We have a splendid Metal Blucher Cut shoe that will give you a good service. It's a "good looking, low and built hold its shape through all kinds of service, they have medium weight soles and nice heels. \$5.00

Most men will need a smart Oxford this season. We have some splendid models and too convenient, easy on the feet. Shown in Tan and Black Calfskin. \$8.00 to \$10.00 pair

We invite your inspection of our new stocks of seasonable Footwear that will meet the requirements of every member of the family.

Shoes for Race Week

The five styles illustrated herewith are from our regular stock and have been marked down for special race week selling. They include our best lines, made by the leading makers of Canada and U.S., and represent an assortment of the very newest shoe fashions for Summer wear.

Men's Brown and Black Brogues

These Men's Brogues are made of genuine Norwegian calf leather, with full double soles to break, and heavy perforations, also to look in medium or light weight. Regular values \$16 and \$18. This week

\$13.95

THE ROYAL SHOE Company Limited
106 Yonge St.
C. F. Tolson, President

Men's Black and White Oxfords, \$13.95
Men's Black and White Oxfords, \$13.95
Men's Black and White Oxfords, \$13.95
Men's Black and White Oxfords, \$13.95
Men's Black and White Oxfords, \$13.95

MOORE'S HOUSE OF GOOD SHOES

Men's Black and White Oxfords, \$11.50
Men's Black and White Oxfords, \$9.50
Men's Black and White Oxfords, \$8.00
Men's Black and White Oxfords, \$7.85
Men's Black and White Oxfords, \$5.00

A Shoe for Men of Good Taste

Dially and comfort form the basis of this model. Men of good taste—who need "easy" shoes—an ideal shoe for "every day in the year" service. It has a medium, comfortable, the medium weight sole, low, Gal heels and the top is a genuine Sida Brown calfskin with black piping. We also show the same model with a grey back top. All sizes. Price, per pair

\$12

GOODWIN SHOE COMPANY
119 HASTINGS EAST

Exceptional Values In White Footwear

K BOOT SHOP
319 HASTINGS ST. W.

Women's White Canvas Buckle rubber soles, covered \$2.95
Women's White Canvas Buckle, military and Louis heel, all sizes \$3.95
Women's Fine White Canvas Oxfords and Pumps, low heel, Louis and Military covered \$4.95
Women's White Canvas Oxfords and Pumps, rubber sole, all sizes \$5.95
Women's White Canvas Oxfords and Pumps, rubber sole, all sizes \$5.95
Women's White Canvas Oxfords and Pumps, rubber sole, all sizes \$5.95
Women's White Canvas Oxfords and Pumps, rubber sole, all sizes \$5.95

Special Values in our Downstairs Department
Women's Rubber Sole Pumps, low heel, covered \$1.95
Women's Rubber Sole Pumps, low heel, covered \$1.95
Women's Rubber Sole Pumps, low heel, covered \$1.95
Women's Rubber Sole Pumps, low heel, covered \$1.95
Women's Rubber Sole Pumps, low heel, covered \$1.95
Women's Rubber Sole Pumps, low heel, covered \$1.95

Stark's
Canada's Finest Edge Boots

The Best

The easiest way to save money is to buy the best. In fact, the best shoe you can buy is the one that will give you the most service. It's a "good looking, low and built hold its shape through all kinds of service, they have medium weight soles and nice heels. \$5.00

Edward Stark Shoe Co.
605 GRANVILLE STREET
The Hudson's Bay Co. Opposite It.

AMERICAN BOOT SHOP
211—GRANVILLE STREET—241

We Must Legally Collect the Tax
—but it is only part of the work we will do for you.
High Grade Oxfords at \$9

The Dandy Dress and Dress Oxfords in black and tan. An exceptionally wide edge (santoni) that means in medium and narrow lines. They will—because highly fitting—show a real style in every traveling bag—without any compromise.

A Table in Men's Power With Men

WALK-OVER Shoes for SPRING

LOW PRICED HEEL
Patent, \$12.50, \$14, \$16, \$18, \$20, \$22, \$24, \$26, \$28, \$30, \$32, \$34, \$36, \$38, \$40, \$42, \$44, \$46, \$48, \$50, \$52, \$54, \$56, \$58, \$60, \$62, \$64, \$66, \$68, \$70, \$72, \$74, \$76, \$78, \$80, \$82, \$84, \$86, \$88, \$90, \$92, \$94, \$96, \$98, \$100

THE SANDY
Patent, \$12.50, \$14, \$16, \$18, \$20, \$22, \$24, \$26, \$28, \$30, \$32, \$34, \$36, \$38, \$40, \$42, \$44, \$46, \$48, \$50, \$52, \$54, \$56, \$58, \$60, \$62, \$64, \$66, \$68, \$70, \$72, \$74, \$76, \$78, \$80, \$82, \$84, \$86, \$88, \$90, \$92, \$94, \$96, \$98, \$100

A few of the smartest models for spring shoes with all the little niceties of style for which the Walk-Over Shoe is famous.

THE UNIVERSITY
The City, \$12.50, \$14, \$16, \$18, \$20, \$22, \$24, \$26, \$28, \$30, \$32, \$34, \$36, \$38, \$40, \$42, \$44, \$46, \$48, \$50, \$52, \$54, \$56, \$58, \$60, \$62, \$64, \$66, \$68, \$70, \$72, \$74, \$76, \$78, \$80, \$82, \$84, \$86, \$88, \$90, \$92, \$94, \$96, \$98, \$100

SPY PUMP
Patent, \$12.50, \$14, \$16, \$18, \$20, \$22, \$24, \$26, \$28, \$30, \$32, \$34, \$36, \$38, \$40, \$42, \$44, \$46, \$48, \$50, \$52, \$54, \$56, \$58, \$60, \$62, \$64, \$66, \$68, \$70, \$72, \$74, \$76, \$78, \$80, \$82, \$84, \$86, \$88, \$90, \$92, \$94, \$96, \$98, \$100

Men's Oxfords

Patent and Brogue Models
Black and Brown Leathers
and White Buckskin

Approved samples of Men's low-cut shoes.
We substantially recommend them to the very limit.

To get a true conception of their all-around value, you should see them.

Use them to your disadvantage then over carefully—there is no need of second thoughts as to how you will value "High Grade Footwear of Popular Prices."

Andrew Calder Ltd.
605 Granville Street
Opp. Dryden's

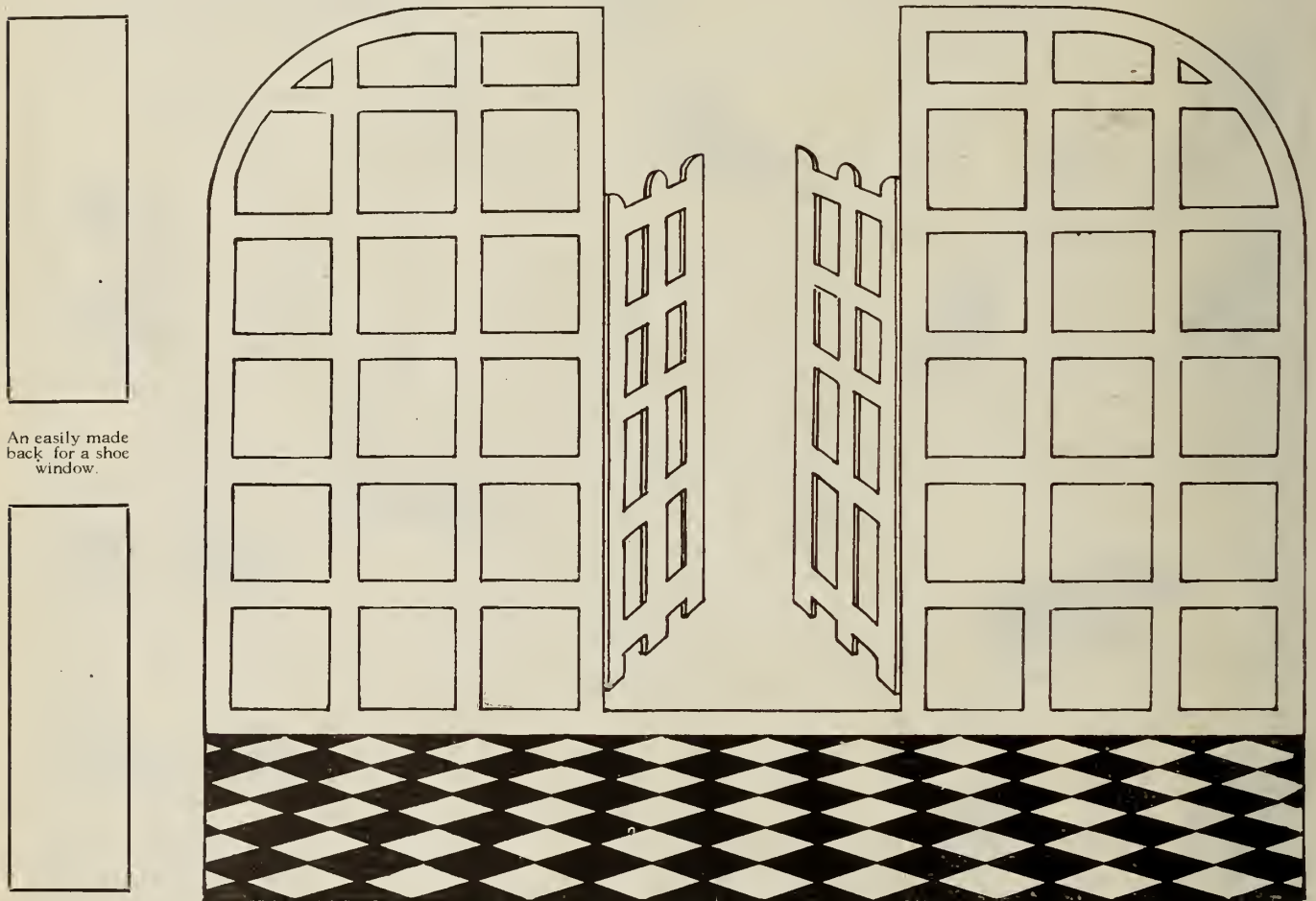
August Window Displays

**It is Not Too Late to Sell White Goods—
There Will be Many Worn During the Hot
Days of August**

BECAUSE August may happen to be a hot month and trade may also happen to be affected thereby and the average shoe retailer may happen to be away on his holidays furnish no reason why the windows should not be trimmed and trimmed attractively. There will be white goods sold in August, both of the outing class and regular lines. The outing shoes will be sold because many people will go away on their vacation in that month and many of them put off their buying of these requirements till the last minute. In fact we know of an instance where a woman

parts or pieces that come out of the openings can be used to make an imitation tile floor for the window bottom, which makes a very pretty effect. You will need to be careful in handling this material when it is cut out, for it breaks easily. It will also be necessary to reinforce the back of the strips in a number of places, but this can be done with rough strips of wood.

Wallboard may be obtained in large sheets sufficiently large for even good-sized windows. The size of the openings will be governed largely by the size of your windows. But these should not be less than nine inches square, for that is a good size for blocks for the flooring. In making the back lay the board on a table, or the floor if you have no table sufficiently large, and first lay it out well with a straight edge and pencil. Then with a strong and sharp knife cut it carefully, afterwards reinforcing it with the wooden strips. These strips you may cleat at the joints, which is the quickest way. For nailing to the strips be sure to use large flat-headed nails and drive them through the wallboard into the strips. The design will show how to make the gates or doors and the



An easily made
back for a shoe
window.

phoned for a pair to be delivered to the train to her on the day she was leaving for her vacation. So that is an illustration of how late people put off buying many lines of needed wear.

Possibly a lattice window will be the easiest to make and the most effective in appearance. It has the cool effect of the summer-house design that suggests evening coolness. When we say it will be easy to make we have in mind a kind that is not of the ordinary wood strip formation. Have you ever thought of making a window back with wallboard? If not you will find it the proper thing. It will be easier to work than wood strips and you can get your curves and angles so much easier than working with wood.

The suggestion offered is made with this material. The

hinging can be done on the wood back part or reinforcing.

After you have it all together and fitted into the window or are sure it will fit into the place where you desire it to sit, paint it with some white wall paint that is obtainable now in packages and works so well with cold water. In doing this lay it on papers to protect the floor or table so you can paint the edges well and not leave any part that shows the wallboard. After it is all dry a little gilt splashed here and there over the whole design will give it a very brilliant and rich effect.

Through the lattice work, artificial flowers should be worked, as these will fill up the openings and look very pretty. Not too many should be used, just a vine or two. The

(Continued on page 34)

More Shoe Selling Advice from Adamson

Old Adamson Finds His Advice Bureau
A Splendid Medium for Reaching Young
Men and He Makes Good Use of His
Opportunities

WHEN old man Adamson reached his office the second morning after his ads appeared he found a deal of mail from young men who wanted advice on business subjects, and especially those on salesmanship. In fact the small "Want ads" he had inserted in the various papers had brought greater returns than he had anticipated. But he buckled down to work as if he were being paid for it and gave liberally of his store of experience for, as we have stated, he was a great believer in young men.

He ran over the mail quickly and picking out those letters he thought most urgent and important answered them first. Among these was one from a young man, the contents of which seemed to fill Mr. Adamson with enthusiasm. In fact he said: "This fellow's letter seems to renew my youth like the eagles," for the old man liked to quote scripture, even if it did not fit in all cases. What he really meant was that the young man's letter made him feel young again, and with this feeling came that also of enthusiasm.

This letter ran something as follows: "Dear Sir: I wish you would write me and give a few axioms, sort of crystalized ideas of salesmanship that I can print on a card and stick in my hat or some place where I can see them frequently and their appearance will open a flood of knowledge to me that will keep the principles that they set forth in my mind all the time."

The old man scratched his head a little and leaning back in his chair with the letter still in his hand said to himself: "Unless I am greatly mistaken I can fix this young fellow up with just the thing he desires." So he wrote him something after this fashion:

"My dear young man: Your request for axioms on salesmanship is a new idea to me but I really think I can give you some that will be of the greatest help to you. But I cannot give these all to you in one letter, for I want to enlarge upon each one so they will be more liable to stick in your mind. Your letter brings to mind an article I saw recently in a magazine and which contained a heap of real sound common sense, because it was not written from the salesman's point of view but from that of the customer. Now if there is anything that will give a man a better view of anything it is to get a look at it from the other fellow's vantage ground. So I'm going to hand this to you from that viewpoint.

"There was once a Jew who turned his business over to his son and he gave the youngster this bit of advice. 'Ikey, there is one thing I want you to always keep a big stock of. It does not cost anything to get it and you can pile it up as high as you like and use as much of it as you like and use it on every customer. It is one of the best paying commodities you can handle.' By this time the son was interested. He asked what it was and the father replied 'Civility.'

"Now I am handing this on to you, Civility, but I will change it to Agreeableness.' There is one big firm who have made many thousands of dollars on the theory that 'The customer is always right,' which is another phase of agreeableness. If there are two shoe stores in a town and one of them keeps real good stocks and the salesman in that store is grouchy and cranky, and the other store does not have such a good stock but the salesman is a fellow who makes you feel happy the minute you enter and keeps right on without effort making you feel good, ten chances to one you'll

buy from that fellow who makes you feel happy. It may be poor policy to buy this stuff. It may not be so good as the other fellow's and you may be paying equally as much, but that human nature with which we are all tarred will make 75 per cent. of the people buy from that good-natured fellow who has the faculty of being agreeable and making you feel comfortable and happy all the time you are in that store. I don't know whether one loses much in buying from the agreeable fellow, even if he does not get so good a deal. There is this about it, every time one looks at the pair of shoes purchased from the agreeable man they bring pleasant memories of the sale, and that's a great deal in the matter of satisfaction.

"And this matter of agreeableness means that you do not let the sale drop when you have made it. It may be that something may go a little wrong with that pair of shoes in a week or two. If the customer comes back and wants them righted be agreeable.

I know a man who purchased a pair of shoes from a firm in one town and something went wrong with them in a few days. I mean something that should not have gone wrong with them. He took them back. The dealer was as cranky as a grindstone handle. The man walked out and had them fixed at another place. Now had this dealer taken the shoes and had them repaired or fixed or given the man a new pair and returned them to the factory, for it was a case for the manufacturer, he would have done only what was his business duty. But by his disagreeable manner this man went out and he never returned. He has been buying shoes in that town quite a few years since that date, but not one pair from that shop.

On the other hand I know another man who, when he went back for some little fixing on a pair of slippers he had purchased for his wife, the dealer took them and did not say a word, but went immediately to the shelf and, taking down another pair of the same make, wrapped them and gave them to the man with a smile and said, "If this pair don't do any better than the others bring these back too. We will not be satisfied until you are."

What is the result of that bit of agreeableness? Simply that the customer has told that maybe many hundred times and every time it has been an advertisement of the best and least expensive kind. And he has been buying his own shoes there ever since.

'Remember that courtesy, politeness, civility and accommodation are all branches of the tree of agreeableness. They are worth a great deal of money to the man who will cultivate them. Of course don't put it on too much. Use common sense. Don't be affected. Do what you do as if you meant it, and mean it too. A person may look like a rube or a hobo but if that person wants to buy shoes and has the money, it's your place to get that money, and one of the best ways to transfer it from his pocket to yours is by the simple method of agreeableness. It's the best bait on earth for your selling hook. People like it better than anything else and will bite it harder than anything else.

"Why there are plenty of people who go out shopping just to get away from the prosiness of the home and to get where they will hear and find a little agreeableness. If you are rough and gruff how can you expect to interest them and sell them? If the customer is cranky it won't help matters if you adopt the same tone. Two wrongs never made one right. Oil on troubled waters makes smooth sailing. Soap will make things slip better than sand. Get the agreeable habit and practice it. I'll write you more next week."

Don't worry over a loss; pitch in and cover it up with a gain.

Just because a horse starts out well is no reason for slacking the reins.

It's said that time is money; then for Pete's sake, spend it where it'll buy the most.

PROFITS OF SHOE MANUFACTURING

In a letter to the Toronto papers Richard Weston, of Campbellford, Ont., makes the following reply to Thos. Moore, of the Trades and Labor Council, about the cost of manufacturing boots and shoes:—

In a speech before the Trades and Labor Council the president, Mr. Thos. Moore, is reported to have declared that there has been persistent profiteering in the necessities of life, and he attempts to prove this by statistics. It would be interesting to know how and where he had obtained those relating to the shoe manufacturing industry, which appear to the writer to be both erroneous and misleading. He goes to show that the cost of making a pair of shoes to-day is only 13 cents over the cost in 1914, and even when the prices take the "big tumble" the manufacturers can absorb this increase and still make handsome profits. It is this kind of talk that is creating the present spirit of unrest among the employees in our industries, and it is time that something was done to show the utter absurdity of these statements. The unfortunate thing about figures such as these is that the casual reader accepts them as correct without considering their improbability, and this rather sensational stuff is always more interesting than the plain drab facts. In spite

total profit to pay this increase. How Mr. Moore on these figures could pay these increased labor costs and still leave a handsome profit is beyond the comprehension of the writer. It may be noted by the casual reader that while the labor costs have about doubled the net profit has increased four times. Taking this on a percentage basis, however, it will be found that during 1914 this profit was 3.28, and in 1919 it was 5.19, so that the increase is not excessive when we remember that prices have to be figured six months before the goods are actually delivered, and when the values are fairly constant, as in 1914, there is less risk in figuring closely than when rapid fluctuations occur as they have every year since.

At the same time it does not look as though a profit of 13c. on a shoe selling for \$2.52 would entitle a firm to rank in the profiteering class. It may be said that this is an exceptional case, but when one considers how few, if any, of our shoe manufacturers are found among the millionaires, and how many fail to amke ends meet, I think that these figures are typical, and that the profiteer is the exception. There are approximately 250 shoe manufacturers in Canada, and when we find that there have been over 150 business casualties during the last 25 years, it would look as though, while it may not be considered very creditable to the industry, it at least shows they are keeping pretty close to the firing line.

I do not want to rub it in to Mr. Moore too hard, as he probably was speaking with the idea that his figures were reliable. However, if all his statistics are on the same basis as those he gives in connection with the shoe manufacturing, it would be better for him, in future, to confine himself to rhetoric and let someone else look after the statistics.

Yours, etc.,

Campbellford.

RICHARD WESTON.

POPULAR SHOE STYLES IN MEXICO

U. S. Consul Foster at Vera Cruz, Mexico, recently made a report concerning the opportunities for American footwear in his district.

He reports that at present all of the shoes worn by the middle and upper classes in the Vera Cruz consular district are American made, and that these, moreover, are growing in popularity.

For this market women's shoes should be made on broad lasts, with short vamps and round toes. Black and colored shoes and pumps, also white canvas and kid shoes of every kind, with soft soles and high French heels are always in demand, and if the pump is beaded, buckled or has an effective looking ankle strap or bow tie, it will sell more readily. The practical walking or sport shoe, so much used by American women, has no market in the district. Shoes for men are somewhat more practical, although quite a few shoes of black and tan with light and fancy cloth tops are sold. Large quantities of white canvas, rubber-soled shoes are in demand also. Prices for women's shoes range from \$6.00 to \$17.50, United States currency, while men's shoes sell for \$10.00 to \$17.50.

In measuring shoes for export to Mexico care should be taken to measure the full length of the shoe. Although the customhouse regulations read "From heel to toe," a fine will be placed against the shipment for improper declaration unless the measurement is taken the full length of the shoe; that is, the exact length between perpendicular lines dropped from the back of the shoe and from the toe.

Speed is largely concentration.

Doubt never won a fair damsel, nor landed an order.

Spuds grow in the ground, and you have to dig for 'em.

Don't argue with a man you want to get something from.

It has been said that money is the root of all evil. Don't you believe it; idleness is the root of all evil.



The splendid display window of A. Sippel & Son, Kitchener, Ont., during "Scholl Week."

of this I will give you some statistics that vary greatly from those of Mr. Moore, and that can be verified if necessary. One shoe manufacturing firm to whose records of costs I have access will be found below.

In 1914 the average net selling price per pair of their product was \$1.16, made up as follows:—

Material.....	65.39
Labor.....	35.43
General Expenses.....	11.37
Net profit.....	3.81

116.00

In 1919 the average net selling price was \$2.52, made up as follows:—

Material.....	140.76
Labor.....	71.36
General Expenses.....	26.88
Net profit.....	13.07

252.00

It will be noticed that the increase in cost of labor per pair is nearly 36c. and it would take nearly three times the

New Book on Window Displays

Frank P. Taylor, Experienced Shoe Man and Window Trimmer, Fills Long-Felt Want by Publishing Book that Covers Window Trimming for Shoe Stores

FOR some time retail shoe merchants have realized the need of a book on window trimming as applied exclusively to shoe stores. While several writers in the past have published volumes on the art of window trimming, none of them devoted their pages to shoe windows alone.

Frank P. Taylor, one of the coming young shoe men in the U.S., has undoubtedly done the entire trade a service by his recently published book, covering this subject.

"Frank P. Taylor's Book of Shoe Window Display"—as it is titled—is a de-luxe edition, bound in boards, size 9 by 12 inches, and containing nearly 100 pages. It is profusely illustrated with photographs, diagrams and analytical drawings of shoe window decorations.

All the problems of the window trimmer in the shoe store are covered in such a way as to show the beginner or window decorator how to become an expert. Specialists have contributed articles on the accessories, such as fixtures, backgrounds, etc., that go into the successful display. A work of this character has long been a need in the shoe field.

Ideas for the Shoe Merchant

The shoe merchant who, has an old-fashioned front, or has been trimming his window by merely piling in a bunch of shoes, will see how it is done by some of the most progressive shoe merchants in the United States. Close-up photographs will give ideas on backgrounds, arrangement of shoes in the display, use of flowers, methods of handling draperies as an auxiliary to the display, position of the show card, and numberless other details that have been carefully worked out by the school of actual experience.

Merchants have found that a successful window display will cause sales to jump immediately. What is the secret? It is not a hit-or-miss proposition, but something that is based on scientific principles.

The window is the most valuable square-foot surface in your store. Are you putting into it the same thought that

you put into the purchase of your merchandise? It is one thing to buy right; it is another to sell right; and selling right is turning over the stock in the shortest possible time. The window is the most valuable aid in doing this. It helps move odd lots in your stock.

Frank P. Taylor is well equipped to write authoritatively on the subject of shoe window trimming. He is the display manager for the W. L. Douglas New England stores. Mr. Taylor began his career as a shoe salesman, and by his ability, good taste and special art training rose to the position he now holds.

He has been a constant contributor to the Findings, Equipment and Repair Division of the "Boot and Shoe Recorder" and other trade publications. The favor with which these articles were received by shoe merchants throughout the country and the actual need of such a volume encouraged him to put into writing his entire experience and the knowledge of those supplying the window trimmer. To those wishing to enlarge their knowledge of shoe window trimming, Frank Taylor's book will prove of great value. There is a total absence of theory in its pages—every suggestion is a practical one, that has been tested and proven successful.

LADY BELLE COMPANY PICNIC

The picnic of the Lady Belle Shoe Company, Limited, of Kitchener, Ont., was held at Idylwild, on Friday, July 23rd. The company chartered special cars leaving at 9:05 a.m., and furnishing the employees with tickets.

A programme of games and sports was arranged. Music was also furnished and the evening spent in dancing.

The races resulted as follows: Single girls, 50 yards, won by Irene Ludwig; second, Helen Ahrens. Married women, 50 yards, won by Mrs. G. Hoflich, second, Mrs. Bayliss; Single men, 100 yards, won by Arthur Schell, second, H. Giler; Married men, 100 yards, won by Joseph Nolan, second, G. Hoflich; Boys, 100 yards, won by A. Giller, second, E. Lichty; Wheelbarrow race, 25 yards, won by E. Lichty, H. Weiler; Three-legged race, men, 25 yards, H. Weiler, E. Martin; Prize waltz won by Miss Graw, second, Miss Pommer; Bag race, 25 yards, won by A. Giller, second, N. Kraatz; Peanut race, ladies and gents, 50 feet, G. Hoflich, M. Ahrens; Boiled egg race, girls, 50 feet, won by F. Linder, second, I. Weiler; Children's race won by F. Wey, second, G. Wey, N. Rogers, W. Weiler; Tug-of-war, team captained by Arthur Schell.



Lady Belle's
Happy Family,
Kitchener,
Ont.



A Retrospective Glance at the Convention

Did You Obtain Any Practical Benefit From the Convention? If Not, Why Not? Are You Making Application of the Suggestions Given and the Object Lessons Learned While There?

THE big convention at Montreal is over and past into Canadian shoe history. That it was as great a success as it was colossal in size every one who was there will admit. But now it is over and the retailers and manufacturers are once more settled into regular business grooves, and the travellers once more realize that life is not all

with associations the most desirable able men took up and dealt with subjects at the various convention meetings that are bound to be of the utmost importance and yield a tremendous amount of practical good to those who took in the gatherings and heard these men. One retailer who visited the shoe convention and took with him his manager expressed himself while there as being greatly pleased with the subjects that had been chosen and dealt with and said that he had derived a tremendous amount of good from the whole affair.

Nor is it possible for a retailer or manufacturer or traveller to visit such an exhibition without unconsciously benefiting directly and indirectly through the knowledge he will obtain by observation of the various displays that are to be seen. The more one learns of the business with which he is connected the more he will become enthused with it, and enthusiasm is one of the potential factors in the success of any business. When it is remembered that those who were



The attractive entrance to the Exhibition.

one sunny round of unadulterated pleasure it may be well to take a little retrospective glance at the big and successful event that all may extract from it every atom of business and social benefit that is obtainable from such a function.

There are those who look upon such affairs as just one big opportunity to have a real good time, one round of enjoyment after another and it may be that some allow this phase of the gathering to overshadow the serious and practical side and may, because of this view, not reap the rich benefits that are to be had, from such a comingling of people engaged in the same line of industry and whose feelings must be to a great or lesser extent kindred.

A convention is all that, and it is a great deal more. No one can deny but a gathering of the kind held last year in Toronto and this year in Montreal affords a splendid opportunity for recreative enjoyment and pleasure. No one wishes to curtail that splendid spirit of fun that runs almost rampant when good fellows get together, but it should not be thought that that is the whole convention. Nor should any one run away with the idea that the Montreal convention stopped at that point. The side trips and other forms of entertainment so lavishly furnished by the committees were excellently arranged and well conducted and were a great source of enjoyment to those who took advantage of them. And they will long help to keep fresh the memory of the 1920 gathering of shoe and leather people. But in addition to all these and amid the most excellent environment and

in a position to know agreed that the show was one of the best that had ever been held on the American continent and exceeded in extent and arrangement and conduct anything that has been previously attempted, then will be understood the power for good that it was to those who



The attractive front of Geo. G. Gales' store on St. Catherine Street

were interested enough in the leather industry to visit it. Some little evidence of its influence may be gained from one experience. A retailer whose place of business is in a small town, a town of not more than three thousand population, on his arrival at the show was so impressed that he immediately telegraphed home to his clerk to come to Montreal

see what is what in the trade in other places. Living in too close a touch with his own business day after day is liable to narrow him in his vision of his business and this will retard expansion. It will hinder him from getting a "Big Idea" about his own place and the man who advances is the man who has imagination and sets a mark and then



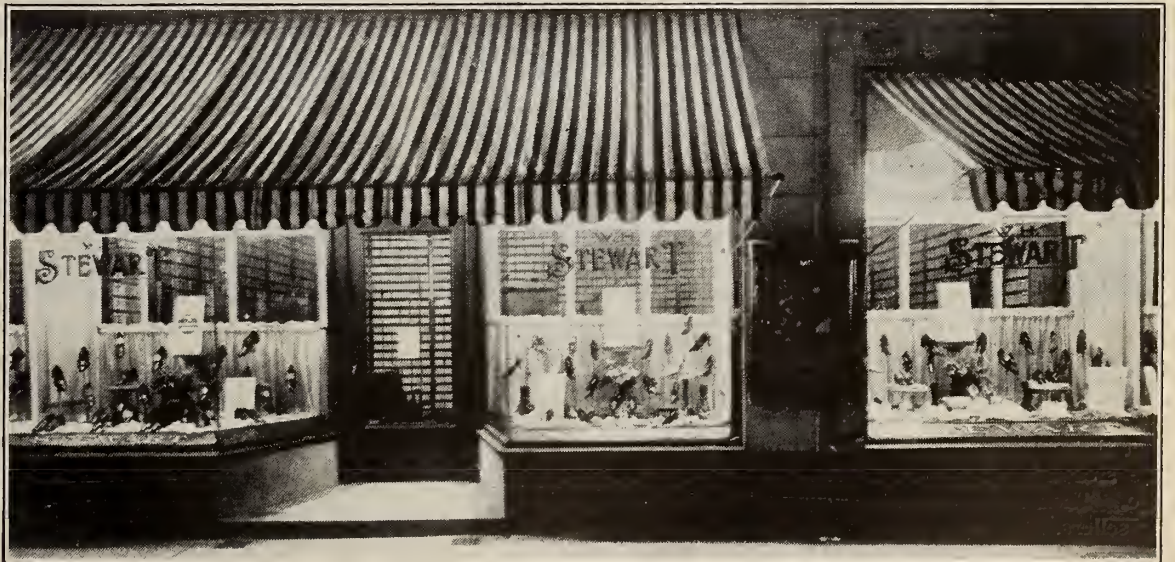
The fine exhibit of the Ames-Holden-McCready Co.

Tuesday night and close the store Wednesday and see the show, and return Wednesday night reaching home in time to open the place for business Thursday morning. And he added to these instructions: "The expense is on me." He declared that the knowledge the young man would gain by that trip would be an inspiration to him that would be worth every cent it cost. Now if the convention had such an effect upon this man, it surely will have impressed others in a similar way. And when a man's pocket is involved you

strives to attain it. A holiday is one of the best business tonics toward this end that is in existence.

Nor should we overlook friendships. Unfortunately there are those who contend there is no friendship in business. It is unfortunate that such an idea should have any place in the minds of business men. When business reaches the hard and undintable level of a dollars and cents platform, and nothing more, then will a very great deal of pleasure and joy be excluded from living. A man spends a very great

A view of W. H. Stewart's splendid store front, Montreal.



may depend upon it it must have appealed to the head.

Then from a holiday point of view it certainly afforded an excellent opportunity to the retailers and others to have an outing. And that same holiday idea is perhaps more important than many realize. It benefits a merchant greatly to get away from his business once in a while that he may

percentage of his waking moments at his business and a normal man by nature is a friendly being, so if friendship is cut out of business then it is cut out of a very great deal of a man's life. It is easily within the memory of many living to-day when the shoe and leather industry was in its infancy. When business men knew and called each other by

their given names. Firms who to-day are the largest of their kind in the British Empire were in those days able to deliver their entire output put in a one-horse wagon. Those were the days when business friendships were possibly stronger than to-day. But just the same, no matter how much one may try to think there is little or no sentiment or friendship in business, it will not down. It is natural that it should exist, and so when retailers from the most easterly province of the Dominion meet those from the extreme west there is a bond of fellowship formed that has a beneficial effect on the individual and ultimately on the business. When a manufacturer from New Brunswick or Nova Scotia meets a merchant from British Columbia and introduces himself, and the westerner replies, "Oh, yes, I know of you through your ads. and your goods, I am glad to meet you personally," there is just an undefinable something about it that welds a friendship that the stretch of miles across a continent cannot break.

Then there is the reuniting of old friendships, the meeting of those with whom one has not been privileged to meet for years which brings renewed pleasures. And all these come through the medium of the convention. And these are not to be underestimated. They all have an indirect

a shoe travellers' association in Canada before the convention that has just closed. THE SHOE AND LEATHER JOURNAL has long advocated just such an association as was launched in Montreal and is more than pleased that the efforts it has put forth in that direction were rewarded by the formation of the organization with a splendid list of officers and a strong executive.

So altogether, the man who would not obtain some help, and a very great deal of help from the convention, whether he be retailer, manufacturer or traveller, is one who would be difficult to benefit under any circumstances. And the memory of the gathering will linger a bright spot in the minds of those present for many months to come, in fact until another shall arise to overshadow it.

PRACTICAL ACCOUNTING FOR SHOE DEALERS

(Continued from page 21)

10. Total purchases by departments to date.
11. Total expenses classified to date.
12. Approximate stock on hand.

Fortified with such facts, you are daily prepared to decide any question which presents itself having to do with



The sample windows that were dressed anew every morning of the Show.

bearing for good on the trade and those engaged in the trade. So let us not belittle the idea of business friendship.

And something can be said about orders too. It is a fact that the conditions of the trade in 1920 quite reversed the situation of the exhibition held at Kitchener a year ago. Then every one was buyer and there were practically no sellers. This year there were few buyers and every one was a seller. But in spite of these reversed conditions there were possibly more orders placed than the average merchant would credit.

Then there is another feature that must not be overlooked. It was the first time the three great factors in the shoe and leather industry have been brought together. These three are the retailer, the manufacturer and the traveller. The latter is that great link between the two former. Remarkable as it may seem there has never been

your business progress and your financial standing. You can prove to the banker that he should make you the loan asked for, because you are making money for him; you can meet the arguments of various salesmen as to the profit producing values of their particular lines of goods; you can tell just when to tighten up a little in the granting of credit to customers and when to press or pull for collections; you can determine intelligently what sales plans and advertising campaigns are needed to help increase your volume of business; and, most important of all, you will know when and what to buy to keep your stock up to normal and in shape to meet the seasonal demands. Moreover, you can figure accurately your gross profit, your cost of doing business, your net profit and calculate these in per cents and turn-over at any time of the year, in order to compare with the standards in your trade and to check up with your plan for the year.

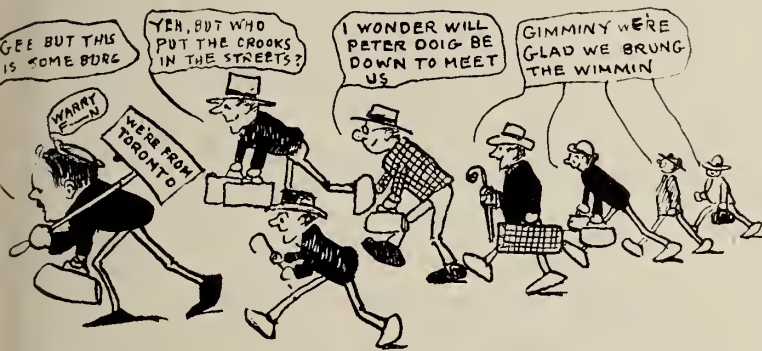
ARRIVAL OF TORONTO CONTINGENT AT MONTREAL CONVENTION

(This article was unavoidably crowded out of our last issue)

On Sunday evening sharp on time the G. T. R. train pulled into the depot with a special car attached, in which was the Toronto friends, with whom also were the wives and daughters of several of the company. Mr. George G. Gales, Mr. and Mrs. Doig and Mr. and Mrs. Gibbins met the train and gave the incomers that welcome which only Montrealers know how to give. Cars of these gentlemen and Mr. Jas. Buchanan were placed at the disposal of the company and they were driven to the Windsor Hotel, where Mr. Gibbins, the genial and efficient chairman of the billeting committee, had rooms and accommodation allotted.

About seven o'clock a very dainty and informal dinner was served this contingent, which was more than enjoyed by the tired but happy people of the party. Mr. Geo. Gales, chairman of the executive committee, occupied the chair, and after everything from soup to cafe noir had been enjoyed Mr. Gales, in his own happy way, on behalf of the executive committee, welcomed the Toronto contingent, which contained the president of the association, Mr. W. T. Fegan, his wife and daughter, and the treasurer, Mr. Jas. Jupp, and his wife and daughter. In all, the company numbered about 35 or 40 people.

In his reply Mr. Fegan, the president, expressed his great pleasure in being here and thanked Mr. Gales for the great



thoughtfulness of the executive in providing such a pleasant little function immediately on their arrival in the city. He said he knew the convention would be a great success, for he could see the various committees had everything well in hand and he felt already there would be much good derived from the gathering and he also knew the Toronto boys would do their part in making it a success.

Mr. Doig then followed and briefly outlined something of the work that had been done and said the committees were unlimited in their desire to see this the biggest thing of its kind ever pulled off on this continent. If there were any little thing or any big thing they could do for the happiness and comfort and advancement of the convention and shoe show, every committee man stood ready to do his part for the accomplishment of these ends, and he wanted the friends to feel perfectly free to ask and knock and they would do their best to prove to them that they would receive and the door would be opened unto them.

At this stage Mr. Utley, of the SHOE AND LEATHER JOURNAL, Toronto and Montreal, asked Mr. Gales if he would relinquish the chair for a few minutes and permit him to be chairman. This request being granted he said his reason for butting in this way was that he would like two of the Toronto friends to move and second a vote of thanks to Mr. Gales and Mr. Doig for what they had just done for the company and that he, as chairman, would like the pleasure of presenting this vote of thanks to them. Then he told the enormous amount of work that had been done by the Mon-

trepreneur friends in bringing the convention to its present stage. He emphasized the fact that outsiders could have no idea of the untiring efforts that had been put forth by the committees and the enormity of the labors that had fallen on the shoulders of Mr. Doig and Mr. Gales and others in connection therewith. They had given lavishly of their time and executive ability and no doubt of their money to make the convention a success.

Treasurer Jupp then moved a vote of thanks and made a very happy little speech in connection with the motion. This was immediately seconded by Howard C. Blachford, the silver-tongued orator of the Torontonians. The *pro tem* chairman then put the motion, which was carried unanimously, after which he expressed his great pleasure in tendering it to the gentlemen present—Messrs. Gales, Doig and Gibbins. He said it must be gratifying to them to realize that, while they had worked hard and the efforts at times were trying, they had accomplished much and to know that others appreciated what they had done would make it doubly gratifying to them.

Both Mr. Gales and Mr. Doig replied and said it was a pleasure to them to know that they had done something to contribute to the happiness of the friends present. The gathering then broke up, a very much pleased company.

QUEBEC CHRONICLE BOOSTS SHOE TRADE

The Quebec City Chronicle, one of the few daily newspapers in the country that has consistently taken an interest in the shoe and leather industry, and has used its columns to further the best interests of the trade rather than to print the many false reports of profiteering that are flying around in the dailies, used as its main editorial in a recent issue a two column editorial to comment on the survey of the boot and shoe trade recently published by the Reconstruction Association. The editorial was captioned "An Honorable Record" and contains the worth while statement that 'since the boot and shoe makers have indeed been perhaps more frequently accused of profiteering than any other class of manufacturer, it seems fair that this presentation of their case should be made generally known and we propose to return to different features of the report from time to time.'

The editorial goes on at length to discuss interesting features of the Reconstruction Association's report.

SHOE TRADE SURVEY

The survey of the boot and shoe industry in Canada, which the Canadian Reconstruction Association has been working on for several months past, was published the week before the Fair and distributed around the Coliseum during Fair week.

The results of the survey are printed in a neat 47 page pamphlet and cover the development of the industry, the causes of prejudices which arose in favor of imported footwear, statistics of prices, costs of production and profits, and lastly, but not least, a clear outline of the reasons why the industry needs protection.

The book represents a large amount of labor and it will well repay any man connected in any way with the shoe and leather industry to read it, because it will give him a clearer insight into the industry than he has had previously.

In the foreword, special acknowledgment is made to F. W. Knowlton, manager of the United Shoe Machinery Co., and to James Acton, president of the Acton Publishing Co. and publisher of the SHOE AND LEATHER JOURNAL.

Persistence, force, courtesy and common-sense will crack the hardest nut, and there's a lotta satisfaction after the cracking.

Show Cards for September

Show Cards Are a Big Help in the Selling of Goods as Well as Being Decorative in Character—Use Them Plentifully

WITH September's entrance you will want to start your fall selling. We intimated last month that it is well to show fall goods as early as August, for it is better to be four or six weeks ahead of a season than just on the dot. The former way shows that you are alive and abreast of times. It will also give people an opportunity to see what the styles are ahead of the time they want to purchase.

Having decided to show your fall lines you will, of course, use your windows to the fullest extent. And no window is complete without a card in it to speak a word to the passing public. A window may be ever so well dressed, but if it does not have a card one feels that it is dumb. It gives an onlooker the feeling of meeting a person whom he expects to say something but does not speak. A card tells a very great deal in very few words and keeps on telling it all the time it is on view. And the message may help very materially in making sales. The use of cards is one of the least expensive methods of selling goods. If there is a retailer who has any doubt of their value let him go to some large store and ask the managers of the various departments what they think of them as sales makers and he will soon be convinced. In a large store where the management is anxious to make sales and make them quickly every means is adopted for this purpose. Therefore when a department puts on some article for sale the management is anxious that the people should know it and know at what price the article is selling. Of course a man could be stationed by the article and explain about it and tell the price, but such a course would not be expedient, so by placing a card on the article explaining about it, and telling the price, the card takes the place of the man who might be used, and the card does it noiselessly and constantly both of which the man could not do.

How very important then, that when you dress a window and display your goods, some announcement should

be made of them, and the price told. And it will be seen that show cards will be the best means of making this announcement. We have, therefore, given a few samples of cards to help you in designing and laying out the reading matter on them. The samples are merely suggestions to assist you in framing cards for your own particular needs.

You may use plain white cardboard or colored stock. You should be able to get various colored card board in your local printing office, although colored cards are among the things the war upset in its great upheaval, and it may be difficult to obtain some colors, but light blue and brown should not be hard to get, and light buff also should be obtainable. These with white will give you quite a variety. If you use blue or brown you can use white color for the lettering. You can also use black if the shades are not too dark. Should you use buff you can use brown and blue and red, and, of course, black.

The sample cards shown are all done on white stock. The Particular Shoe card can be made about 11 x 17 or 14 x 22 inches if you have large windows. If done on white stock the lettering may be in either blue or red and the letters touched up with black and the shading and border and ornaments done in a pale blue or pale green or grey. Grey is the most suitable color for shading. The small letters are in black.

The September Card is quite like the other with the exception that the large lettering is on a double curve instead of being a straight line. The other card just described will be used for one particular line of shoe, and price tickets can be used on each pair, or if they are all the same the price can be shown on the card.

The panel cards are about the same size as the others and are to be used with new fall stock, although the Special Values card may be used with some stuff you may want to clear out. Individual price tickets should be used with both of these cards.

With these samples as a basis you should be able to arrange a series of cards for your fall selling that will be of great assistance and value to you.

DEATH OF MRS. THOMAS SISMAN

Friends of Thomas Sisman, of the T. Sisman Shoe Co., of Aurora, Ont., will regret to hear of the death of his wife, Emily Johnson Eades, at her home on July 28th. The funeral was held Friday, July 30th.



Window Card samples for September selling

The Shoe Repair Man

HAMILTON REPAIR MEN'S PICNIC

Some way the Hamilton repair men have a knack of pulling off an enjoyable event every semi-occasionally. Last Spring it was a banquet. Now the warm summer time is here it is a picnic, and when these events do come every one seems to get into the swim and have the best time ever. This year they held their fourth annual picnic at Wabasso Park which is a nice little pleasure resort near Hamilton, right at the head of the bay. It is a delightful spot for just such an event and the place is frequented for picnic purposes almost continually all summer. The day opened fine and bright but by the time the party was ready to start for the park a rain storm arrived, merely to try the faith of these doughty repairers. And it DID rain, but only for an hour or so, then the sun came brighter than ever.

No less than twenty-one sporting events were arranged for the day and were all entered into with the greatest zeal by the numerous contestants. There were races for girls and boys of all ages, there were races for married ladies and single ladies, (of course no ages mentioned), for young men and old men, and there were all kinds of novelty events, drawing contests, guessing contests, baseball and something for everybody from baby to grandma. Oh, it was a glorious time.

Tea and ice cream and soft drinks were furnished free and supper was served about 6 o'clock, which everyone enjoyed to the utmost. Great sympathy was expressed for G. Llewellyn for the loss he sustained at the picnic. He was the official speeler and near the close of the day he lost his voice. H. Henderson, the popular president of the association, did nobly in distributing the prizes to the winners of the various events. Arthur Wilton, that "Little Giant" secretary of the association, was all over the lot at one time looking after everything that would keep things well oiled and running smoothly.

The thanks of the association are due to the wholesalers of Hamilton and Toronto for their liberal patronage which made the success of the picnic an accomplished fact.

TORONTO REPAIR MEN GO TO WABASSO PARK

On a bright and cheerful Wednesday afternoon in July about nine motors carried forty or more members of the Toronto Repairmen's Association to Wabasso Park at the head of Lake Ontario just outside of Hamilton. The members of the association close their shops on Wednesday afternoons. The object of this trip was to give the baseball team captained by Charlie Robertson and hat one under the captancy of A. C. Canning an opportunity to see which one was which in the matter of playing baseball. The game was called as soon as the party arrived at the park. It was indeed a very close game; the tallier kept strick count up to the 7th innings, when it was 38 to 39. Then he dropped the stick on which he was making the notches for each run and he forgot which was which when he picked it up. So they quit playing then and now no one knows which won. But Charlie Robertson says he canned Canning's team and Canning says he robbed Robertson's of any chance of being called a ball team, so there the matter stands. After the game the party motored to Hamilton for supper and later started for home where they landed without a mishap.

The Hamilton boys met the company at Wabasso and

invited them to their picnic, which as to take place a week later at the same place.

The Toronto Association is very busy arranging for their picnic at Niagara Falls on the 11th of August. There has been a splendid list of prizes arranged and the races will all be of a novelty character, in which every one will be able to compete and professionally cannot take all the races. That is every one present will be able to find a race suited to his liking. The prizes will not be taken over the lake this year, as this has caused a great deal of trouble and misunderstanding. They will be given to the winners after they have returned home.

The meetings of the association have been well attended of late and there is a good number of members coming into the association. In fact many are asking to join, which is a very healthy sign indeed. The Scholl people are to put on a moving picture demonstration of the foot and its ailments at a meeting in the very near future, which will be of great interest to the members.

A CHAIN OF REPAIR STORES

Toronto is about to have its first chain of repair stores under a chartered company. Arthur Butterworth, who five or six years ago decided he would go into the repair business and took over a couple of shops has, in that time, certainly made good. For a portion of this time he operated one store each on Queen St., Church St. and Yonge St. Later he disposed of his Church Street store and purchased one on Dundas Street. Now he has formed a limited company to, be known as the Practical Shoe Repair Co., of Toronto Limited. Mr. Butterworth is president and W. Hofland vice-president, and Mr. Butterworth's son, A. C. Butterworth, is sec.-treas. of the new company. Just as soon as possible the company will acquire new stores and increase the chain.

The Neolin people are conducting a series of demonstrations in the three stores just now which will prove very beneficial to both the company and the Neolin sole people.

There can be little doubt but this new company will prosper, for Mr. Butterworth is a good business man and has certainly done well since he bought his first store a few years ago.

BRANTFORD REPAIRERS MEET

At the first annual meeting of the Brantford, Ont., Shoe Repairers' Association, held recently, the election of officers was held and resulted as follows: President, W. S. Pettet; vice-president, J. W. Stevens; sec.-treas., S. Hall; executive committee, Messrs. Thompson, Smith, Johnson, Rogers, the same to hold office for the ensuing year.

The first year of the association has been a great success to the repair trade of the city, all the shops except one being members.

Great joy has reached Brantford. A new shoemaker in town in the person of Kenneth George Pettet, born April 6th, 1920. Congratulations to our new president.

J. W. Roach, C. T. Ratchill, Mr. Denton and Mr. Joyce, all returned men, have opened up business for themselves in the city and have become members of the association.

Noel Martin has jumped into the ranks of the benedicts and started life a-new in double harness.

English Repairmen Relate Canadian Experience

One of Group who Visited Toronto in May
Writes of Trip for English Trade Paper

MEMBERS of the Toronto Shoe Repairers' Association had the privilege about eight weeks ago of entertaining a group of English repair men who were officially visiting this country and the United States. A complete account of their visit to Toronto was given in the *SHOE AND LEATHER JOURNAL* of June 1.

Those repairers who acted as hosts to the English delegates will be glad to find out just how the latter viewed their reception in Toronto. The following account, written by John Mundy, is taken from the June 24 issue of the *Shoe and Leather News*, printed in London, Eng.:

On May 26th a meeting was held at the Hayward Assembly Rooms, Boston, for the purpose of extending a welcome to the British delegates. The meeting was preceded by an exhibition of moving pictures, showing how boots are repaired for the American Army. The views embraced both the old methods and the new.

Mr. W. E. Gill, the editor of the "Shoe Repairer and Dealer," was then called upon by the chairman and said it was a real pleasure to have with them men from the "Old Country" who were far-sighted and realized the possibilities the future held for the organized boot repairer. He was pleased to say they also had with them three delegates from the Chicago Association, which had been able to achieve much by organization.

The task of responding fell to me, and after extending fraternal greetings from the English Federation, I expressed the hope that the time was not far distant when that spirit of brotherhood so consistently adopted by the associations formed in England, would develop in the United States. I then outlined the conditions which existed in England before the association movement started and the changes it had produced, and urged them to form a Federation similar to our own.

Mr. Tom Cann also spoke of the wonderful benefits which could be derived from organizing. He told a number of interesting and amusing stories, and concluded by remarking upon the cordiality of the reception that had been given us. He assured his hearers that if they would send delegates to England they would be given a really good time.

Mr. Bedford said he owed much of his prosperity to the organization of the National Federation, and assured them that unity of purpose and action would enable them to get the dollars more easily. In London the proposition of organizing the bootman was thought to be an impossible one; but by sticking to the task London had been organized and was destined to become a great force in the country. He went on to say that in his opinion the service offered in the States was good, and we had much to learn from what we had seen.

Mr. Levinson, President of the Chicago Association, said that when he started in business the conditions were positively deplorable. The hours were from 7 a.m., to 9 p.m., and the rates of pay and charges were worse than the hours. In 1914 a few progressive repairers on the South Side of Chicago met and started the association. It was a hard task owing to lack of funds and it failed. Then in June, 1919, a second start was made, and each of the best men gave a few hours each week to organizing work. Meetings were called in different localities, resolutions were submitted and carried, and eventually the association obtained over 2,000 members out of a possible 2,800. Many methods had

to be used to get members, but now they had them they could keep them. They had an Arbitration Board of masters and employees and were able to control all boot repairers. Any defaulter could be fined from \$50 to \$100, and his supplies could be stopped by means of an understanding with the Finders' Association.

Mr. Moore, of Chicago, gave some very interesting facts regarding ways in which the association had been able to give splendid service to its members.

The Chairman, who remarked that they had had a really good time that evening, said it was easy to see why the repairers in England had been able to make such a success of their movement. It was because they had so many enthusiasts. He and his fellow-traders would endeavour to take to heart what they had learned.

The Secretary then invited new members to join the association and there was a rush made on the desk by those anxious to do so. The meeting closed with a vote of thanks to the visitors.

A Visit to Quincy

Quincy is only a few miles from Boston, and is a place of historical interest, being the birth-place of John Adams, the second President of the United States. We visited the house, built in 1681, and went through all the rooms, which are still in good preservation. The town contains also the house of John Quincy Adams, the sixth American President, which was built in 1716. We went to the chapel in which the tablets are placed, and under the chapel we saw the vaults of both John Adams and his wife, and John Quincy Adams and his wife.

In Quincy we had a reception by the Mayor of that historic town (Alderman J. L. Whitton) and Alderman William A. Bradford, who is the 9th descendant of Governor Bradford, the first Governor of Massachusetts, who went to America in the "Mayflower" from Plymouth, in 1620.

Conditions in Toronto

When we left Boston we took the train at 6 p.m. and arrived at Buffalo at 8 o'clock the next morning. We had Pullman carriages, and the sleeping arrangements were good. At Buffalo no meetings had been arranged, and my enquiries elicited the fact that the repairers were indifferent to organization, and the shoe findings people did not want an association.

Buffalo is a grand city, and its main streets are wide and not unlike those of Liverpool in many respects. But we soon left Buffalo, and passed Niagara Falls on the way to Toronto. Here we met with real live wires connected with the Toronto Repairers' Association. Saturday being the day on which we arrived, was spent in visiting many shops, and arrangements were made to entertain us to a drive in the country on the Sunday. At 10 o'clock on that morning a fleet of motor cars arrived at our hotel. All of them belonged to repairers, and they were not Fords, but cars worth £500 or more. We could not conceal our astonishment, and we were assured that quite 24 members of the association had motors. One member volunteered the information that previous to the formation of the association he only had a patching machine. Now he has his shop full of machinery and a motor car as well. His hours of work are fewer and his life is worth living.

Toronto is just like England, so different from the States. The people look English, have English names, and quite two-thirds of them are English, or descended from English people. We felt quite at home in Toronto.

We spent the time from 10 o'clock till 2 o'clock driving around the city and suburbs, and the afternoon was taken up by a long drive into the country to view what are called Scarborough Bluffs—very deep and extraordinarily-shaped mud rocks.

The delegates, with a representative of the Toronto

SHOE AND LEATHER JOURNAL, paid a visit to the vast Gutta Percha Works and, were shown through upwards of 100 departments, from the raw rubber to the finished products, such as trench boots, overshoes, plimsolls, rubber soles and heels, and the thousand and one things which nowadays emanate from rubber works. These works, it is interesting to know, were established some 50 years ago by an Englishman, and they are still in the same family's hands.

In the export department I saw many cases for the old country. The general equipment of this modern building and plant was greatly admired by all the delegates.

Toronto Meeting

A meeting of the Toronto Boot Repairers' Association was held on Monday, May 31st, at the Foresters' Hall, Toronto, when a good number of members were present.

The President (Mr. S. Burnett), who occupied the chair, said that they were there to welcome the British delegates who were making an extensive tour throughout Canada and the States, and he felt sure that he was expressing the feelings of everyone present, when he wished them the best of luck and the heartiest good wishes from the members of the Toronto Association. Mr. Burnett added that in Toronto they had to adopt labour saving machines owing to the scarcity of labour, meeting with very good results, and it appeared that the "Old Country" was doing likewise. He said he felt very closely drawn to her, for in that room they had many from "Old England," and he trusted that the outcome of that meeting would be that in future they would be more closely allied.

Mr. Butterworth (secretary) said that it was a real pleasure to be with the British delegates, and he trusted it would not be the last time they would visit Toronto, and if they did not come themselves that they would send others.

When I was called upon to speak, I was greeted with singing and cheering. I said that, perhaps, they would be sorry for that later, for when I got back to England and told them how prosperous and happy all the shoe men were, they might get an invasion. A voice was heard, "Let them come! They will be welcome!" I urged the great need of a Federation, for, even if only a few associations existed, I could assure them that the establishment of a central body would lay the foundation of a real national body, similar to the one now existing in England.

I told them of the good results of association and combination and how it had elevated the trade in England, even in the eyes of the public, to an enormous degree; that the work of the local association was one of real educational value.

Some samples of the exhibition work of Mr. Harry Stone, of Birmingham, called forth both praise and amazement. I strongly advised the members to get a party together, and attend at the time of the Shoe and Leather Fair next October.

Mr. Tom Cann, upon rising, was received with "He's a jolly good fellow." He said that the Association had helped considerably to remould the men in England. He added that we gave demonstrations in repairing, getting the small man to make money for himself instead of for others. Having strongly advocated a federation, Mr. Cann finished a very forcible address by relating to the members, "How I dined with a lord."

Mr. Bedford spoke of the great benefit organization had been to the members of the trade in London, and the district around. Often men of big businesses stood aloof, thinking that the movement would be of no use to them, but he was glad to say that they had realized their mistake, for now they could see the advantage of lifting the industry to a higher level. He said he had been asked to say something about collective buying. This, he wished to remind them, was a very delicate business, and needed very careful consideration, for immediately they got outside their own business they would surely have to pay for inexperience, and it was very question-

able if that time would not be better employed in the better organization of their own business.

Mr. W. Burnell, who was both a retailer and repairer, thought from his experience that better results followed by specializing either in retailing or repairing. He said he was delighted with the splendid advice given by the British delegates, and particularly with the stress and the value of organization. He stated that he felt sure every one present was impressed by the weight of the arguments put forward.

Mr. Robertson, who was called upon by the President as the organizer of the association, said he felt bound to say something of the wonderfully finished boots which he saw exhibited. He considered they were the finest repaired boots that he had ever seen. Referring to the efforts of helping to organize the association, he said he felt the need and the ambition was to get the boot repairer on an equality with other traders in which a similar volume of money was expended in the business. In this he had not been disappointed, for they had increased their prices four times, and now he thought that they had raised their industry in Toronto to equal any business where an equal capital was involved.

After a number of questions, which were chiefly regarding organization and Federation work, the meeting broke up at nearly 11.30 by singing "Old Lang Syne."

AUGUST WINDOW DISPLAYS

(Continued from page 24)

blocks for the floor should be cut very accurately. The best method for the average merchant to use is to have a template cut of wood or glass and have it as square as possible. With this template mark the squares as perfectly as possible and cut them very carefully so they will lay evenly. Paint half



Part of office and sales staff of the B.C. Leather and Findings Co., Vancouver.

of them white and the other half brown. When laid in the window it will be necessary to nail the corners with very small finishing nails. It will also be best to paint them on both sides, as this will keep them from warping. The cost of water paint is cheaper than the annoyance of having them curl up.

Behind this lattice work hang blue or purple curtains. Plush if you have it, but lighter material will serve. Hang it sufficiently full to pleat nicely. Let it drape two or three inches back from the lattice to obtain best results.

With this suggestion we feel sure you will be able to work out a nice window effect that will be very attractive.

We'd a heap rather be knowed as a good-for-something peddler than as the most popular no-count in the universe.

Just because some guy says that he'll do a certain thing you want done is no reason for you to count on it's being done.

The Great TRADE TRIPLETS

Dalaco—Metropolitan—Patricia

Here's a set of trade triplets that are
sure winners. A superior line of

WELTS and McKAYS
for MEN and WOMEN

Made in our own factory from leather
of our own tannage—resulting in a
culmination of all that is best in foot-
wear that will give unbounded satis-
faction to wearer, retailer and to
ourselves the makers.

Don't hold back in ordering your Fall
lines. Protect yourself now against
low stocks later.

Daoust, Lalonde & Company, Limited
MONTREAL, QUE.

BRANCH: METROPOLITAN SHOE CO., 91 St. Paul St., MONTREAL



=Metropolitan=



Mention "Shoe and Leather Journal" when writing an advertiser

Employment Exchange

Bona-fide advertisements of Situations Wanted or Situations Vacant in shoe and leather trade inserted free of charge. Space limit—one inch.

WANTED—The address of L. L. Reed, recently in Victoria, B.C. Please send it to box 904, SHOE AND LEATHER JOURNAL, 245 King Street West, Toronto.

WANTED—Traveller for Western Ontario. Leather and shoe findings, Must have connection. Maxwell, Burn & Co., Limited, 58 Wellington street west, Toronto.

WANTED—Reliable man to take charge of correspondence, particularly that relating to orders and sales, and to handle some other office routine, in shoe factory. Preferably a man that has had some experience in the shoe or leather business. Address Box 903, SHOE AND LEATHER JOURNAL, 545 King St., West, Toronto.

WANTED—Manager. An opportunity for a man with executive ability, personality and refinement, with knowledge of handling an up-to-date, exclusive shoe store in Canadian city. Apply, stating experience, and reference, to Box 896, Shoe and Leather Journal, 545 King Street West, Toronto.

WANTED—Men who cover this territory: Manitoba, Saskatchewan, British Columbia and Alberta, also man for Winnipeg. Carrying Famous Canadian Shoes Findings Novelty Co. Merchandise. Side line or by itself. 2 Trinity Square, Toronto.

FOR SALE—One of best Shoe businesses in West Toronto. Good clean stock. About fifteen thousand. Will rent or sell building. Reasons for selling, ill health. Box 892, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

FOR SALE—All the patents belonging to Geo. Evans, for detachable rubber heels and slip over rubber heels, for French heel shoes. Address Geo. Evans, 457 Yonge street, Toronto.

TRAVELLER WANTED—Nova Scotia and New Brunswick—to sell a line of Women's Fine McKay's. Box 895 SHOE AND LEATHER JOURNAL, 545-549 King Street West, Toronto.

SHOE TRAVELLER—Young man with sixteen years continuous service on the road with one house in northern and central Ontario, including city of Hamilton, contemplates making a change and would like to get in communication with manufacturer who will have an opening for spring trip starting about Sept. 1st. I have a first class connection with the leading merchants and am a salesman. Replies treated with strictest confidence. Box 894, SHOE AND LEATHER JOURNAL, Toronto.

POSITION WANTED—Young man with fifteen years' experience in the retail and wholesale shoe trade desires position as traveller. Replies treated with strictest confidence. Box 902, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Shoe Traveller with a strong connection for territories from Halifax to Vancouver to handle a line of men's and boy's medium priced McKay Shoes. Apply The Yale Shoe Mfg. Co. Limited, Galt, Ontario.

WANTED—Sales Manager for Montreal House; must be experienced shoe man capable in cost accounting and good correspondent. Give full particulars and salary required in first letter. Replies treated strictly confidential. Box 901, Care SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

FOR SALE—Retail shoe business, in a good live town. Large bright store. Stock about \$18,000, could be reduced if desired. Established over forty-eight years, Proprietor wishes to retire. Address "Shoe Business," c/o F. J. Weston & Sons, Toronto.

WANTED—Traveller to cover City of Montreal, City of Quebec and Maritime Provinces with Women's Moderate priced Welts. Ontario factory. Trip starts September 1st. Apply Box 900, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—By experienced shoe man. Manufacturers and Jobbers line of Boots and Shoes, For British Columbia Coast. Box No. 898, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

FOR SALE—Complete set of advertising cuts for shoe business. A different and seasonable cut for every week in the year. Illustrations forwarded on request. Apply to Thos. Mulcahy Limited, Orillia, Ont.

WE WANT TWO REAL TRAVELLING SALESMEN—Men who are steady, business getters and who can prove that they have made good. One territory open in Western Ontario. The other is Manitoba and Saskatchewan. Our season opens August 15th. The line is complete—men's and women's Welts and McKays at the right price. Our house has been established for almost 50 years. Box DML 141, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

TO THE RIGHT MAN LOOKING for a permanent position with good opportunities for advancement we have a good opening. Must be experienced shoe traveller, willing to travel part of the time and also act as assistant sales manager and buyer. Must have good connection with wholesale and retail buyers in all parts of Canada. Satisfactory references required. State past experience and age; send photo if possible; also state salary expected to commence. Future possibilities will be worth while. Apply in own handwriting to Box 899, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Position as traveller with company handling medium grades. Preferably on Commission. Ready to make connections September 1st. Address Box 897, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED—Traveller carrying only men's and women's Goodyear Welts, covering exclusively Montreal and Quebec cities, wishes a side line of some reliable firm. First class references. Large connection. Up-to-date permanent sample rooms. Address Box 10, SHOE & LEATHER JOURNAL, Room 510, Coristine Bldg, Montreal



THE EVANS' KID

The Evans' Way

of Kid Production leads direct to Kid Perfection—
nor does it stop there but leads right on to shoe
satisfaction.

Its texture and economical cutting are features
that make it decidedly outstanding, but above all
it is FAMOUS FOR ITS FINISH.

GOOD SHOEMAKING and EVANS' KID
GO HAND IN HAND

The John R. Evans Co. Limited
MONTREAL, QUE.

Selling Merchandise Through Window Displays

Window Displays Have Progressed to a Wonderful Degree During Last Quarter of a Century—From an Address before the Annual Convention of Associated Advertising Clubs by C. J. POTTER

REAL progress in window displays has been more noticeable in the past 25 years. It is now an art and has developed to a point where it is considered the greatest selling factor in retail merchandising. Approximately 15,000 men are following the display profession to-day. Some time ago five hundred of the leading merchants of this country were asked this question: "What plan of advertising would you retain in case you were forced to choose one method and give up all others?" More than 95 per cent. answered in favor of displaying their merchandise in preference to all the other forms of publicity. It is estimated that from 30 to 50 per cent. of the stores' sales are made from the windows; that is, those windows that are properly trimmed. You might be interested to know that some merchants value their show windows at \$10 to \$25 each per day and some \$150,000 to \$200,000 per year. Improved commercial conditions, together with keen competition, have wrought great changes in the displaying and selling of goods. The swift march of progress has compelled merchants to have their merchandise exhibited in a way that will attract attention and also lead to its sale. The display man must know equipment, the proper lighting system, color value, composition, period designs and decoration. And last, but not least, he must be a salesman or possess the instinct of the salesman. I think you will agree with me that window displays are equally as important as any other phase of advertising, and how they can be properly utilized to round out the selling campaign, whether local or national, is what I shall discuss now.

Two Groups of Stores

The displays I have been talking about of course only relate to the larger stores; therefore, in order to present the practical side of this big subject it will be necessary to divide our stores into two groups.

We'll take the large stores first as they are the most important and the ones which receive the larger percentage of unuseable material. You would be surprised at the amount of cut outs, dummy cartoons and lithographed cards which are sent to these stores and are in turn sent to the waste paper baler. And, gentlemen, do not blame the merchant, for the stuff was not in keeping with the rest of the store. It was designed by a man who knew nothing of the character of display material which was being used by these big establishments, therefore, a waste of effort and money.

I firmly believe that no advertising campaign which has for its purpose the selling of merchandise through retail stores, is complete without window display helps and show cards, so that the force of the campaign can be crystallized in the merchant's window. In creating window display helps for manufacturers who wish to co-operate with the larger stores, who after all are the real merchandisers of this country, it is well to remember that these stores are big institutions and are well organized and departmentized and, in many instances, spend more money for advertising than do a lot of the national advertisers.

It is also well to remember that the department store owner is responsible in the eyes of the public. He is King Bee in his territory and he has worked years to establish his reputation and get the confidence of the people, therefore, the people look to him to make good if the merchandise does not. A merchandising schedule or program is a part of the retailer's yearly calendar. The dealer buys goods to sell; each item must bring in a profit or else help sell some other item that carries a profit with it. Window displays, linked with advertising (local and national) selling and merchandising—the buying of the goods are the main factors in keeping revenue coming in according to the merchandising calendar.

The display man knows how to make the displays an integral part of the advertising because he will put the same selling arguments about the article that are embodied in the copy. The display will have the same appeal because he understands how to combine color, art, and design so that they will express the same thought as featured in the national publications and local newspapers.

In order to give you an idea of practical window display helps that are being furnished by several manufacturers, I will show you some actual window displays.

The Nature of the Displays

In this window I will show you one of the series of window trims gotten out by one of the largest linoleum manufacturers in the country and furnished to retailers. These displays are designed and set up by a practical display man. There are a number of these windows from which the retailer can select. They come in different sizes so that he can choose the trim which will correspond with the size of his windows; in other words, if he has a window 18 feet wide and 7 feet deep, he does not have to use a display which should go in a window 30 feet wide by 8 feet deep, neither does he have to use a display which should go in a window 10 feet wide by 5 feet deep.

After these displays had all been set up they were photographed and reproduced in a book which was furnished the merchant. A full description accompanied each illustration, setting forth material to be used together with instructions for setting it up in the merchant's window. During the year 1919 the linoleum manufacturers had requests from 3,235 merchants in every part of the country for these displays and you also probably will be interested to know what some of these merchants had to say about these trims. I am going to vote a few excerpts from letters received from merchants.

A merchant in one city, states that the window trim together with other advertising matter which was sent them increased his linoleum business over 100 per cent. and that the window trims attracted a great deal of attention and he planned to use the displays from time to time as he considered them the best method of creating a demand for their goods.

A merchant in another, stated that the window trims had given his store some very splendid advertising and that the store had sold more linoleum in a week's time than it had ever sold before in a month's time.

A merchant in a central town stated that the window trim was a complete success and that his firm was going to repeat it very often. He also stated that the store had increased its sales in that particular department about 200 per cent.

Another merchant, stated that no other display had ever drawn the same amount of business and that he considered it the best advertising display they had ever used.

A concern in the South stated that the window trim had been installed and that the results had been very satisfactory and that it had created more inquiries in two weeks for linoleum than they had had in a three months' period previous.



You Want SERVICE

Most of your merchandising ills and stock keeping worries will vanish at the touch of a reliable distributing service. With

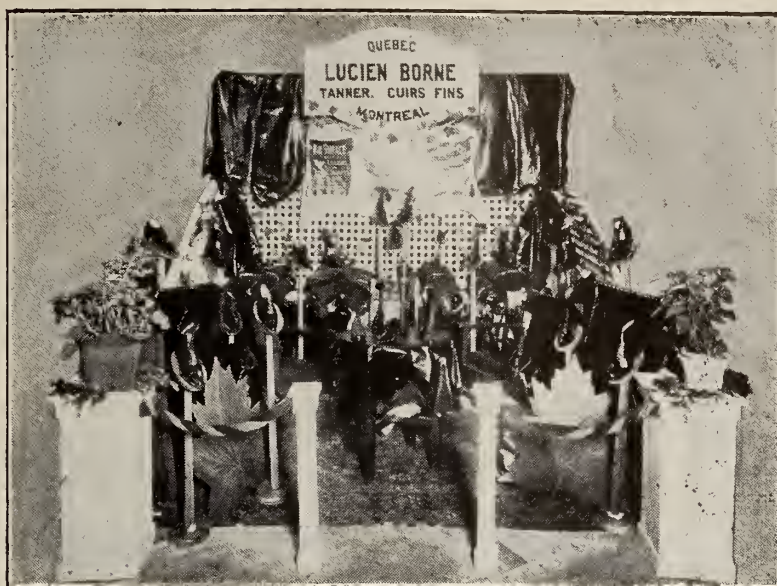
ROBINSON SERVICE

you can give your stock the constant treatment that will keep it in perfect condition all the time.

Our warehouse is the gathering place of the market's finest offerings in every kind of footwear. Selected with keen shoe selling experience and bought in quantities that assure correct complete shipments and worth-while values.

You want
ROBINSON SERVICE

JAMES ROBINSON COMPANY
LIMITED
MONTREAL



Maple Leaf Surface Kid

More manufacturers are showing Lucien Borne's "MAPLE LEAF" Surface Kid (Glazed Horse) in their samples than ever before.

This is because the Trade has proven that our Surface Kid dresses up well, lasts well, positively will not "scuff" and makes a long wearing shoe at a moderate price.

Lucien Borne

QUEBEC, QUE.

ROCHESTER



*Leads in Women's
Footwear of Quality
and uses FAMO KID
to Insure this Quality.*

THOSE REALLY FINE SHOES
upon which Rochester manufacturers
have built such an enviable reputation are
mostly made of KID and mostly of

FAMO

"the Kid that's Known as Reliable"

HENWOOD & NOWAK, Inc.
95 SOUTH ST., BOSTON, MASS.

J. K. Reynolds Co., Chicago.

Geo. W. Newman Lea. Co., Cincinnati



AMONG THE SHOE MEN.



M. Goldblatt & Co., of Montreal, have dissolved. Rudolphe Cusson, of Montreal, retailer, has assigned, so it is reported.

The Reliance Shoe Co. of Toronto has moved to 1191 Bathurst street.

There is a change reported in the business of M. Feldman, of Hull, P.Q.

M. Feldman, of Hull, Que., has consented to assign with V. Lamarre as provisional guardian.

Charles Triber, retailer of Cornwall, Ont., is reported to have assigned, R. H. Neeland acting as trustee.

J. Nichols, who represents The Myles Shoe Co., is spending his holidays in and around Chatham, N.B.

W. E. Woelfle, of Kitchener, was in Toronto one day last week on business in connection with his firm.

W. H. Stagg, of the A-H-M- Co., has been holidaying in Cobourg and vicinity for a couple of weeks or more.

W. E. Snelling, of the Ames Holden McCready Co. Toronto Office, is spending a well earned holiday in the north.

Clayton Hurlbut, of the Hurlbut Shoe Company, Preston, was in Toronto one day last week on a leather buying trip.

Mr. Tew, of Ed. R. Lewis, Front street, Toronto, has just returned to business after a very pleasant two weeks' holiday.

W. J. Drysdale, of the Ames Holden McCready Co., Toronto branch, spent his holidays in and around Lanark this summer.

G. W. VanTassell and A. C. Vermilyea, of the Belleville Shoe Co., Belleville, Ont., were business visitors in Montreal last week.

J. H. Coughlin, of the Kilgour Chambers Co., Toronto, has been taking in the water sports at Hamilton during a part of his holidays.

E. C. Sharpe, who represents the sole and heel department of the Gutta Percha & Rubber Limited, is holidaying at Lake Scugog, Ont.

Mr. Waller, manager of the Robt. Simpson Co.'s shoe department, has been rusticated and recuperating on the shores of Lake Simcoe.

E. J. P. Smith, of Martin, Smith, Limited, Toronto, motored with his family to spend the week end and Toronto's civic holiday at Niagara Falls.

Hugh White, of the White Shoe Co., Toronto, with Mrs. White, spent Toronto's civic holiday on a motor trip to Niagara Falls and surrounding towns.

The Ames-Holden-McCready travellers are out with their samples of white shoes and will shortly carry samples of tennis lines made in their own factory.

Jack Cameron, who sells shoes in Toronto and Western Ontario, for the Myles Shoe Co., Toronto, will spend part of his holidays motoring in the Muskoka district.

H. K. Hayward, past president of the Toronto Shoe Repairmen's Association, has been on a motor trip holidaying around Oshawa, Buffalo and other points east.

Henry King, of Oshawa, one of the oldest shoe dealers in the town, has retired from business and a drug store will occupy the store in which his business was conducted.

A Hindoo in Winnipeg hired to a shoe dealer as a shoemaker and after a few days' work took a drink or two and stole four pairs of boots and some laces. The magistrate would not accept the plea of not knowing what he was

doing because he was drunk and sentenced him to a month in jail.

Frank Springstead, the popular traveller of the Myles Shoe Co., Limited, is summing up in the Stoncy Lake region, after a very busy season selling the Myles Co. footwear.

The advertising campaign of the shoe manufacturers has been temporarily postponed. This is due to the fact that their advertising literature has met with some delay in delivery.

H. M. Pearson, manager of the Ontario district of Ames Holden McCready, has been doing some tall things in bowling this season at Orangeville and Grimsby tournies. H. M. is a good sport all the time.

T. W. McKenny, the mechanical and heel traveller of the Gutta Percha and Rubber, Limited, decided last month



W. A. COULSON

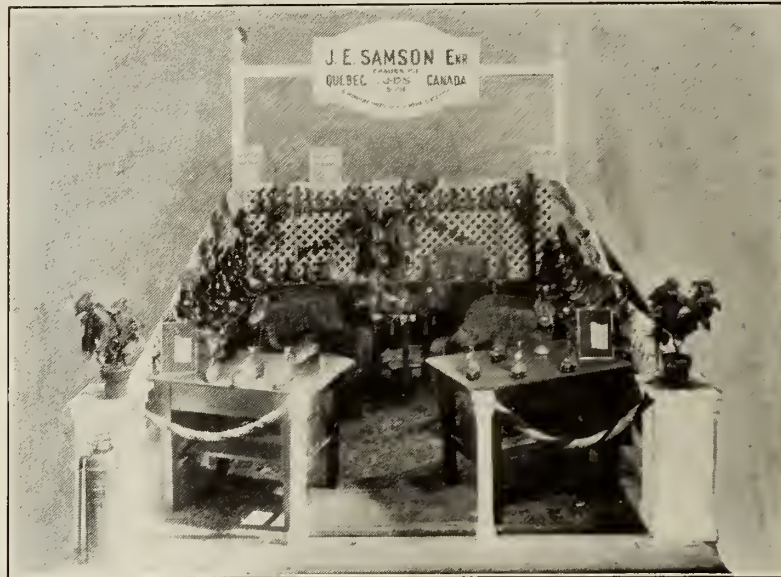
A shoe man who has made good. Now representing the Davies Footwear Company, Limited, of Toronto, in the West.

that this was a lonely world, so he—oh, well, they spent their honeymoon at the big convention at Montreal. Mac said it was the happiest convention he ever attended.

George Davis, salesman for Bennet's Limited, Montreal, is taking a little vacation and Mr. Campbell, the Ontario representative of the company, is looking after Mr. Davis's place in the Montreal sales office.

Retailers and others should not forget that the Minister Myles Shoe Co., Limited, has changed its name to The Myles Shoe Co., Limited. The change is only in name, the address is still the same, Toronto, Ontario.

R. N. Williams, recently with the R. Simpson Co., is now with the Adanac Footwear Co. of Toronto, and will



The novel feature of our exhibit was the showing for the first time of the

SAMSON WELTS

which earned the favorable comment of the entire trade.

The addition of Welts to the Samson Line was made possible by securing a new factory in which they are made.

While making a complete line, each Samson Shoe is made in a factory specializing only on that particular grade of shoes.

J. E. Samson Enr.
QUEBEC, P.Q.



Keeping Abreast

Nobody wants to lag behind. It is an evidence of weakness somewhere. In order to keep abreast one must "keep fit."

WITH TETRAULT WELTS

we have kept abreast in the men's shoe trade because we have never allowed them to lag behind in Style and Quality. We have always kept abreast of any new idea in shoe production and every retailer who wants to "keep fit" and abreast of the men's shoe trade can always do it with

TETRAULT WELTS

Tetrault Shoe Manufacturing Co., Limited

Largest Manufacturers of Shoes in Canada

Montreal



**“MALTESE CROSS”
“SCOOOP”
RUBBER HEELS**

A new design with the old standard Maltese Cross Quality, creating a heel that will appeal to the dealer and wearer—both. Carried in stock at all branches. Write our nearest branch for samples and prices.

Gutta Percha & Rubber, Limited

HEAD OFFICE AND FACTORY, TORONTO

Branches: HALIFAX, MONTREAL, OTTAWA, FORT WILLIAM, WINNIPEG, REGINA,
SASKATOON, EDMONTON, CALGARY, LETHBRIDGE, VANCOUVER, VICTORIA

cover the territory from Sudbury to the coast for this firm. R. N. is a good fellow and should do well on this territory.

A. Jones, who represents the Ames-Holden-McCready people, has been holidaying in Windsor. Oh, not at all, just because he happens to sell boots on the road does not say he has gone to Windsor to do a little bootlegging.

Peter Doig, the man who distinguished himself so nobly at the recent Shoe Convention and Exhibition in Montreal, has been holidaying at the Bigwin Inn, Muskoka. Surely he deserved a rest after those strenuous days of convention week.

Henry Viau, secretary of the Shoe Manufacturers' Association of Canada, stopped off at Toronto last week while on his way to Brandon, Manitoba. He called on some of the manufacturers while in Toronto taking up some matters in connection with the Association.

A. S. Bloomfield, an Australian, has arrived in Toronto from Papua, British New Guinea, with the intention of inaugurating direct trade and transportation between Papua and Canada for rubber. This should be of advantage to Canadian rubber manufacturers.

Bob Partridge, the genial Toronto city traveller of the Ames Holden McCready people and the only high flying "Bird" for Toronto at the Montreal Convention, has taken his golf sticks (that's no joke) and his automobile and gone to Trenton and Kingston to golf and motor to regain his normal composure.

Raymond Gravfin, of the White Shoe Co., Toronto, has been spending his holidays this summer motoring with his family and stopping wherever night happened to catch them. On August the 4th he found himself at Niagara Falls, where so many shoe men happened to be; he thought he had run into a miniature Montreal Convention.

Out in Prince Albert there is but one exclusive shoe store. It is a town of between six and seven thousand and other stores sell shoes. That is stores that carry other stocks also sell shoes. The store is operated under the name of Wm. Shannon & Co., and is managed by Jas. T. Shannon and Fred M. Henderson. It shows what a progressive policy will do, for there are many stores in the town selling footwear, but the Shannon store stands out a unit as shoe store.

VANCOUVER

E. C. Lepine, who is a native of Wimbledon, England, and who served in the Fort Garry Horse, has opened up on 28th and Fraser Ave.

N. J. Fraser has opened up on Broadway and Commercial Drive. He was in business in this city before he joined the Candian Field Force.

James Watts has taken over the store at 2140 Yew St. He was 12 years in Winnipeg. Joined up in the 181st Regiment and spent four years in England.

Business is recovering itself after the shock it had of the imposition of the luxury tax. The readjustment of the

over \$9.00 value is considered more equitable, also the abandonment of the tax upon cripple's shoes.

We hear that George Morris, of the Goodyear Shoe Repair, who is touring the Pacific Coast as far as Mexico, is having great trouble in obtaining gas oline for his car.

Thomas Ellison, of the Goodyear Shoe Repair Co., has again been to the front in winning the places on the cycle track. "Tom" has won no less than two Firsts, three Seconds and four Thirds this season. He says there are a few more coming his way yet. Nothing like confidence.

James Wilson, a returned man, has opened up a store at Kerresdale. He has just completed six months' course in repairing with M. R. Thomas, of this city. Mr. Wilson joined up with the 68th battery and was transferred to the 5th battery in France.

SHOE TRADE MARK FOR SALE

Mrs. Frank W. Slater, wife of the late Frank W. Slater president of the Eureka Shoe Co., of Montreal, is anxious to dispose of the trade mark known as "The World Over Shoe," the patent of which was the property of her late husband.

Mrs. Slater's present address is 141 Boyer St., Montreal.

THE ROBERT SIMPSON CO.'S PICNIC

If there is a bunch of shoe-sellers in Canada who know how to enjoy themselves it is the staff of the Robert Simpson Co., Toronto. Each year they hold a picnic some evening after the store closes and this year it is claimed by every one who was there that they had more fun and a bigger and better time than they have ever had before. Practically every member of the selling force was present and every one entered into the spirit of the thing to make it a big success. On the occasion of these picnics the department has established a reputation for having the best spread that is put up on the Island where the picnic is always held. This year the "Eats," as the boys call this part of the affair, was more than up to the reputation.

Following this were games of every description. All kinds of races were arranged to accommodate the tall and short, the thick and thin, the young and old, and the modest and bold. And the prizes were all worth having. There were no disappointments and every one more than enjoyed the evening. Mr. Waller, the very popular manager of the department, accidentally fell in one of the races and hurt his knee. But this did not deter him from being the life of the whole affair.

The illustration gives a good view of the company. There were over a hundred people present and upwards of eighty of these belonged to the selling force. No, please do not think that "Rosie," the pretty little girl in the centre of the picture, is holding a display form for hosiery; that is a water melon, a fruit of which Rosie is particularly fond. Everyone went home happy and are beginning to talk about what they are going to do next year.

The Robt. Simpson Company's Shoe Department on their annual picnic.





Our showing at the Fair was classed as the most complete display of

*Women's, Misses' and Children's
High-Class McKays*

While covering the whole run of high and low cut shoes, we draw particular attention to our

One, Two and Three Eyelet Ties, Theo Ties, Pumps and Oxfords. Louis, Cuban and Military Heels.

We also show a big range of
Popular Cushion Sole Lines

Gale Brothers Limited
QUEBEC, QUE.

WESTERN RUBBER MEN BACK HOME

G. H. Connolly, Manager Calgary branch of The Columbus Rubber Co., Ltd., and G. W. Barrett, Manager Winnipeg branch of the same firm, have returned to their respective homes after spending ten days in Montreal.

They were in attendance at the National Shoe Convention, where The Columbus Rubber Co., Ltd., had a very fine exhibit of their many lines of rubber footwear and tennis shoes displayed.

Messrs. Barrett and Connolly also spent several days in the factories of the Company with Mr. Myles, general manager, and Mr. Larose, salesman, arranging to manufacture new lines of tennis shoes and rubber footwear to be distributed for Western Canada trade in order to meet the demands of their numerous customers and friends.

HAMILTON SHOE RETAILERS' PICNIC

The Hamilton Shoe Retailers' Association are out for a big time at their annual picnic this year. These fellows are a live organization and when they set out to do something they usually do it, and do it well. It is a significant fact, which is mentioned in their printed invitation that in previous years they asked wholesalers to contribute to the expenses, but this year they are asking each retailer to contribute \$5 towards the running of the picnic and this amount will entitle him to membership in the association. We publish the invitation in full:

The Hamilton Retail Shoe Merchants' Association, at a meeting held last month, decided to hold a Picnic on Wednesday Afternoon, August 18th, at Wabasso Park.

On the occasion of our last Picnic we appealed to those Wholesalers and Makers with whom we had been doing business for support, which we received quite royally.

This year your Committee thought it could finance this outing itself, so, with that end in view, it is asking each Shoe Retailer to donate \$5.00, which will also include your membership to the Association for 1920.

Funds are needed to provide Lunch and Prizes, so please do not fail to give this your earliest attention, as your Committees have not much time left in which to do their work. Make your cheque payable to the Association and send it to 73 King Street East.

Before the Picnic the Committee will provide you, at a small cost, a Card to put in your Window a few days previous, announcing that all Shoe Stores will close on that date.

In the event of rain, Picnic will be held on the following Wednesday. **DON'T FORGET.**

Date, August 18th. Place, Wabasso Park.
Time, 2 O'Clock. Dancing, any time.

COMMITTEES:

Arrangements and Refreshments—S. Spence, Chairman, Phone R. 3098w; F. Kickley, W. A. Smith, Tom Ross.

Sports and Prizes—W. Batstone, Chairman, Phone R. 5910; C. Levinson, C. Jones, H. Clark.

Any suggestions that will make the Picnic a greater success will be acknowledged by phoning to the Chairman of either Committee.

Yours for an Afternoon's Fun,

A. L. WILSON.

A NEW HEEL

The Gutta Percha & Rubber, Limited, have placed on the market a new style rubber heel that is taking like wild-fire with the trade. Despite the fact that it has just been introduced its sales have been wonderful. It is called the "Scoop Rubber Heel" and is of the concave type which is so popular just now. It is sold in bulk and cartons and has already made a splendid impression with the trade.

The company have also added several lines of high heel

outing shoes to their already very complete list of outing, holiday and sport shoes.

BASE BALL CHALLENGE

Here you are Messrs. Retail shoe clerks and Retail shoe men, if you think you can play ball just accept this challenge from the Kilgour Chambers salesmen to play real ball with a hard pill and no soft dummy. How they discovered they could play ball was by flirting with the Walk-over Boot Shop fellows the other day over at the Island, in the city of Toronto. Russell Chambers captained the K-C team, while W. O. Reynolds led the W-O boys. The feature of the game was the tremendous swatting of the sphere by Babe Ruth McGinnis of the K-C team. By the time the end of the sixth innings was reached, everybody was winded, so by mutual consent of the players, the umpire and the immense crowd that witnessed the game, it was decided to call it off. There is no doubt but the unmerciful pounding of the ball by Mac resulted in the score of 17 to 6 in favor of the K-C fellows. They are mean enough now to say it was a Walk-Over for



FRANK P. TAYLOR
Author of the book
described on page 27.

THEM, and they put all the emphasis on the THEM. Well, this is their challenge: They will play any bunch of players from any one store in Canada. Write to Russell Chambers, of the Kilgour Chambers Co., Yonge street, Toronto.

WHAT'S THE MATTER WITH AMERICA?

Too many diamonds, not enough alarm clocks.
Too many pointed-toe shoes and not enough square-toed ones.
Too many serge suits and not enough overalls.
Too many décollete and not enough aprons.
Too many satin upholstered limousines and not enough cows.
Too much oil stock and not enough savings accounts.
Too much envy of the results of hard work and too little desire to emulate it.
Too many desiring short cuts to wealth and too few willing to pay the price.
Too much of the spirit of "get while the getting is good" and not enough of the old-fashioned Christianity.
Too much discontent that vents itself in mere complaining and too little real effort to remedy conditions.
Too much class consciousness and too little democracy and love of humanity.—Fargo (N.D.) Forum.
This might be applied to Canada without any great stretch of the imagination.

*Biggest
and
Best*

**Maple Leaf
Brand
Sole Leather**

Anglo Canadian Leather Co., Limited
MONTREAL ————— TORONTO ————— QUEBEC

Tanneries: Huntsville and Bracebridge

The Largest Sole Leather Tanners in the British Empire

Make the
ACTON PLANT

Your Printing Headquarters



ACTON PUBLISHING CO., LIMITED
545-549 KING ST. WEST, TORONTO

and you will get a **quality** in your printing, a **value** in the prices and an efficiency in **service** that will mean complete **satisfaction** to you. Right to the smallest detail your job will get the attention and experienced treatment that is responsible for the excellence of

Acton Printing

Before laying any printing plans get in touch with us. A card from you will bring an Acton man prepared to discuss your printing problems intelligently.

Acton Publishing Company, Limited

Printers, Designers, Publishers

545-549 King Street West
Toronto

Lemoine and St. Nicholas Sts.
Montreal

SHOE REPAIRERS ARE UP FOR PROFITEERING

The following account of profiteering in Boston will be of great interest to Canadian repair men, as it not only gives the prices there but also shows what they consider profiteering over there.

Complaints of profiteering in shoe repairing were heard before the State Commission on the Necessaries of Life at the State House yesterday. Those summoned included representatives of shoe repairing machinery manufacturers, repairers belonging to an organization to further their interests, independent repairers, and partners of leading retail shoe stores which either do repairing or hire it done.

Frank F. Stodder, of Coes & Stodder, shoe dealers, on School street, in reply to questions by Charles H. Adams, chairman of the commission, testified that his firm sent shoe repairing jobs to a nearby repairing shop.

"We charge our customers \$4 for a full sole and heel job, Mr. Stodder said. "We pay the shoe repair concern \$2.75 for the job, where the heel is of leather, and \$2.80 for rubber heel jobs. On account of the large volume of business that we give to the repair concern, their price to us is lower than their price to the general public."

"Then you get a profit of \$1.25 per pair without doing any of the work?" Mr. Adams asked. "Isn't that a pretty large profit considering what you do?"

"No, I don't think so," replied Mr. Stodder. "The customer looks to us to see that he gets a first-class job. He is willing to pay for elegant workmanship, the guaranty of good treatment and fine service."

"You mean for the general satisfaction of doing business with you," said Mr. Adams. "Exactly," was the reply.

"Are you going to advance your prices?" he was asked.

"Well, if the association of shoe repairers advance their prices we certainly shall advance ours," Mr. Stodder said.

C. W. Pollock, McNeil & Co., said his concern did shoe repairing on its premises. A full sole and heel job cost \$2.75," said Mr. Pollock, "and the price charged the customer is \$4.00."

"We have not put in all of our overhead costs, however, in determining what the work costs us," he said. In answer to a question regarding wages of men, he said his firm paid its shoe repairers from \$30 to \$38 a week. "The service end of our shoe repair business is quite expensive," said Mr. Pollock. "We send shoes to all parts of the country, and even to Canada, and this costs money."

A witness connected with the shoe department of William Filene's Shoe Company said that the store had given up its shoe repairing department, which, he said, had been operated at a loss of \$10,000 in one year.

The testimony of Mr. Stodder and Mr. Pollock was the outstanding feature of evidence obtained during the hearing, which for the most part was given by persons whose responses indicated that they exacted comparatively nominal charges, for costs and actual labor.

J. W. Meloon, a representative of the United Shoe Machinery Company, testified that the equipment of machinery used for the repair of shoes was such that a fair charge for the cost of the machinery used in the work would be three cents a pair.

M. F. Constantine, for a leather firm, said that different qualities of leather were sold to repairing concerns for soles, half soles and heels, by sample, by the pound, and by the pair. Whole soles sell from 35 cents to \$1.25 a pair. One dollar is a fair average price, he said. There are at least five profits before the job gets to the wearer. The last profit made is from 10 to 12 per cent., he testified. Heels are made up to be sold for 90 cents a dozen up to \$1.35 a dozen for women's styles. There may be six profits on heels, he said. Rubber heels are charged at from \$1.75 to \$3.60 a dozen. There are from two to four profits before they get to the con-

sumer. Harry S. Gordon, also a leather dealer, gave similar testimony.

After J. W. Boynton, for the Goodyear Tire & Rubber Company, quoted \$2.75 and \$3.60 a dozen as the price received from repairers by his company for half and full rubber heels respectively, repairers were heard. Carmen Collaruso, for the Broad Shoe Hospital, Boston, said that he pays 65 to 70 cents for soles, three cents for machinery, and it takes from 30 to 45 minutes to repair a pair of shoes. He pays \$29 to \$30 per week for labor, working nine hours a day, or less than 60 cents an hour. He admitted that he charged \$2 for what cost him \$1.45. His price has remained at \$2 for two years for a full sole and heel. Samuel Stern, for the Goodyear Repair Shop, 227 Friend street, charges \$2.50 for leather sole and heel. Repairers in his employ get \$40 per week and stitchers \$45. William M. Edmonston, of Quincy, testified that he charged \$3 for full sole and heel, and said his price would be \$3.50 after July 1st.

REDUCING COST OF WALKING

New York has an establishment which is doing much to cut down the high cost of walking. It is a fast working shoe shop which makes old shoes new in twenty-two minutes while you wait. It is proving so popular that it is said between 800 and 1,000 shoes are mended every day.

The speed of the shop is made possible by a highly-systemized method of operation. There is a row of stalls down the center of the shop, with a chair in each, and a railing high enough to hide the holes of the wearer's socks or stockings when the shoes are taken off. A customer sits in a stall, removes the shoes and immediately an attendant carries them to the head of the establishment. The latter, after a quick inspection, writes instructions to the shoemakers as to what kind of repairs to make. The shoes are then hurried to a room where a long line of shoemakers is ready to receive them. The pair is handled by four shoemakers, each attending to a different process in the repair work, and thus speeding up the job.

And thus, in less time than it often takes to get a haircut or a manicure, a man or woman can have the old shoes put in good, usable condition, saving the time ordinarily consumed in shopping for new shoes and also considerable of the money which would be spent for new ones.

It appears that the New York plan would operate successfully in other cities, also. It is true that a number of persons in cities other than New York do have their shoes half-soled and otherwise repaired rather than buy new ones, but in most places it is necessary to leave the shoes for a considerable portion of the day and come back for them. This necessitates having two pairs of shoes, one pair to wear while the other pair is being fixed. Under the New York plan, men and women who own only one respectable-looking pair of shoes can keep them in repair and yet wear them every day, with the exception of the twenty-two minutes occasionally spent at the shoe repairer's shop.

A SEAMLESS SHOE

To make a good seamless shoe has been the ambition of manufacturers of work shoes for many a day, and at least one manufacturer has made a success of it. The upper is made of one piece leather, cut according to one pattern, which includes the vamp, tongue, foxings and quarters. The only seam in the shoe is that by which the back is closed. For this pattern it is necessary to use cleangrained, large skins. The pattern area is small, comparatively speaking, for there are no seams to fold and stitch to use up a half inch of leather along the seams. Doped leather cannot be used, because vamps are crimped to fit the lasts, and only full grain leather will stand crimping. As there are no seams to rip, the shoes are unusually durable.



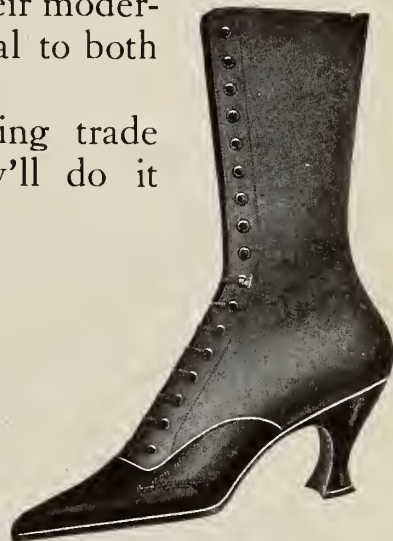
They'll Do It For You!!

Lagace and Lepinay shoes attract trade because, in them, the purchasers find their desires fully met with as to Style and Appearance.

They build worth-while business through their popularity which is attained by giving the wearer complete satisfaction in Comfort, Fit and Long Wear Service. Their moderate price makes a favorable appeal to both dealer and wearer.

They are attracting and building trade daily for many retailers: They'll do it for you!

**Men's Goodyear Welts
and Women's McKays**



LAGACE & LEPINAY

22 St. Anselme Street - Quebec, P.Q.



THE
PEAK
of
PERFECTION

In Kid Leather Production
is represented in each one
of the reliable

NEW CASTLE LEATHER LINES

The summit of satisfaction in SHOEMAKING, SHOE SELLING and SHOE SERVICE is reached by using New Castle Kid. An extensive range including

Fancy Colors, White, Black, Glazed or Mat

In addition to our own lines we are Canadian Selling Agents for American Tanners of Splits, Heavy Leathers, Calf, Indias, Cabrettas, Skivers, also for Cotton and Cloth.

NEW CASTLE LEATHER CO., Inc.

NEW YORK

Canadian Branch: 335 Craig Street West, Montreal

Factory: Wilmington, Del., U.S.A.



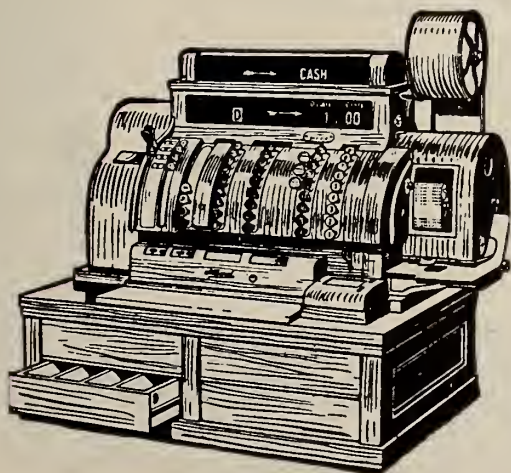
An up-to-date National Cash Register would tell if this clerk is worth the raise that he is asking for.

NATIONAL CASH REGISTER records would tell instantly whether this clerk had increased his sales enough to make him worth more money.

Up-to-date National Cash Registers give complete daily records of how much each clerk is selling and the number of customers each clerk is waiting on.

They show which clerks are the most valuable. They enable merchants to fix wages on actual selling records.

They give the records needed for a profit-sharing or bonus system. This makes the clerks directly interested in the success of the business. It puts them on their mettle and results in increased business.



The National Cash Register Company of Canada, Limited

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Edmonton.....	5 McLeod Bldg.	Ottawa.....	306 Bank Street
Halifax.....	100-102 Granville Street	Quebec.....	133 St. Paul Street
Hamilton.....	14 Main Street E.	Regina.....	1820 Cornwall Street
Montreal... 122 St. Catherine Street W.		Vancouver.....	524 Pender Street W.
Toronto.....	40 Adelaide Street	St. John.....	86 Prince William Street
Winnipeg.....	213 McDermot Ave.	Saskatoon.....	265 Third Avenue S.

FACTORY: TORONTO, ONTARIO

Mention "Shoe and Leather Journal" when writing an advertiser



"There is but one Slater Shoe"

Buy shoes made in Canada. Keep your money on this side and your Factory busy.

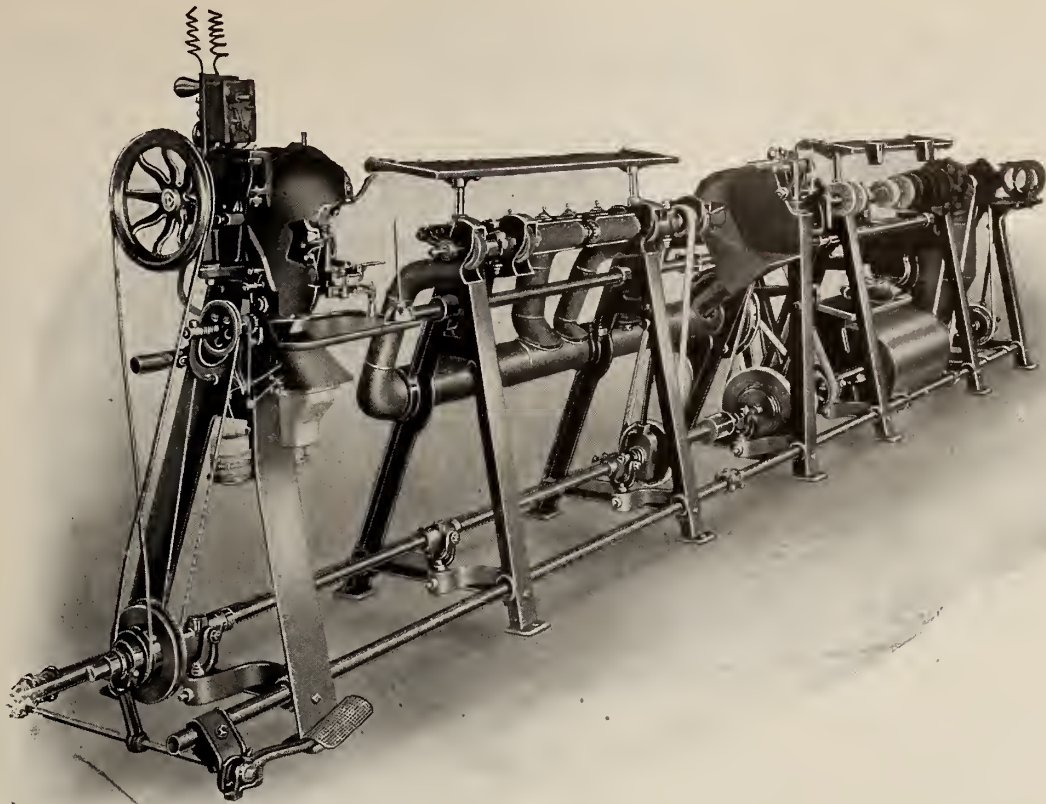
This will give work to our own labor and provide a home market for our farm products. It will help to solve the high cost of living by increasing the buying power of our own Dollar instead of having it discounted in a humiliating manner.

Our shoes are the honest products of an honest Canadian firm, employing Canadian labor for upbuilding our great Canada.

A Clean Slate for 60 Years

The Slater Shoe Co. Ltd.

MONTREAL, CANADA



22 FOOT GOODYEAR SHOE REPAIR OUTFIT, MODEL N.

THE TORONTO EXHIBITION

Is an OPPORTUNITY
to see in OPERATION

The Most Complete and Up-to-date Shoe Repair Outfits
on the Market and also the Smaller



MADE IN CANADA

Shoe Repair Outfits

THERE IS A SIZE TO SUIT YOUR REQUIREMENTS

COPY OF OUR LATEST SHOE REPAIR CATALOGUE AND FULL PARTICULARS AS TO
OUR EASY TERMS CAN BE OBTAINED AT OUR BOOTH IN MACHINERY HALL

United Shoe Machinery Co. of Canada, Limited

MONTREAL

TORONTO
20 Adelaide Street, West

KITCHENER
46 Foundry Street, South

QUEBEC
28 Demers Street



CAREFULLY-MADE CUT SOLES

Manufacturers that use Hilliard & Merrill Cut Soles are impressed with the care we take to make them the best obtainable. Hilliard & Merrill Cut Soles are cut from the finest packer hides (Oak and Union Leathers), and exactly graded for quality and thickness. Their use eliminates waste and makes more economical production possible.

Prices and samples that tell a convincing story sent to any manufacturer upon request. Write for yours today.

SOLE LEATHER

We also furnish Sides, Backs, Bends, Shoulders, Heads and Bellies.

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Main Office: 206-210 Broad Street, Lynn, Mass., U.S.A.

BROCKTON WELTING CO., Inc., Dept. of HILLIARD & MERRILL, Inc.
69 Crescent Street, Brockton, Mass.

SALES OFFICES: BOSTON, 185 Essex St.; PHILADELPHIA, S. W. Cor. 5th and Arch Sts.; CINCINNATI, 810 Sycamore St.; MILWAUKEE, 258-260 Fourth Street; ROCHESTER, N.Y., 22 Andrews St.; NEW YORK CITY, 33 Spruce St.
FOREIGN REPRESENTATIVES: ENGLAND, Messrs. Pearson Robinson & Arterton, 4 Albion St., Leicester.
FRANCE: Louis Dubois, 47 Rue des Petites Ecuries, Paris.
GREECE: Hercule P. Issidorides & Co., P. O. Box 12, Athens.

GLAZED HORSE LEATHER

A study of the history of the shoe business leaves the impression of an insistent demand for bright finished leathers, particularly for women's shoes.

A study of the history of the tanning business leaves the impression of a constant effort on the part of leather manufacturers to produce leather that will satisfy this demand.

The old brush kid was popular, because it was easy to go over the shoe with a dressing and bring it back to its original lustre.

After the old brush kid had run for a long time some enterprising leather manufacturer originated glazed kid. This has been popular from the start, because it becomes a bright finish of a lasting quality with flexibility and reasonable service.

For years leather manufacturers have recognized the exceptional qualities of the horse hide for bright finished shoe leathers, and their judgment has been vindicated by the popularity of patent colt, but leather manufacturers have not rested content with that as a representative horse hide leather. The peculiar characteristics of a horse hide have rendered it difficult to perfect a glazed finished leather, but after long experiment and infinite pains they have at last produced glazed horse leather with a finish and flexibility found in the best grades of glazed kid.

There is a close affinity between the grain on a horse

hide and the rest of the hide; therefore, the finished product not only comes through the factory in excellent condition, but it does not scuff or peel in wearing. The strength of the fibre is such that the strain of lasting does not pull out the grain and lessen its wearing qualities before it reaches the consumer.

AHRENS CO. CATALOG OUT

The new catalog of the Charles A. Ahrens Co., of Kitchener, Ont., covering their "Chums" shoes for boys and girls, was issued last week. The pages are tastefully decorated with suitable drawings done in two colors and are well illustrated with cuts of their various lines. The catalog features the idea that "Chums develop the feet naturally."

Defeat is often a spur to victory.

Good times for all can only be the product of good work by all.

WANTED—Traveller selling to Wholesale Shoe and Findings houses in Nova Scotia, New Brunswick and Prince Edward Island, to handle a very saleable side line on commission. Box 905, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

KANGAROO

We are Headquarters for all Finishes,
Grades and Kinds

Sheepskins Skivers "Ryco" Matt Kid

RICHARD YOUNG CO.

36 and 38 Spruce Street - NEW YORK, U.S.A.

Branch: 54 South Street, BOSTON, MASS.

Solid Satisfaction

in footwear comes only from PERFECT FIT and LONG WEAR.

PERFECT COUNTERS

are the counters of SOLID SATISFACTION because they mean correct fitting, long wearing shoes.

Don't limit the life or cut down the value of your shoes by using anything but best grade counters. PERFECT COUNTERS *ARE* PERFECT in every way.

PERFECTION COUNTER LIMITED

699 Letourneux Ave.

Montreal

TAPLIN NATURAL TREAD SHOES

TAPLIN



SHOES
REGISTERED

THE WHEELS ARE TURNING IN OUR NEW MODEL FACTORY AT BELLEVILLE, where nothing but this well known and highly approved line will be made. Now, for the first time, we are able to offer to the trade this line of shoes with our services.

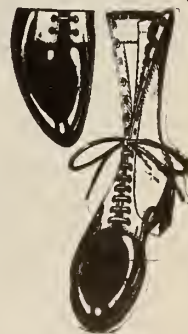
This year our supply will be limited and we would be pleased to hear from Retailers already interested, whose wants will be supplied. Our President, Mr. Taplin, will this fall make a special trip through Canada for this purpose.

Only two lasts are used—"Natural" and "Semi-Natural"—in 9 widths and all sizes. Leathers, style of lasts, etc., etc., never change, consequently no depreciation in value of stock. We carry "in stock" lines at factory to replace sizes on a day's notice. Make your business a protection to your customers and thus secure for your town a name for yourself that is different. (Our Golf Shoe will interest you.)

Taplin Natural Treads are the only shoes "Made in Canada" approved by the Hygiene Committees of the Y. W. C. A. of the United States and Canada, and are recognized by the Medical Profession as scientifically perfect. Testimonials from highest authorities available.

Our "System" will let your customers and others know when "Natural Treads" are in town.

Some high class store in your town will secure our Agency. Will it be the other fellow?

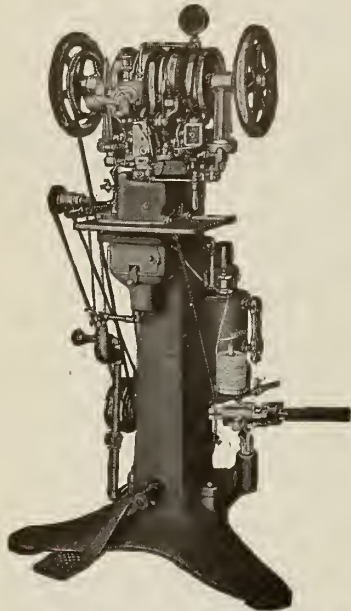


NATURAL TREAD SHOES, LIMITED

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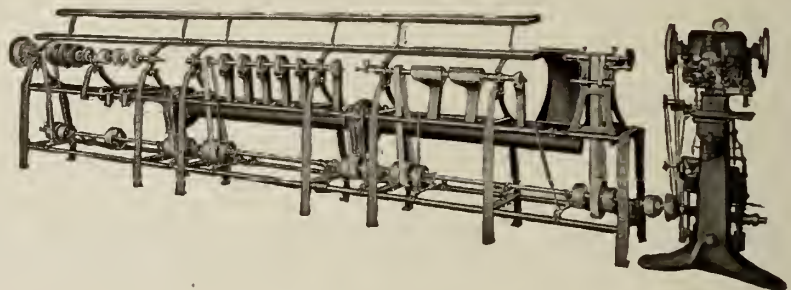
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Sold Outright. No Royalty

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

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

We have many models of Stitchers and Finishers. Write for complete Catalogue with price and terms.

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British Tanned Oak Sole Bends

ALL WEIGHTS

Insole Bellies and Shoulders

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**Dressers, Rough Belting Butts (short cut), Strap Backs,
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SOFT-SOLE SHOES in White Kid, Tan and Scarlet Persian Leather, Emerald Green Leather, Pink, Blue and White Suede, Red and White Plush, Silk, Poplin, Wool, Etc.

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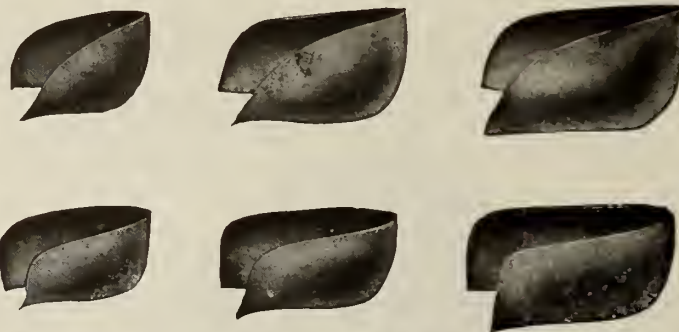
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SOLID GRAIN STIFFENERS
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The patterns are RIGHT.

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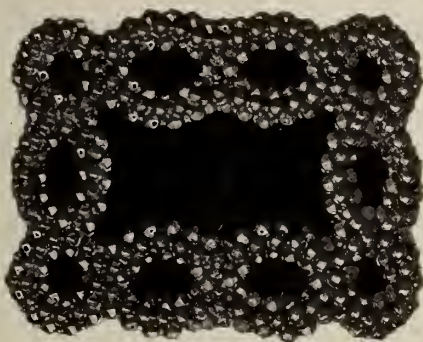
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“DALCO” Buckles of Distinction

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A Complete Line
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CEMENTS. They are guar-
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high quality under all cli-
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A trial will convince you of
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Ask for quotations, you will
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Perth, Ont.

Makers of the Finest Line of
Shoe Felts made in Canada.

Parker, Irwin, Limited

Leading Shoe Manufacturers' Supply House
in Canada

MONTREAL

In our July 15th issue somebody made the mistake of spelling Mr. Brosseau's given name as Edmour. This was a serious mistake for it should have been Romeo Brosseau. We regret these mistakes occur, but a printing plant would not be a printing plant if it did not occur.

In our report of Mr. Eccleston's address at the banquet in Montreal he was made to say that he had bought many "American boots," etc., when it should have been "Dongola Kid." This mistake very much changed the idea Mr. Eccleston expressed. Another case of a printer's error, but it would be difficult to locate the guilty person.

On the other side there is a report that there is a call for leather counters for low shoes. These are made to come well under the instep, being extended down the sides of the foot. This makes the low shoe cling better to the foot, it is claimed.

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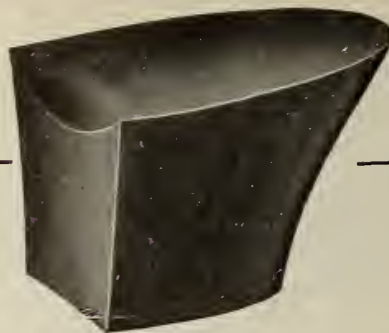
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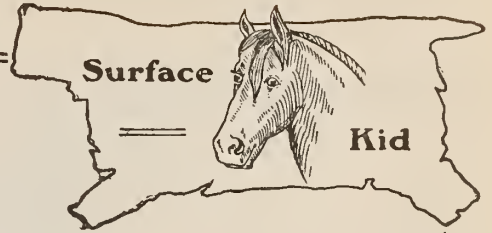
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Shoes made of Surface Kid have all the comfort giving qualities and the Durability of Shoes of Genuine Kid. They are as handsome in appearance and they Cost Less. They are More Saleable because they give Greater Value.

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"We deliver what you buy"

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Duchess Russia
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507	—	"	"	Canvas Oxford	"	"	Mil.	" 2.25
507½	—	"	"	"	"	½ Ls.	"	2.25
508	—	"	"	Poplin	"	"	Mil.	" 2.10
508½	—	"	"	"	"	½ Ls.	"	2.10
510	—	"	"	"	Pump	"	"	1.90
511	—	"	"	"	"	"	Mil.	" 1.90
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ALL COLORS

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SHOES

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UP-TO-THE-MINUTE LASTS—
THE NEWEST PATTERNS—
THE OLD-TIME QUALITY—

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TO ADVERTISERS

The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

CO-OPERATION THE REMEDY

PROBABLY the most important event in connection with the recent gathering of shoe men at Montreal was the informal meeting held on the afternoon of July 15th, between the executives of the Manufacturers', Retailers' and Travellers' Associations, called primarily to discuss a possible remedy for the situation created by the abnormal cancellations and returns the past three months. The proceedings being private there was the utmost freedom of discussion, and the result was the frankest possible discussion on all sides, which, while heated at times, laid bare the whole subject of the relations of sellers and buyers of footwear. That there are faults with manufacturers as well as retailers and that travellers are not altogether free from blame for the loose manner in which business has been generally conducted was developed by the full and free handling of the subject by those present.

While the outcome of the discussion appeared to indicate that the remedy lies with the individual manufacturer and those to whom he sells his goods, the fact developed that the added expense caused by delinquencies was in the end attached to the goods, so that the evil is one of the utmost importance to the trade at large. It also appeared that there are persons and firms which regularly practise the habit of cancelling orders and returning goods, and who follow a system of holding up manufacturers for concessions in this way.

It would seem that the informal conference at Montreal might profitably take more permanent shape, and a central committee or commission, consisting of members from each of the organizations, ought to be appointed to go more definitely into this and other questions that affect the interests of shoe manufacturers and dealers in Canada. The commission could meet at different points and periods during the year, take evidence and prepare some sort of solution that could be discussed by the various organizations later.

For the past four or five years the SHOE AND LEATHER JOURNAL has steadily advocated the establishment of such a central agency as might handle, or at least discuss, such matters as trade grievances, the direction of shoe styles and the development of the shoe industry of Canada. In fact was that our object in promoting Dominion-wide organizations in the various sections of the trade in Canada. Let the start made at Montreal be followed up without delay.

Stray Shots From Solomon.

Wisdom Crieth Without;
She Uttereth Her Voice in the Street

A straight line can't be too straight, a circle can't be too round, a square can't be too square, but, in the opinion of some people, a man can be too "honest."

TOO HONEST When you find anyone sticking up for zig-zag honesty, put your pocket-book in a safe place, and do business with him for spot cash only. The man who is honest only when it suits his pocket does not need the jim-mie or the sandbag to make him a first-class thug. These are the kind of people who think a man is too honest when he deals as squarely with the innocent child or poor old negro who comes to his establishment as he does with the wide-awake, intelligent people who know what the market value of a dollar is in kind. It is an awful comment on society that men who are particular in regard to being honest with their fellows are regarded as "peculiar," and are pointed out on the streets as objects of curiosity. It is strange, too, that the critics seldom realize the silent comment upon their own lives their estimate of these "cranks" may afford. "As a man thinketh in his heart, so is he."

* * *

The man who is untrue himself is always willing to listen to untruths about others. A liar breeds liars. The man who encourages falsehood will beget a following of liars. What folly for a man to look for verity in those about him when his whole life is a tissue of fraud and deception. You might as well expect barley from thistles as honest clerks from a crooked proprietor or faithful servants from a deceitful master. When the head of an establishment puts a premium on falsehood, he should not be surprised when his till is tapped. "If a ruler hearkeneth to falsehood, all his servants are wicked." An honest employer makes an honest employee. There are cases, of course, where dishonesty in help crops up in spite of the influence a square man may exert, but these are the exception rather than the rule. Looseness in morals at the head of an institution is a calamity. Walk carefully before your help.

* * *

"The bloodthirsty hate him that is perfect, and as for the upright they seek his life." It is but natural that the "thug" should regard every honest man as his enemy, and that the society villian should sneer at virtuous manhood. The contrast is too great, and human nature instinctively recoils from contrasts of this kind. Congratulate yourself if you have for your enemies the cut-throat, swindler and the libertine. They are a disgrace to any man as friends and a

recommendation as enemies. One thing, however, that is a surprise to good citizens is the fact that in a street arrest, so much sympathy is given by apparently decent people to the culprit as against the officer. A scene occurred the other day in one of our public streets that illustrated this tendency. The policeman was endeavoring to take a prisoner of the "tough" class to the nearest patrol box, amidst a storm of jeers and hoots from the crowd. In the latter were well-dressed people who joined occasionally either in the demonstration against the officer or made remarks showing sympathy with the prisoner. Every right-thinking man should back up the law, no matter whether it is being carried out by a policeman or a Superior Court Judge. The man who lends his voice, presence or sympathy to demonstrations like the one referred to above, or the disgraceful affair that occurred at Thorold recently, puts himself upon the level with the crook and criminal, and is an enemy to society.

* * *

Of all the contemptible creatures that inflict themselves upon society, the long-nosed sniffer of moral obliquity is the most unbearable. There are some people who can scent scandal where no one else can discern the ghost of suspicion. Beware of the man who is ever suspicious of other people, and who is constantly imputing motives to people. Far rather be deceived than live in an atmosphere of distrust and suspicion of everybody. The suspicious man does himself more injury than those whose character or motives he judges or impugns. The indulgence in the disposition contracts and narrows a man into a moral lath. Don't be suspicious. Rather be beaten or sold than go about with a sneer, and be classed with those who have not a good word for anybody. As a rule the cynic is no better, if he be not worse, than those against whom his cynicism is directed.

* * *

If you haven't been getting in shape in the last twelve months to sit by and watch things settle, you deserve what is coming to you. The world has been filled since armistice day with the foolish policy of "make all you can and spend all you can." The wise man gets ready for the rainy day, the fool waits till the day the rain descends to fix his roof. "The fool foldeth his hands together and eateth his own flesh." There will be workpeople this coming winter who will be looking about for someone to tide them over till spring. They have eaten not only their cake but most of their bread. The movies and the haberdasher have got the good wages they have been enjoying. There will be merchants, too, who will have to get rid of their cars and fine furnishings, and rustle to meet their bills after the turn of the year unless many of the signs fail. It is a good time to ponder the ways of business as well as the ways of life. At all events the man who turns his back on extravagance, waste and speculation, stands to win whatever the outcome of the future.

Operating Cost Is Twenty-four Per Cent

New Statistics Prepared by Harvard University Bureau of Statistics—Slight Advance on Estimates for 1917—Larger Stores Show Increased Cost Rather than the Smaller Ones—Costs Practically 25 Per Cent. to the Retail Shoe Business

THE Harvard University Bureau of Business Research has issued in pamphlet form the results of its investigations of retail shoe store operating costs for 1919 and finds that the average cost of operating a retail shoe store in the United States was 24 per cent.

Net Sales—100 Per Cent.

	Lowest	Highest	Common
Wages of salesforce.....	4.79%	14.91%	8.3%
PM's.....		3.29	0.5
Advertising	0.03	7.85	1.3
Wrappings and other selling expense	0.05	1.17	0.2
Total selling expense.....	5.05	17.5	10.3
Delivery Expense		1.75	0.3
Buying, Management and Office salaries.....	0.55	9.68	4.2
Office supplies, other buying and management expense.....	0.02	2.27	0.3
Total buying and management expense.....	1.27	9.78	4.5
Rent	0.59	8.94	2.3
Heat, light and power	0.11	1.98	0.5
Insurance (except on buildings).....	0.07	1.72	0.5
Taxes (except on buildings, income and profits).....	0.04	1.67	0.4
Repairs of store equipment	0.01	3.86	0.2
Depreciation of store equipment	0.03	2.48	0.3
Total interest.....	0.45	8.49	2.9
Total fixed charges and upkeep expense.....	3.41	15.36	7.4
Miscellaneous expense	0.07	4.79	1.1
Losses from bad debts.....		1.95	0.2
Total expense	13.62	35.63	24.0

"In 1919," the pamphlet continues, "the total expense of operation in these retail shoe stores ranged from 13.62 per cent. to 35.63 per cent. of net sales. The common figure was 24 per cent.

Grouping the stores according to the volume of sales, it appears that in the stores with sales between \$30,000 and \$59,000 a year in 1919, the common figure for total expense was about 23.1 per cent. of net sales. In stores with sales less than \$30,000 a year, the total expense generally was slightly under 24 per cent. In the group of stores with sales between \$60,000 and \$149,000 a year, total expense commonly was about 25.5 per cent. of net sales; and in stores with sales of \$150,000 and over, total expense centered around 25.8 per cent. It is apparent from these figures that total expense was slightly higher in the stores with a volume of annual sales above \$60,000 than it was in the stores with annual sales of less than \$60,000.

A comparison of the statements from stores that reported for both 1918 and 1919 showed that total expense was ap-

proximately the same in percentage of net sales in both years.

The largest single item of expense in the shoe trade, as in most other retail and wholesale businesses, is wages of salesforce. This includes the payments made to salespersons and also a portion of the proprietor's or partners' salary in proportion to the time spent in selling. In 1919 the lowest figure for wages of salesforce was 4.79 per cent. and the highest figure 14.91 per cent. of net sales. The common figure was 8.3 per cent.

A comparison of the reports from identical stores for the years 1918 and 1919 showed that there was little difference in the expense for wages of salesforce, in percentage of net sales, in these two years.

Advertising expense in 1919 varied from 0.03 per cent. to 7.85 per cent. of net sales. The common figure was 1.3 per cent. This is approximately the same percentage as has been shown for advertising in previous compilations by the bureau for the retail shoe trade.

Use of Advertising Mediums

A special inquiry was made this year regarding the advertising mediums used by shoe retailers. Answers to this question were received from one hundred and eleven retailers. Of these, ninety reported that 50 per cent. or more of their advertising expenditures were used for newspaper advertising. Thirty-one stores, over one-fourth of the total, spent from 90 per cent. to 100 per cent. of their advertising expenditures for newspaper space.

Six stores stated that they used trading stamps; with wide variations in the proportion that this item made up in their advertising expenditures. In one store trading stamps constituted 2.5 per cent. of the advertising expenditures; in another store 80 per cent. Five stores reported the use of premiums; two used 5 per cent. of their advertising expenditures for this purpose, two 10 per cent. and one 29 per cent. Forty-five stores reported novelties; in three-fourths of these stores, not over 15 per cent. of their advertising expenditures were used for novelties. Forty-seven stores stated that they used circular letters; over one-half of them spent not more than 15 per cent. of their advertising expenditures for such letters, and most of the remainder not over 25 per cent. Thirteen stores stated that they used street car cards, the proportion of their advertising expenditures used for this purpose varying from 2 per cent. to 50 per cent. In most of the stores from which information was obtained, the advertising copy was prepared by the proprietor or a partner in the business.

Wrappings and other selling expense ranged from 0.05 per cent. to 1.17 per cent. of net sales in 1919. The common figure was 0.2 per cent. For total selling expense the common figure in 1919 was 10.3 per cent. of net sales.

Buying and Management Expense

Buying, management and office salaries ranged from 0.55 per cent. to 9.68 per cent. of net sales. The common figure was 4.2 per cent. For office supplies, and other buying and management expense the common figure was 0.3 per cent., and for total buying and management expense the common figure was 4.5 per cent. of net sales.

Fixed Charges and Upkeep Expense

For rent, which includes a charge whether the store is leased or owned, the common figure in 1919 was 2.3 per cent. of net sales. In ninety-seven identical stores the average expense for rent dropped from 2.7 per cent. of net sales in 1918 to 2.3 per cent. in 1919. This indicates that, in general, rents did not advance as rapidly as the price of shoes rose. Numerous merchants held leases that were not subject to increase during the year. As might be expected, rents tended to be subject to less rapid fluctuation than prices of merchandise. As the prices of merchandise fall, furthermore, the percentage of rent to net sales in retail shoe

stores probably will become higher than the common figure in 1919.

A special inquiry was made regarding the rent expense in a group of large shoe stores in large cities. Figures for this item were obtained from forty stores. Their rent expense in percentage of net sales was as follows:

Rent (Percentage of Net Sales)	Number of Stores (Large Stores in Large Cities)
Less than 2%.....	5
2-2.9%.....	13
3-3.9.....	8
4-4.9.....	4
5-5.9.....	6
6% and over.....	4

From these figures, taken in comparison with those that have been received from smaller cities and towns, it is apparent that the difference in the expense for rent in percentage of net sales between stores in large cities and stores in small cities and towns was not great.

The differences in the ratio of rent to net sales for similar stores cannot be explained in all cases by the relative terms of leases. One store, for example, in one of the large cities showed a rent percentage nearly twice as great as the rent figure for another store located near by on the same street. The amount paid for rent in actual figures was approximately the same. The store with the low rent percentage, however, had much larger sales with the same floor area. In other words, it was utilizing its space more economically.

As has already been explained, interest, both on capital borrowed and on capital owned, is included in expense in this summary. Total interest, which is the sum of interest on borrowed capital and interest on owned capital, varied from 0.45 per cent. to 8.49 per cent. of net sales. The common figure for total interest was 2.9 percent.

Total fixed charges and upkeep expense ranged from 3.41 per cent. to 15.36 per cent. of net sales. The common figure was 7.4 per cent.

Losses from Bad Debts

The common figure for losses from bad debts in these retail shoe stores in 1919 was 0.2 per cent. of net sales. It is interesting to note that in 1919 the expense for losses from bad debts in the retail shoe trade was nearly as high as in the retail grocery trade. The bureau's summary for retail grocery stores for the year 1919 showed a common figure of 0.3 per cent. of net sales for losses from bad debts.

Timely Buying Counsel

Review of Present and Future Conditions—Ex.-President of Massachusetts' Shoe Retailers' Association Makes Live Suggestions—Liquidation a Necessity and Mainly on Undesirables

IN an address on "Merchandising Conditions of To-day," Hollis B. Scates of William Filene's Sons Company, former President of the Massachusetts Association, said at the recent Boston Convention:

"If the conditions which now exist have the effect of stabilizing business, then I would say that these liquidations have been a good thing—we have liquidated the future.

"Have prices reached the bottom?—that is a purely economic problem. Shoes will be cheaper only when labor costs come down—the faster labor comes down in prices, the faster will prices of commodities be reduced. Seventy-five per cent.

of the cost of a pair of shoes is in the labor. The liquidation that has come about in this country amounts to \$50,000,000—there may have been a surplus of \$50,000,000 worth of shoes—that is not a large sum against the \$1,500,000,000 worth of shoes, which amount is the retail distribution of shoes yearly—it is less than 4%.

"Most of the liquidation that has occurred has been in shoes of very cheap grades, which, on account of present conditions, have been very much outgraded. For instance, the \$1.85 shoe of 1912, in a turn, with a Louis heel, of poor material, cut very high, simply thrown together, reached the price of \$6.00 to \$7.50, when it got into the jobber's hands, through which source it was distributed largely. These shoes were not good shoes, and the men who bought and sold these shoes were not qualified to be in the shoe business. Ninety per cent. of the liquidation has been on the long vamps, with Louis heels.

"But supply and demand will take care of these affairs and the men who are not qualified to be in the shoe business will finally be eliminated from the trade.

"There are about enough people to take the very high-grade shoes, and enough to take the cheap grades, and right in the middle is where we fit. There are just about enough good shoes of the middle grades to take care of the demand. I believe that the time has gone when we can buy heavily twice a year. I believe that a man has no right as a good business man to buy more than two months ahead on a rising market.

"I would advise the merchant to liquidate his stocks down to what he thinks is a fair working basis. I then see no reason why he should buy any more than for sixty days ahead. You can buy shoes now and get them delivered in September and October. A man on the Coast will say that he cannot operate that way. I believe a man in the shoe business must figure out as closely as he can how much his volume of business will allow and get into the market as often as he can, buying shoes every month of two. Play close to your stomach the way some of my Western friends play poker.

"Back in 1910, 1911 and 1912, a manufacturer could make in eight months all the shoes we could absorb in a year—the war came and upset that condition; then we got to exporting and that upset us still more. These two factors have been eliminated and we are going back to the old days before the war and our manufacturers will make as many shoes in eight months as we can absorb.

"I can see only one possible way to operate and that is by buying as many shoes as you want for the next sixty days' sales on top of a fair-working stock."

WHEN DO YOUR SALESPEOPLE EAT?

The thin, red line that maintains the sales average is made up of salesmen who know how to handle crowds and work fast without offending the customer. One Fifth avenue shoe buyer has a method that he evolved for getting the greatest results in the shortest possible time when conducting sales for men. When a new salesman asks, "When do I eat?" the buyer replies: "I'll tell you later." It is all part of the system.

"I want all my best salesmen on the floor between noon and two o'clock," the buyer explains, "and accordingly I hold the best and let the others go when the mid-day rush begins. Men do their shopping when they have the time, which is generally during lunch hour. Time means money to most of them and to keep step with this disposition the merchants are compelled to get action when it is most urgently required. This disposition is equally as true of the smaller cities as well as the largest and the only way to get best results is to be prepared for the shopping hour as the men know it."

Getting Back to a Turnover Basis

Carrying Profits in Extra Stock—Remedy in Departmentalizing—Shortening the Price Range—Selling Shoes in Season—Establishing Shoe Periods

IN a bright address delivered at the Illinois Shoe Retailers' Convention last month, Mr. E. W. Hertzler, president of the Iowa Association, said:

"The time for speculation is over. You all know that. It's time now to get maximum sales from minimum stocks.

"How many of you men, after taking your inventory, closing your books and looking at your balance sheet, found that you had made money? I'll venture to say every one of you did—but I'll also bet that mighty few of you could use it. Why? Because it was tied up in shoes.

"I know what I found in my store, and when I saw the money I had made I said to myself—'Where is this money I show on my balance sheet I have made?' And I looked on my stock sheet and viewed the filled shelves of my store and realized it was in shoes—shoes that depreciate in value in place of drawing interest.

"Why was my stock in such shape? Because I, like most all merchants, bought more shoes than I could sell in a year on account of the rapid advance in the market. I became sort of a speculator. I lost sight of the turnover idea.

"I would advise every retailer to get his stock to a turnover basis mighty quick—P.D.Q.

"How are we going to get our stocks to a turnover basis without sacrificing the profit we have made and which is tied up in shoes?

"That's the problem we shoe men have on our hands now.

"We cannot continue to put on cut-price sales and sell shoes at cost or below cost. If we did that, all the profit we made and which is largely tied up in stock would be lost. What good would all our buying so far in advance have done us—the big chance we took on a possible break in the market—the stretching of our credit to the very limit—the chance we took on a sudden change in style—and that fear that was constantly with us, that we might be governed as to the margin of the profit we could make regardless of the present value of those shoes?

"We've got to reduce our stocks at a profit in order to get compensation, and here are some of my ideas of how this can be done.

"The first step is to know what you have in your stock. Find out where it is weak and then buy only such shoes as you will need. The way to do this is to departmentize your stock. Keep a separate record of the inventory—purchases and sales of the different lines.

"Divide your stock into departments—women's lines in one department; men's lines in another department—boys', youths' and little gents' in a department—misses', children's and infants' in a department—rubbers and tennis' in a department—findings, etc., in a department.

Departmentalizing Stock

"In this way you can watch the purchases and sales in these departments from day to day and see whether your stock is too heavy for the volume of sales. If too heavy, it can be cut down by not buying or buying only where your stock is weak. The first principle in getting your stock to a turnover basis is to keep in touch with it.

"The second point is to standardize the selling price of your shoes.

"During the rapid advance in the market most of us got away from the idea of buying shoes to sell at a certain price. We bought shoes and then we put a price that was somewhere near the market value on them when they came in. We often found ourselves very strong at a certain price or very weak at another price, and in place of strengthening the weak spots of our stock by a possible reduction from the lines we were heavy on, we got out on the market and bought more shoes, because we felt the market was still going up and we could sell all the shoes we had at the prices we had them marked.

"In the days before the war, however, we bought shoes to sell at a certain price. We'd take a line of shoes that cost a certain price, figure our overhead and small profit on them and sell them at that price. We would concentrate, let us say, on \$3, \$4, \$5, \$6 and \$7 shoes. We knew how little we should pay or how much we should pay for these shoes in order to give the trade the best possible values and still make a profit.

"That's just what we've got to do now—only the standard of price is higher. We've got to concentrate on certain prices.

"I'll venture to say that nearly every one of you merchants has shoes at \$8, \$8.50, \$9, \$9.50, \$10, \$10.50, \$11, \$11.50, \$12, \$12.50, \$13, \$13.50, \$14, \$14.50 and up to \$20, and then some runs of prices. You've got 30 prices where you should have but 10 or 15.

"You'll say, 'How is this going to help me get my stock to a turnover basis?' Here is what I've done.

"I've taken the prices I expect to feature and adapted my stock to those prices. In place of having 25 to 30 prices, I'm going to have not more than 15 prices. Some of my shoes had to be reduced from their former selling price so they would fit into the prices I am featuring. I can better afford to do this than buy more shoes at present price. Then I purchased for Fall only such shoes as I felt I absolutely would need. In other words, I balanced my stock, and I know I'll reduce my stock without any injury to my volume this way. I'm going to get back to a turnover basis.

Sell Shoes in Proper Season

"Then there is another thing that will help us get our stocks to a turnover basis—not now, perhaps, but in the future—and this is where organization can help and must help—and that is to sell high shoes in the high-shoe season and low shoes in the low-shoe season. There's where we're falling down right now. I'll bet every shoe retailer here has bought oxfords to sell next Winter. Think of the inconsistency of that policy!

"Men want to wear high shoes all Summer and we let them. Why, a man who wears high shoes in the Summer should be made to feel the same as the man who wears a felt hat now—out of place, out of style; and the man who wears oxfords in the Winter should be made to feel as conspicuous as if he had on a straw hat in the Winter.

"I tell you, shoe retailers of Illinois, that it's time that the shoe retailer set a season for high shoes and low shoes.

"We in a way have done this in Iowa. We have our low-shoe day, white-shoe day and high-shoe day. It works, too; but it would work still better if you men from Illinois would adopt such days also."

The idea is that after these days the public will know that low shoes are the proper footwear. The same is true of white-shoe time, and again in the Fall is true about high shoes.

This will give you longer and more equally balanced periods to sell low shoes and high shoes, I contend that the shoe business needs more special events to drive to—to get business—a longer and better selling campaign; and in order to have a successful selling campaign you must have some particular event to drive to—to feature.

Shoe and Leather Trade Jottings

What is Heard and Seen on the Street—Leather and Shoe Conditions at Home and Abroad—August Business in Shoes Shows Some Acceleration—Export Business in Leather Shows Slight Improvement

RETAIL business during the past month has shown some improvement, and more especially during the past two weeks. The advent of hot weather has created a strong demand for summer footwear, and this, coupled with the inducements offered by summer shoe sales, has created unusual activity. There is, however, amongst buyers a decided tendency to question prices, and the general attitude seems to be that of bargain hunters. This, of course, applies to other lines than shoes, but seems to be particularly noticeable in this line, due, no doubt, to the impression created by discussion in the press throughout the country. The dealer is certainly up against quite a proposition to get an adequate price on seasonable goods, and has quite a handicap in the lack of confidence on the part of the public, created by the reckless stories and comments that have been allowed to circulate through the daily and weekly papers of the country.

Shoe Manufacturers Waiting—Most of the factories have shut down during the month, or have been running on short time. The number of cancellations and returns that have flowed in during the month has caused even those that have been working on conservative lines to pause until the situation clears up. The financial stringency that has been accentuated by the demands for money to move the prospective large crops has made the manufacturers' position somewhat more difficult than usual, and many of them are compelled to make arrangements to dispose of returns in order to keep down their bank obligations. This is undoubtedly bound to create conditions with the retail trade that will make it much more difficult for the latter to do a profitable business. In many cases it will result in the opening up of bargain sales stores and "auction" shops by transient traders, to the disadvantage of the legitimate retail trade. In the principal centres of the United States this "bolsheviſt" reaction has already set in, and it looks as though for the next three or four months the regular shoe dealer were going to have to buy the shoes he sent back to the manufacturer, right in his own town in many cases. The manufacturer these days is up against financial conditions that are more pressing than at any time since 1907.

Spring Samples.—There does not appear to be any disposition on the part of manufacturers to rush the new season. While most of them have their Spring samples ready, or in process, there is a

natural disposition to hold back until conditions with regard to fall trade seem to be more established. On the other hand some manufacturers are developing in connection with their Spring lines decidedly new ideas with a view to inducing sales. As one manufacturer put it, in view of the attitude of the retailer, it is up to shoe producers to show him something he will have to buy, or in other words, shoes that will appeal to him as sellers from their very attractiveness of design. Most of the makers of fine goods visited the style shows last month, when there were more new goods than usual on display. They have been busy since on specialties that have been picked up, especially in New England and New York. The predominant color note is again brown, in the darker shades. Bright colors will also be well to the fore, and slippers and low shoes will develop many pleasing contrasts in this respect. Buckles will predominate for decorations, the large buckle of cut steel and rhinestones being prominent. Others are of gold and silver threads made up in a bow knot applied on a flat plaque. Bow knots of oxidize are set in rhinestones, also steel studded or cut steel numbers in various patterns.

About Signed Orders.—The experiences of manufacturers during the past two or three months have led to the discussion as to the desirability of orders being signed or confirmed by retailers. There are many objections to this from the manufacturers', as well as retailers' standpoint. It takes two to make a bargain and, as a rule, the traveller's orders are subject to acceptance by the house. The signing of an order would bind the manufacturer as well as the retailer, sometimes to the former's disadvantage. After all the remedy is simple. There are undoubtedly some retailers who make a consistent practice of cancelling or returning, and these are easily spotted. The remedy should be applied to them and made drastic. There are some retailers, and jobbers for that matter, who give orders with the purpose of cancelling or returning the goods later, and they follow this up by endeavoring to buy back the goods at cut prices. These sharks are a menace to the retail trade as well as to manufacturers, and should be handled without gloves. Here is a letter from a San Francisco retail firm on the subject that puts the question in a very concise way as well as elucidates the true attitude of buyer and seller:

"As there appears some anxiety on the part of manufacturers regarding cancellation of orders placed for this Fall, we desire to state herewith that we will stand by all our contracts and will not cancel a single item.

"We ask, however, for the co-operation of manufacturers and request that goods be shipped promptly on dates designated on order sheets for we have bought conservatively, figuring on our supplies to carry us over certain periods, and long delays would inconvenience us and upset our calculations.

"Furthermore, we want to say that in the past two years, we have accepted many shoes which

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Co-operation Necessary in Allied Trades

Present Conditions Result of Its Lack in Past Year—Outlook Threatening Unless Trades Work Together—A Plea for Co-operation between Tanners, Manufacturers and Retailers—By LAIRD H. SIMONS

ONE of the best addresses delivered at the Toronto Convention a year ago was that by Mr. Laird H. Simons, president of Wm. Amer & Co., Philadelphia, who, it will be remembered, warned retailers at that time of the necessity for moderating their demands for certain classes of shoes. His prognostications have turned out correct to an extent that would hardly have been thought possible.

In an address given last week to the New York Shoe Retailers' Association he said:

A year ago I had the pleasure of addressing this convention. At that time the shoe retail, shoe manufacturing and tanning trades were enjoying probably the most prosperous times that they had ever known. The best grades of black glazed kid were selling at \$1.00 to \$1.10 per foot, and the demand far exceeded the ability of tanners to supply. Shoe manufacturers were producing all the shoes that their limited supply of labor could produce—approximately eighty per cent. of their maximum capacity. Retailers were enjoying a wonderful demand for shoes, for at last shoes appeared to have come into their own as a style factor instead of being merely a foot-covering; in fact, the stylishness of a lady's costume was determined more by her shoes rather than by any other article of wearing apparel, a most desirable position to be in, and one which was attained through the co-operation of tanners, shoe manufacturers and retailers. Has it been irrevocably lost? Or is it merely impaired? Can it be re-established?

A few years hence, should a student of the shoe and leather industry attempt to prepare a true history of the war period and the readjustment years following, doubtless this past year will afford one of its most interesting and instructive chapters.

Glazed Kid Driven up by Speculation

You will recall the warning issued a year ago, that unless the buying of kid leathers was done legitimately—not speculatively—and unless other leathers were used in due proportion, kid leathers would be driven to a price that would doubtless lead to reaction as soon as the normal and accumulated supplies of raw material could be secured and put into leather. In spite of these warnings, the scramble for supplies went merrily forward, until in February, black glazed kid was driven to a level of \$1.45 per foot for the best grade. Crumbings of discontent came from the public in the early fall, and bombardments on the prices of shoes filled the newspapers in increasing volume until the early spring; charges of profiteering in the trade were the outstanding features. A scramble for substitutes for kid leathers that would produce a shoe that could be sold at the previous season's price-level took place, and vast quantities of shoes made of side leather, horsehide, and even sheepskins, were produced and have been offered to the general public who had previously bought, and legitimately expected to receive, glazed kid and calfskins. Intrinsic value, quality and style were sacrificed upon the altar of price.

With the tightening of banking credits at the beginning of the year, apparently the retail trade became alarmed and purchasing very materially slackened. The long, wet, unseasonable spring, coupled with the opposition as schooled

by the newspapers, crystallized into resistance by the buying public and left much of the spring stock unsold on the retailers' hands. And then followed the discreditable panic that found expression in returns of vast numbers of shoes, legitimately made, legitimately priced and legitimately purchased, rejected and thrown back into the hands of the shoe manufacturers, and this at a time when money was ruling at higher levels than it had since Civil War times. These returns furnished the supply of shoes that has been dumped on the market by department stores and others at prices that did not, in many instances, cover the leather cost of the shoes, and has produced in the minds of the public (and, I fear, in the minds of some of the retailers) the impression that the charge of profiteering had been justified and proven beyond a doubt.

Manufacturers Bought Far Ahead for Spring

Here let me pause and pay tribute to the honesty and high business honor of the large majority of the shoe manufacturing industry. They believed that the demand for the spring and fall season of 1920 would be a repetition of that of the spring and fall of 1919, and as they must own the leather to insure supplies for their customers they made contracts with tanners at the market prices ruling, which market prices, by reason of the demand, were continually moving upward. The vast bulk of the leather covered by these contracts has been taken in by these shoe manufacturers without question or quibble, and stands out to their honor and integrity in sharp contrast to the small percentage of those who have simply "laid down" on their responsibilities.

To what an extent this buying ahead was done can probably be better realized by my stating to you that, in spite of the fact that my firm has booked practically no new orders since the middle of February, we have delivered more dozens and more dollars' worth of Black Glazed Kid from January 1st, 1920, to June 30th, 1920, than we delivered in the same months of 1919 or 1918, and we are still delivering goods on old contracts.

Not Much Finished Leather in Tanners' Hands

So much for the past. What of the present and of the future? Shoe manufacturers say the retailers are not buying, not knowing what the price-level is to be; tanners say the shoe manufacturers are not buying leather, not knowing what the price-level is to be; tanners are not buying raw skins, not knowing what the price-level is to be. The retail merchants and the shoe manufacturers generally believe that the tanners have large supplies of finished leather on hand. What are the facts? Undoubtedly they have large inventories as far as dollars are concerned, for they have leather manufactured from the highest priced raw material ever known. But in actual supply of dozens and feet my own concern holds, as of July first, slightly less than two and a half months' normal selling, in spite of the fact that until July first we were finishing leather at our maximum capacity. The factories generally have curtailed soaking in approximately 50 per cent., if not more, and so the production from July on will be considerably smaller.

Prices have receded, more on some sizes and grades and less on others, according to the supply of the size and weight. My own belief of the market is that it rules to-day at about three times normal, as against February quotations of from four to five times normal. The supplies of raw stock owned by tanners are very considerably below normal. The supplies of goods in process are less than half of normal. Supplies of finished leather, while above normal, do not exceed in the aggregate twice the normal stocks of pre-war days in dozens and feet, much as they do in dollars and cents.

What is the readjustment to be? Are we to have a

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Correct Shoe Fitting

Importance of Careful Fitting—Scientific Handling of the Feet—Care in Fitting Children's Feet—A Big Drawing Card for Trade

THE subject of "Fitting Shoes" was ably handled at the Illinois Shoe Retailers' Convention, by Mr. W. A. Catlin, of Belvedere, Ill., who said amongst other things:

"Fitting shoes to-day is much more of a science than ever before. The time has passed when people come and say they want a 6E or D, and take them home without trying them on.

"When a party comes to buy footwear now nothing is said about size. We simply ask them to be seated and measure the foot.

"I do not suppose that one out of fifty knows the exact size he is wearing. Nine out of ten women, if size is mentioned at all, will tell you the size they wore before they were married or when the foot was much smaller than at present.

"We have used a great many different kinds of measuring sticks and find that you must use your own judgment instead of fitting the customary two or three sizes longer than the foot measures.

The Elastic Arch

"Many people have what is called an elastic arch, and the foot in many cases will elongate a half and in some cases three-quarters of an inch. It seems that toes will go to the end of any size you try on. That is why so many shoes are returned. When the weight of the body is on the feet it causes the foot to lengthen.

"It is very necessary that shoes be fitted plenty long, as short shoes cause corns and bunions.

"At this time the trend of fashion is toward lower heels. A foot having been fitted to high heels for several years is not going to be comfortable in this style of shoe unless something is done to hold up the space over the arch.

Foot Appliances and Fittings

"Arch supports are a great help, but many people object to wearing them, but will insist on a low heel. If the weight of the body is resting on the heel and ball every time the weight of the body is thrown on one foot, the foot will work back and forth, causing callouses to form under the metatarsal heads, which at times become very painful. The foot is more abused than any other part of the human anatomy. We crowd the feet into tight, ill-fitting shoes, stand in them on hard floors for hours at a time, and give them no more care than is required for personal cleanliness.

Fit Children's Carefully

"Great care should be taken in fitting children's shoes, as they are always anxious for new footwear, and will want to wear them home before you have had time to try them on."

"Children's shoes to-day are very expensive, and unless they are fitted long enough, their toes will arrive at the end before they are worn out. The children's department can be made to pay as well as either the ladies' or gents'.

"You keep the children coming and the children will keep the parents coming. Never before have people worn as good-looking and as good-fitting footwear as to-day, and never before have they insisted on correct fitting.

"Correct fitting seems to be as big a drawing card as reduced prices.

"Did you ever think how carefully a man will select a pair of shoes for a valuable racehorse? He does not go into the first blacksmith shop he comes to to have that horse shod.

"No, he will want the best shoer in the town and will watch every move he makes while shoeing that horse.

"Still that same man will go into the first shoe store he comes to and perhaps be fitted to a shoe that will cripple him for life.

"We must make a special effort to impress upon the public the importance of correct fitting.

A Case in Point

"In business we have many queer people to please. I want to relate right here one of my experiences. A lady came into my store and said she wanted a 6E. I asked her to be seated, and she started to take off her old shoe. She said she would attend to that part. Well, I handed her the 6E. She couldn't get it on. Next 6½E—she couldn't get that on. Next a 7E. About that time she said, "I guess you do not know much about the shoe business. She was a stranger to me, so I said "No, I am not very well acquainted with the shoe stock, but if you will be patient I am sure I can find something to fit you. I handed her a 7½E, EE and as she squeezed her foot-into it, she said, "There, I knew that I knew my size if you could find it."

OPPOSITION TO STYLE SHOWS

The visit of the Milwaukee committeemen, says the Shoe and Leather Reporter, brought to light the fact that on the part of some manufacturers there is a growing conviction that there are being staged too many style shows. The fact that the style shows this summer were unproductive of orders for future delivery has had much to do in arriving at the conclusion stated, it was admitted. One manufacturer declared that Rochester was the first shoe city to put on a style show and that the Rochester show is the only one he will hereafter support.

"If we went to all the state conventions as well as the national we would spend all our profits to help the shoe retailers' organizations keep their associations alive," he declared. "The manufacturers never ask any aid of the retailers when they hold their annual convention and it seems to me that if the retailers really believe in holding conventions that they should pay for them."

TACKLES A BURGLAR

Andy Moore, who represents the Perth Shoe Co. in western Ontario, is small in stature but in his old lacrosse days lost the faculty of fear apparently. He and Mrs. Moore, who had been absent from their home in Oakville, Ont., for a couple of days, returned late one evening to find a husky individual just leaving the shadows of the front porch. Andy asked an explanation, which was not only declined but with a violent right-hand punch on the jaw. This was the first hint the shoe man had of the real character of his nocturnal visitor. Not at all discouraged by the emphatic objections to his knowing more of the latter, Andy clinched, but was in neither height nor bulk a match for his assailant, who had also more reason for wanting to cut the acquaintance short than his protagonist had for prolonging it. The thug got away in spite of the "splendid" police system of Oakville, which, by the way, has been the scene of several hold-ups and burglaries in the past two or three months. Mr. Moore has for the past couple of weeks been explaining the absence of a couple of teeth, and the discolored condition of his optics. It is well that nothing worse happened him in his single-handed, one-sided contest with the knight of the "jimmie."

Philadelphia Shoe Styles

Woman Writer Sees a Suggestion of Stabilization—A Review of the Style Features of the Philadelphia Show—In an Article Written by MRS. O. D. FOSTER, and Appearing in the Recorder

A SWIFT survey of shoes shown in Philadelphia is said to show a distinct predominance of brown leather, not alone in the oxfords but also in the brogues and high shoes.

Every retailer knows his first difficulties in selling brown leathers for general wear, but now that all questions of discoloration and other objections have been so successfully met by skillful manufacturers and tanners, no other shoe stands so high in the popular favor, and through all the "Seven Ages" it ranks as prime favorite.

Capitalizing on its wonderful possibilities the Philadelphia manufacturers have outdone themselves this year in a variety of smart and sensible models in all brown and brown combinations, using all weights from the soft leather of the dressy pump, to the heavier types used in the brogues and high shoes.

Oxfords Predominate

Oxfords were shown in a great variety of styles and in spite of the Fall showing, low shoes displaced the high models to such an extent that they probably made up at least 90 per cent. of the exhibit. This is unquestionably due to the difference in our standards of living, which makes it possible for the vast majority of women to ride in bad weather and to the increased interest in physical culture, not to mention the trifling incident of charming woolen stockings which have caught the fancy not only of the sport-loving college woman, but of her older sister, the smart young matron.

In low shoes the manufacturer is gradually veering back to the oxford rather than the pump for everyday wear, a sensible custom which will find its endorsement among all practical buyers. Oxfords were everywhere in the lead in the heavier leathers, there being a noticeable diminution in "walking" pumps.

Vamps Fairly Long

A noteworthy feature in this Philadelphia exhibit was the strong reaction in favor of the pointed toe and long vamp. Everywhere this tendency toward the four-inch vamp was distinctly in evidence. Several exhibitors openly showed vamps distinctly four inches in length and the majority were not less than three and seven-eighths. This and the extremely pointed toe were the two outstanding features of the show, and came as a surprise to many of the visitors, who were looking for a more gradual transition from the erst-while popular French models. With but one or two exceptions the much heralded modified toes were decidedly missing. Inquiry developed the fact that a distinct reaction against the French vamp among buyers has developed the need for a decided change in the Fall model.

No strongly defined changes were observed in the matter of heels. Walking shoes carried the regulation flat or military heel and dressier shoes as always inclined toward the covered wooden heel of French outline. Walking heels ran from sport height of one inch to a possible one and seven-eighths in some instances, and on the dressier shoes they attained a dignity of two and one-quarter inches in extreme cases.

Dancing shoes and dress pumps showed heels ranging about two inches with no distinguishing features.

In the matter of some of the general styles distinct changes were very noticeable.

For one thing the high shoes averaged a height of eight and one-half inches in defiance of Paris fashion letters that skirts are climbing higher than ever. This means a cordial co-operation in the matter of lower prices and may tend in itself to bring dressmakers to reason.

Another distinction in the showing was the frequent combination of contrasting leathers. Of course this was only done in the case of sport or special dress shoes. Wing tips were a strong style feature.

Blacks and Whites on Deck

White buck with ball straps of tan leather and perforated foxings of the same trim, continue to hold the popular favor and a model in white buck, with wing tip and foxings in black, was distinctly noticeable for its smartness. The increasing popularity of sports and the large southern migration through the Winter months, make these sport shoes a strong showing.

Among the combinations used in dress shoes, buckskin and suede in such colorings as gray, sand, champagne, French blue, etc., continue as favorites, while metal cloths in simple weave or elaborate brocades have the call for evening wear.

In making these combinations the vamp was often of one color or material, and the rest of the shoe was in contrast, as for instance a vamp of brocade with heel piece and heels of some dark stain. Other combinations noticed were a cut-out slipper of French blue suede with a gray laid on scroll cross cut-out of the same weight of leather. This shoe had a high back with an encircling ankle strap. It was very attractive and distinctive for such a pronounced model.

Cut-Out Slippers Well Designed

In this same exhibit were also shown some Roman sandals with thong and some exceedingly well-designed cut-out slippers for evening wear. Another showing offered an excellent four-strap brown slipper, suitable for either home or evening wear, lightly beaded and carrying brown pearl buttons on the straps. This slipper had a three and five-eighths-inch vamp and a covered French heel, height two and one-quarter inches.

Another shoe somewhat out of the ordinary was a cross strap pattern pump, with a brown kid vamp and a brown oze tongue which was small and neatly joined to the vamp by the tiny pattern cross straps. It had a turned sole and a one and three-quarter-inch baby French heel.

Ornamentation a Feature

A strong and popular feature of the season will be the bead ornamentation of dress pumps and slippers.

With brown leathers in the foreground, there was a wonderful showing of brown iridescents, bronze and gold beads, with steel beads as an always popular favorite. These ornaments are made up in every possible design in the way of round and pointed buckles; rosette effects; closely fitted instep trims for the tops of vamps; flat bows and imitation feather effects which are to be very voguish. These styles are carried out as a rule in two colors of beads with steel beads used in most of the combinations. Contrary to the early showings buckles are solid, and in place of the heavy cut steel buckles these small beaded ornaments are thin, light and set perfectly flat to the shoe.

The Caribbean Leather Co., 38 Exchange street, Lynn, Mass., also at Kingston, Jamaica, B.W.I., is making a business of catching sharks, tanning the skins, preparing and preserving the flesh for food, and producing oil from sharks' ivers, also making stock food and fertilizers.

95 Per Cent. Favored Good Displays

Five Hundred Merchants Asked For Opinion as to Best Advertising Method, All Others to be Set Aside—Treatment in Large and Small Stores—Some Useful Suggestions Before Associated Advertising Clubs by C. J. POTTER

DISPLAY advertising antedates written advertising. Our antediluvian ancestors hung their goods on pegs and placed their pottery on shelves in front of their caves to attract the attention of the prospective purchasers.

"Our first record of a show window display dates back to the 17th Century when a tailor found that by placing his goods in the window people stopped to admire them and often came in for closer inspection.

"Real progress in Window Displays has been more noticeable in the past 25 years. It is now an art and has developed to a point where it is considered the greatest selling factor in retail merchandising. Approximately 15,000 men are following the display profession to-day. Some of them devote their entire time in planning the beautiful displays you see in the larger stores, while the display men in the smaller shops devote only part of their time to this work.

"It is a highly specialized profession, some display managers receiving as high as ten thousand dollars a year for directing the display work in the large Metropolitan stores.

"The display department in a big store is well organized. It usually consists of the display manager who plans the displays, his assistants who execute the work, and artist and painter, a carpenter or two and fixture boys, and one or two card writers, the number being in all from ten to twenty-five, according to the size of the store and, strange to say, it is considered by the merchant to be of more importance than the advertising department.

"Sometime ago five hundred leading merchants were asked this question: "What plan of advertising would you retain in case you were forced to choose one method and give up all others?" More than 95 per cent. answered in favor of displaying their merchandise in preference to all the other forms of publicity.

Upwards of 50% Made From Windows

"It is estimated that from 30 to 50 per cent. of the stores' sales are made from the windows; that is, those windows that are properly trimmed. You might be interested to know that some merchants value their show windows at \$10 to \$25 each per day and some \$150,000 to \$200,000 per year.

"Improved commercial conditions, together with keen competition, have wrought great changes in the displaying and selling of goods.

"The swift march of progress has compelled merchants to have their merchandise exhibited in a way that will attract attention and also lead to its sale.

"A display man is indispensable. His services are valued in proportion to his ability to prepare work and arrest the eye of the passer-by. This can be accomplished only by a person possessing taste, individuality, progressiveness, resourcefulness, skill and a good general knowledge of merchandise.

"He must also know equipment, the proper lighting system, color value, composition, period designs and decoration. And last, but not least, he must be a salesman or possess the instinct of the salesman.

"In the past year I have read a great many articles written by advertising men, sales-managers and others on dealer helps. Some of them insisted that the dealer was a no account lazy cur who didn't appreciate the wonderful things he was being furnished to help him get rich. Some good suggestions were offered by these writers but I fear that the men who plan the big campaigns are not well informed on the subject of window display. They probably realize to some extent the potent selling force of a window, but they forget that window advertising is a highly specialized profession and instead of calling in a practical display man they put an advertising writer or an artist on the job to design the displays for a campaign. The result—not used by the dealer. Why?—not practical.

"I think you will agree with me that Window Displays are equally as important as any other phase of advertising, and how they can be properly utilized to round out the selling campaign, whether local or national, is what I shall discuss now.

"The displays I have been talking about of course only relate to the larger stores; therefore in order to present the practical side of this big subject it will be necessary to divide our stores into two groups.

"The first group would consist of department stores and large stores. The second group would consist of the small store. The reason for classifying these is that the materials which they use in getting up their displays, the manner of arrangement and size of windows are entirely different.

"We'll take the large stores first, as they are the most important and the ones which receive the larger percentage of unusable material. You would be surprised at the amount of cut outs, dummy cartoons and lithographed cards which are sent to these stores and are in turn sent to the waste paper baler. And, gentlemen, do not blame the merchant, for the stuff was not in keeping with the rest of the store. It was designed by a man who knew nothing of the character of display material which was being used by these big establishments, therefore, a waste of effort and money.

"There is no excuse for any man who is handling an advertising campaign not to give his client a complete service, for it is possible for an advertising agency to secure the services of men representing the show window and store advertising field who can advise on practical methods of co-operation and assist in designing these helps which will be welcomed by display men and merchants. And I firmly believe that no advertising campaign which has for its purpose the selling of merchandise through retail stores, is complete without window display helps and show cards, so that the force of the campaign can be crystallized in the merchants' window.

"In creating window display helps for manufacturers who wish to co-operate with the larger stores, who after all are the real merchandisers of this country, it is well to remember that these stores are big institutions and are well organized and departmentized and, in many instances, spend more money for advertising than do a lot of the national advertisers.

"It is also well to remember that the department store owner is responsible in the eyes of the public. He is King Bee in his territory and he has worked years to establish his reputation and get the confidence of the people, therefore, the people look to him to make good if the merchandise does not.

"These are facts, so take them into consideration when planning a campaign and don't expect these merchants to use cut outs and cards that are all plastered up with the manufacturer's name and trade-mark.

"These merchants' windows are important. The display manager in charge will not give them up to every "Tom, Dick or Harry" to promote some national campaign, but will co-operate with the manufacturer if the campaign

is seasonable, has merit, is for the purpose of increasing sales and fits the general methods he (the merchant) uses throughout his yearly merchandising campaign.

A Merchandising Schedule

"A merchandising schedule or program is just as much a part of the retailer's yearly calendar as the time-table is of the railroad's calendar. The dealer buys goods to sell; each item must bring in a profit or else help sell some other item that carries a profit with it. Window displays, linked with advertising (local and national) selling and merchandising—the buying of the goods, are the main factors in keeping revenue coming in according to the merchandising calendar.

"You can readily see how very important it is to have the display men design the displays for manufacturers, and if more display men were called into the advertising conference there would be thousands of dollars saved each year.

"The display man knows how to make the displays an integral part of the advertising, because he will put the same selling arguments about the article that are embodied in the copy. The display will have the same appeal, because he understands how to combine color, art, and design so that they will express the same thought as featured in the national publications and local newspapers.

"When I was asked to come here and talk on this subject, I sent out a questionnaire to a number of display men asking them the amount of display material received each year from manufacturers, how much of it they could use, what kind of material they found the most practical and what kind the most impractical.

"In analyzing these questionnaires when they were returned, it was evident that the manufacturer has little knowledge of the needs of the larger stores in the way of display material, for quite a large percentage of material that is sent out is not acceptable, as a great many of the show cards are too large. Some of the cut outs, especially those that are lithographed, are in the wrong colors.

"The material which seems to be the most acceptable are cut outs of photographic enlargements and small counter signs, the latter with the easel backs. Mechanical and moving displays of the manufacturer's product was voted "no good at all," as they detracted from the merchandise.

"It is, therefore, obvious that cut outs illustrating the use of the merchandise if made properly are the most acceptable and the type liked best are photographic enlargements or reproductions of hand paintings.

"Those manufacturers who make such merchandise as gloves, neckwear, hosiery and kindred lines have to plan an entirely different kind of display material than those making silks, women's apparel, or men's clothing, as the former are used as accessories and are usually displayed in connection with other lines of merchandise. Therefore their best display material would be small cards or cut outs that could be used in connection with a small unit display either on the counter or in the show window.

The Small Stores

"In this group are those stores who have no professional display man, or if they have he only devotes a part of his time to taking care of the windows, and it is this class of stores that the manufacturer can help most by furnishing practical display ideas and window display materials. The material for these stores must be of entirely different size than those for the large stores.

"The manufacturer who is selling both classes of stores should divide his list and design displays that would be acceptable to each group. In this way he would not be sending out display material promiscuously and would be in a position to furnish those things which each type of store could use to the best advantage, as there are only a few helps that can be used by both groups of stores.

"Complete trims can be made for the smaller stores and a number of manufacturers have made an exhaustive study of this part of their advertising and are furnishing really practical window trims and the merchants co-operate in this and work very closely with the manufacturer by installing windows at a time when they count most. . . ."

PICNIC TO SUPERINTENDENTS AND FOREMEN

One of the nicest and at the same time most sensible picnics we have heard of for some time was given by Bennett, Limited, manufacturers of heels and counters, in Montreal, to the superintendents and foremen of the shoe factories in Montreal. Many members of the shoe and leather and allied trades were also guests.

There was a real motive back of this outing, which took place at Spring Grove Park, Montreal, on Monday, August 16th. The hosts desired first to pay a nice compliment to the actual users of their product and took this happy method of doing it. They, too, wished to meet them and be met as men, rather than buyers, sellers or users of merchandise. The officers of Bennett, Limited, must have felt that their greatest help should come from the friendly criticism of users of their products who would appreciate the Bennett staff from president down were real human beings trying each day to do a good job better; because, undoubtedly, that will be one of the effects of the picnic at Spring Grove Park.

About one hundred people joined in the holiday-meeting, the most of them, at the foot of McGill street at 10 o'clock in the morning. By motor and by special car the picnickers headed for the park, which is located but a short distance from the Bennett, Limited, factory.

The time from eleven until twelve-thirty was devoted to a trip through the factory. About a dozen members of the staff of Bennett, Limited, took the visitors through in groups of from six to ten each, thus giving a good opportunity to thoroughly explain the qualities and processes of manufacture of their heel board, fibre board, etc. The close attention paid to this feature of the day was more than sufficient evidence of the interest of the trade in Bennett's products.

At about twelve thirty the holiday makers started the fun with a ball game between teams chosen by two recognized leaders. And it was **some** ball game—going to an extra innings to a decision. Don't think that this game was anything but real baseball, either. Space does not permit giving the story in detail, but you would go a long way before seeing better pitching than the brand served up by Clarke of A-H-M. for one of the teams. Ed. Summer, although distinctly in the heavy-weight class, was as nimble as they make them, and to see Joe Harper at shortstop carry his far more than 250 pounds through the game with a faultless record was a treat for sore eyes. One of the features of the game was a loop the loop by Gus Lossman of Conaway-Wadsworth. It was a good game of ball, and the enthusiasm of the crowd would indicate that Montreal is a real ball town.

At three o'clock the caterer announced that lunch was ready. Certainly the ball game had whetted the appetites of everyone and what they did to tables loaded with ham, chicken, potato salad, lettuce, cucumbers, tomatoes, ice cream, cake, coffee and soft drinks was plenty! Cigars and cigarettes were plentiful, too.

After luncheon a regular programme of sports was the order of the day. In the tug-of-war the Ames-Holden-McCready heavy-weights challenged the field, but after a stiff pull lost out to the picked team on the opposite end of the rope. The other events were run off in good order, with plenty of competition.

Louis Dupre, of Independent Box Toe Company, entertained the crowd with several of his songs

Foot Comfort

Some Timely Advice on the Care of the Feet

EVERY retailer meets from time to time customers who are troubled with sore feet. They do not know what is the matter but express every ailment with the term "sore feet." In summer perspiration and cotton hosiery are great contributing causes of feet soreness and inflamed skin. To be able to give some advice on this subject is extremely important. The article may help you, and as the remedies and suggestions are quite simple and inexpensive your customers will appreciate your interest in them.

Uncomfortable feet bring many a wrinkle to a pretty face. This is best realized in warm weather, for at this time feet seem most susceptible to soreness and other manifestations of weakness or discomfort. As such conditions can do so much to destroy your enjoyment of various pleasures, you should give your feet special care in summertime.

The choice of shoes is most important, and women who enjoy superb foot comfort often wear shoes half a size larger in summer than they do in winter. If you elect to do this, it is well to have a pair of insoles to slip into any shoe to regulate its size.

You should select your stockings with the same exacting care. Very often inflamed feet result from the dye coming off stockings you have worn. This is more likely to occur in warm weather when perspiration is most profuse. You must remember that the sweat glands in the soles of the feet are very numerous, even as they are in the palms of the hand. To protect yourself against such a contingency, make sure that all your new stockings are washed before you wear them.

Two Helpful Recipes

It is a good plan to sift a foot powder or even talcum powder into your shoes, as it insures a feeling of comfort and coolness. Relief can be obtained from most foot troubles by adopting the following treatment:

Bathe your feet in hot salt and water. Let them soak well in this mixture. Then gently rub them until a pleasant glow is felt. Next paint them with this lotion: Camphor, $\frac{1}{2}$ dram; menthol, one scruple; iodine, 10 grains; tincture of myrrh, four drams; Com. tincture benzoin, four drams.

Do this just before you go to bed, so that you can let the lotion dry on. When you get up in the morning take another good foot bath, as well as a rub. Then dust a powder made as follows into the feet of your stockings: Boracic acid, two drams; salicylic acid, one scruple; alum, one dram; subnitrate of bismuth, two drams, powdered talcum, one ounce.

This will soon relieve soreness. As it hardens and strengthens the skin of the feet it will also prevent a return of the trouble.

If you keep several pairs of shoes in use at the same time—so that one pair need never be worn in succession day after day—you will enjoy more foot comfort. This does much to prevent tiredness of the feet as well as corns.

"Rest Your Feet"

Another complaint some women have about their feet is that they "spread." Many know this condition but perhaps they do not know the reason for it. Feet "spread" because they do not get properly rested, and the muscles take a wrong direction.

When you feel your instep is tired you should slip on

a pair of your thinnest stockings and then wear a pair of slippers whose heels are radically different from those you have taken off. They may be lower or higher—the merit of this rest cure depends on their being different.

Another good way to rest your feet is to lie down upon your face and place a pillow under the insteps of your feet. See that every inch of the breadth of each foot is resting upon the pillow. Then you will feel your feet at perfect ease, for your muscles are resting. This will strengthen them also, and preserve the arch. Just try it and prove how restful it is.

If, however, you are situated so that you cannot change your shoes and stockings, and have but a few minutes' leisure, then sit on a chair and rest your feet on a footstool. Or better still, put them on a bench or table so that they are well off the floor.

These simple suggestions will do much for your foot comfort, and incidentally may prevent "a worried look" on a face which otherwise is lovely.

CO-OPERATION NECESSARY IN ALLIED TRADES

(Continued from page 25)

repetition of 1917? In that year, owing to the English restrictions against imports, the American retail and shoe manufacturing industries ceased buying in February, just as they did in 1920. Then, too, tanners were committed to large purchases of raw material, and leather stocks became heavy. In May, June, July and August prices tended downward. Cuts as great as 40 per cent. were made on the prices ruling in February, but the Americans did not buy. But in August the British Government stepped into the market and cleared all available supplies of finished leather and prices started the climb, which culminated in February of this year.

The shortage of shoes and leather in Europe, while not as great in 1920 as in 1917, is still a very real factor to be reckoned with. Their buying has been withheld owing to the extremely unfavorable exchange rates; buying in the United States has been withheld for the reasons that I have set forth. Should a buying movement come, either from abroad or at home, the market is in the vulnerable condition where it may be again driven to prices that today would sound fantastic.

Lack of Co-operation Evident

And this brings me back to the plea made one year ago, supplies are ample for all the legitimate needs at home and abroad, if the demand is spread over the various leathers, so that no one type of leather will be stimulated unduly in price by undue demand, and no one leather will be unduly depressed by lack of legitimate demand. Speculative buying should be entirely eliminated and conservatism should rule, legitimate buying at legitimately lowered prices should proceed, for the holding back in the placing of orders to take care of legitimate demand, in the hope of still lower prices, may only result in a buying wave resulting in the driving of prices to a level that would cause a repetition of the spring of 1920.

The intelligent co-operation by retailers, shoe manufacturers and tanners produced the satisfactory condition of a year ago, the lack of it has brought about present conditions.

The big order of 100,000 dozens of glazed kid for export to Sweden reported during Shoe and Leather Fair week is now supplemented by reports of a sale of 1,000 tons of sole leather to Sweden. It is understood that four sole tanners are involved and the deal is only held back by some trifling adjustments of the terms.

Flow of Goods Into and Out of Retail Stores

The Four Methods in Use—How Each is Working Out—From an Address Before Advertising Clubs' Convention by ALFRED KOCH

THERE are two methods by which merchandise flows into the great retail distributing institutions. First, by means of the buying organization known as the merchandising feature of any great store. Secondly, goods flow into retail stores by means of a demand created by the great advertising agencies of our country. This demand which advertising creates in the ultimate consumer forces merchandise upon the shelves of the merchant, and too often, owing to this forced sale by the manufacturer, the merchandise remains on the shelf and is sold only to the consumer who makes a particular request for a particular article.

The reaction in the first case is this. When the merchandise man and the buyer have selected and purchased merchandise, they realize immediately the full responsibility of the sale of that merchandise, for they are responsible to the organization by whom they are employed for the turnover in stock.

However, the lack of responsibility on the part of the merchandising organization, when there really is no point of contact between them and the nationally advertised line, except so far as a demand has forced them to place the goods on their shelves, is a phase that seems to me to be the most important.

Where the merchandise comes in without the desire of the merchandising organization, or their personal selection, it is human nature for them to place the responsibility for the sale of that merchandise back upon the manufacturer.

The advertising men of the world, I appreciate, have had a big job on their hands in trying to take certain lines of merchandise, most of which were good, but some of which were rather indifferent, and to try to sell in the lines of their advertising, the story of this merchandise and the service which it would render so that the ultimate consumer would come in and ask for it.

Think then of this consumer, as she arrives in the store, enthusiastic about some particular article of which she has read, who is met by the human element known as the sales force, connected with that institution, in an apathetic state of mind with regard to nearly everything, and especially when it comes to answering any vital question about the goods on her shelves, whether advertised or not advertised.

Now let us see how merchandise leaves the store. In the study that I have given to this subject, I believe that there are four methods by which merchandise leaves the store.

The first I choose to call the method of necessity, the necessity on the part of the consumer to buy certain staple merchandise during the four seasons of the year, and the only act that is necessary on the part of the institutions is to keep up the stocks.

I believe in the ordinary store that has not gone sales promotion crazy, that this represents about 25 per cent. of the store's business.

The second field is divided into three parts and is known to me as that part of the business which is created. In other words, in this modern age, the biggest part of our business is a created business.

For example, the wonderful sale of furs in summer and the especially great demand that has been created for sum-

mer millinery in winter. In fact, it is not an uncommon sight to see the ladies who promenade Fifth avenue in summer, all bedecked in furs, with high shoes or spats, while in the dead of winter they wear low neck shirtwaists, the thinnest of silk hosiery and pumps.

This will show I think, perhaps better than any other way, the force of advertising. Human nature likes to be different. Therefore, when you present such an idea as winter things in summer and summer things in winter, it appeals to the ladies of our country.

"The first of these three parts, it is the business that is created by means of our advertising in the newspapers, the billboards and the street cars.

"The second division is the use of window display and interior display which creates a great demand for merchandise, if properly handled. Let me say right here, when the newspapers of our city asked us to co-operate with them in not using as much space as formerly, owing to the shortage of print paper, it did not take us over five minutes to make up our minds to double our window trimming force, making it possible to change our windows twice as often as we had in the past, thus affording the public the further opportunity of understanding our merchandise, through actual contact with it in our windows. We advertised the fact that certain merchandise on sale, as shown in our windows, would not be allowed space in the newspapers, owing to the number of departments which needed publicity, and we could not afford to give both a window display and advertising in the newspaper at the same time.

"I do not believe we shall ever come back to changing our windows as few times as we did before the necessity of our curtailing space in newspapers brought on this idea.

"Third and last, but perhaps as important a feature as there is connected with our type of institution, is the sales force itself. The potential possibilities of this great human force for the distribution and for the creation of a demand for merchandise, is beyond anything that I can describe to you here to-day, and is an absolutely untouched and undeveloped part of the scheme of distribution. In the average store to-day the customer practically waits on herself. It reminds me of the great undeveloped resources of Russia and China; and in but a few organizations has any attempt been made to develop this possibility. I shall come back to this point a little later in my talk.

"Seventy-five per cent. of the business, or that which is created, is divided among these three divisions—differently in every store, according to its type. By this, I mean that in some stores that have sales promotion ideas as their ideal, perhaps 60 per cent. of the 75 per cent. remaining is created by the presentation of that sales idea, but in other stores where this feature is not so prominent, a lesser per cent. is created by advertising and a larger per cent. by the use of the windows and educational work with the sales force.

"In our own institution I think it would be fair to say about 33 per cent. of the 75 per cent. is created by advertising and about an equal amount of the remaining 42 per cent. is divided at present between our sales force and our window trimming department. Of course, it is to be remembered that the store merchandising organization which had to do with the purchase of the goods in the first place is responsible for the outflow of same.

When shoes are worn much in wet and sloppy weather there is a tendency for the soles and heels to get soft, as if they were water-soaked, and they wear down very easily when in this condition. If the soles and heels are boiled in linseed oil for about fifteen or twenty minutes before being fitted up and put on, they will be almost as hard as rawhide. Of course, they will be waterproof and will stand up under constant wear in damp and rainy weather.

New Thoughts on Selling

Average Retailer has Overlooked an Important Factor in Selling, Which is the Individual Himself—The Study of Psychology an Important One—Some Selling Deductions before Associated Advertising Clubs, by FRANK E. FEHLMAN.

"SINCE the beginning of the war," he said, "I have found a great many new things about selling, and I am convinced that the average retailer and the average sales manager and the average advertising manager, overlooked the study of one of the most important factors in selling, which is the individual himself. This applies both to the group of men and women who do our active selling, both wholesale and retail, and to the customer or the consumer.

It has only been in the last few years that our larger universities have given any serious consideration to the study of Psychology. Educators are of the opinion that the young man and young woman who go out into business or professional life, require an understanding of some of the fundamental laws which govern our physical make-up as well as our mental make-up. It may take another generation for this thought to reach the minds of business men, but it is bound to come, for the simple reason that one group of fixed expenditure in every retail store is mounting, and as yet no definite plan has been evolved for offsetting this increased overhead. Rent, salaries of sales people and advertising represent almost half of the total expenses of many stores.

Seldom do you find a store that has a high salary list and a low advertising expenditure and a low rental. That is because few retailers have ever given any thought or attention to the subject of training their sales people in methods of selling. The graphic chart which appears below is well worth studying.

— SALESMAN'S TRAINING
 — BARBER'S TRAINING
 — PROFESSIONAL MAN'S TRAINING

Showing how the training periods of the average salesman, barber and professional man compare.

I got the idea of this chart from a barber on a 20th Century train. He belonged to the old school of barbers and he said that the reason that many men have given up shaving was not due to the safety razor, but to the fact that a good barber who knew how to give a cool and quick shave was as scarce as the proverbial hen's tooth. All of us know something of the barber colleges that exist in the middle west. These colleges recruit their students from all walks of life, and at the end of six weeks they graduate a man with a diploma, a kit of tools, and in the seventh week he is out in some shop attempting to shave, cut hair and sell you a long list of tonics or face preparations on which he can make a few extra dimes. The professional man who studies law, medicine or an engineering course at a modern university, is compelled to spend four years in a high school, four years in some university, and then he almost always spends two to three years abroad or studying with some college, law firm or with some engineering organization. His professional life is founded on from 4 to as high as 16 years of intensive study.

Now, take the case of the ordinary salesman in the ordinary store. He is a graduate from the stock-keeping room or he may have swept out in the morning. In some stores he probably officiated as a delivery boy or as an assis-

tant to one of the bookkeepers. In other stores he just walked in, said he wanted a job selling, was given a try out and at the end of a week was put on the permanent pay-roll of the store organization. In some cases salesmen and saleswomen are recruited from the ranks of school teachers or from the home. These people may represent a higher degree of intelligence and are better able to serve customers. Regardless of where these sales people come from or how they obtain their positions, few of them ever obtain more than a week's training in their duties. Thousands of advertisements are written every day by men and women who have had absolutely no training of any kind. They seem to be able to put words together. They know how to get up an ad. that looks fairly well, and after a season or two of experimental work, they move on to some other store with a scrap book of their work, obtain an increase in their salary, and call themselves advertising writers or advertising managers. In some stores, salesmen are educated in schools where a teacher instructs them in how to make out sales slips, rules of the store, the kind of costumes they shall wear, the hours at which they shall report for work, etc.

The Study of Human Nature

With the exception of a handful of stores, most of the department stores, no store or group of stores to-day attempts to teach sales people fundamental laws based on psychology, or the study of human nature, which will enable these sales people to sell customers more quickly, to assist customers in selecting the merchandise they are attempting to buy, or sell sufficient quantities at the time the customer is in the store.

And still you will meet store owners, store superintendents and employers of retail sales people, and retail advertising writers, who tell you that it is impossible to get good sales people and as soon as you get a good one and train him, he leaves and goes to the competitor across the street. I know of a large store that employs a great many men. When I first suggested to the owner of this business that he form a training school for his own sales people, and that he permit some of his salesmen to study at a five days' selling school which I was conducting for a clothing manufacturer, his first objection was that his competitor would pick off the best men just as soon as he had educated them.

I admitted that he was absolutely correct in his statement, and that this would continue until he personally assumed the responsibility of directing the selling activities of these sales people through a school of his own, or through an outside school. He would continue to pay a premium for sales people and would continue to add to his selling cost just so long as he ignored some fundamental training for his employees.

Hundreds of stores with 25, 50 and in some cases 100 years of prestige and with reputations of fair dealing, low prices, and everything else that makes a store attractive, will turn over to a green sales person on a bright Monday morning, its prestige and will never consider the effect that this sales person may have on the first ten customers that the salesman tries to serve. Thousands of dollars have been spent to bring ten new customers to a store. They are served by an inefficient, incompetent and uneducated salesmen, with the result that this store gets a permanent "black eye" and in many cases the new customer never returns to the store, regardless of the prices offered, reductions, qualities, store service, store location or anything else that is used to bring new business to the store.

Sales people cannot be expected to know over night the technique of selling, nor the simple common sense things that an individual should employ when showing merchandise or when attempting to increase the average purchase of the customer when he is in the store. These things must be taught them.

I know of one store that has had a salesmen turn over of as high as 70% for the last four years. Putting it another

way, every year they employ 100 people and at the end of the year only 30 are left; the other 70 have been in the store from a week to six months, have been taught certain things by their own experience, have become peevish, and left the store, in some cases taking a few customers with them. Manufacturers are just commencing to realize that one of the things that adds very materially to the cost of their merchandise is labor turn over, and millions of dollars are now being spent to evolve plans which will reduce the tremendous labor turn over. Retail stores may well consider this important problem.

Her Staff Are Professional Sellers

Out in Harrisburg, Pa., is a retail shop that was opened in September, 1918. The owner of this business, Mary Sachs, is a graduate of the old school of selling, but when she opened her own store, she decided that she would incorporate two or three new ideas in her store service. She rented a shop that was three blocks from the main thoroughfare, she laid it out so that the merchandise was all enclosed, and customers were provided with five separate selling booths. The customer enters a booth, a salesman serves her uninterrupted by other customers, and she only sees a small quantity of merchandise at a time. The advertising of the store never quotes prices, except during the "twice a twelve month sale;" pictures are never shown on the ads., and instead of talking about ribbons, hats, coats, suits, furs, colors and a thousand and one stereotyped statements made by the average advertising writer, she confined her advertising to news of Harrisburg, and the news of her own shop which is developed by her customers. Her advertising occupies about 7 inches on 2 columns for a period of three times a week—rain or shine. The story of her success and the small details that contribute to making it one of the most profitable businesses of its kind for the capital invested, was very carefully told in the February, 1920 issue of System magazine. During the first year she did a gross business of \$209,000, and this business was produced on a selling cost slightly less than 15%. Her sales people are the highest salaried sales people in the town. They know color combinations, they know lines, something of interior decoration, and they know a great deal about the merchandise in the store. With them selling has changed from the drudgery of showing quantities of merchandise, setting stock and the dozen and one other details of many stores into a fine vocation of professional selling. They don't act like ordinary sales people, and they don't sell like ordinary sales people. Once every two weeks this group meets and studies some of the new laws which have been developed by educators. Practically all their study is concentrated on how to understand people more quickly, and how to do things for certain types of people that will make them know of this store as a service institution rather than a shop dealing in suits, coats, hats, furs, etc.

Co-operative Work

The average store owner throws up his hands when the suggestion is made that he start a school. In 9 cases out of 10 he is an old-time salesman who was born with a certain knack for selling and training. He probably boasts that he can go on the floor and outsell any two of his present sales force, and he very often takes his own pen in hand and dashes off advertising which satisfies himself but which seldom brings new business to the store. He rebels at the idea of his being responsible for the improvement of the selling ability of his own organization, yet he must do this sooner or later, if he is to compete with the newer type of merchant who is presenting himself in almost every town and city in this country. Teaching is one thing and selling is another, but the average store owner can easily form a selling club and conduct it with the assistance of two or three of his own people. In every organization you can always find someone who enjoys co-operative work, and who can serve as

chairman of a committee of three to plan their meetings, and store demonstrations and study classes. The De Pinna store in New York City have had a selling club composed of their sales force which has now been in successful operation for over three years. This club meets once a month and with its several committees practically suggests the store service of this very successful institution. Committees on efficiency, on accounting, stock keeping, stock arrangement, entertainment, etc., present their reports monthly and from their suggestions the store management evolves new policies and new plans for the successful promotion of this business. Of course the advertising manager finds it much easier to advertise this type of store, because he can emphasize the service of the store and bring new customers out of curiosity. The service of most stores is notoriously bad, but I have ceased to blame the salesmen themselves. They do the best they can with the information they have and with the co-operation they have.

Can Sales People Learn Quickly?

In talking with thousands of sales people in the last fifteen years, I have always found that most of them had the idea that it was too late for them to study anything, or to accomplish anything through home study or evening study. Most of us have been told the idea that our education ended when we left the high school or college. We have been told that during our childhood we could learn much more quickly and retain what we learned longer. In the chart below, we have a set of figures which completely offset this old "fish wife's tale." Look at these figures afeefully:

8 years 31.2%	12 years 38%	16 years 42.4%
9 years 32.4%	13 years 38.3%	17 years 45%
10 years 35.8%	14 years 40%	18 years 47%
11 years 37.7%	15 years 40%	Adult 54%

This shows how the average acquisitive ability of children and adults compares.

Here's what they mean. A boy 8 years of age can study a given study or subject matter for a period of time, week, month or a year, and at the end of a given period can recall 31.2% of all he studied. A child of 9 years is about 1% better. As we go on up the scale, we find that a youngster of 15 is 40% efficient while one of 18 is 47% efficient, or almost twice as efficient as the child 8 years of age. These figures are the result of careful investigation on the part of teachers and psychologists. The reason that a grown person can study a thing, understand it more quickly and retain it longer, is because he has had more experience with which he can associate the new material he studies.

Grown people can learn much more easily than children regardless of what their previous education has been, so that the store owner, the advertising manager, or the sales manager who interests himself in improving the personnel of his store organization, has this scientific group of figures to encourage him as he starts. The man who harangues on the street corner before election time with a group of 100 or 200 listeners, delivers an entirely different lecture on the political situation than the man who is addressing a group of surgeons at an annual convention, composed of international surgeons. Intelligence counts, age counts, experience counts and association in life counts when a study program is planned. One of the greatest mistakes made by store owners and people who attempt to teach their selling organization, is that they pitch their selling plans too high and their educational plans too high. A man with an income of \$10,000 a year thinks differently, writes differently, talks differently and argues differently than a man who is making \$25 or \$50 a week. So it is best to start out with a simple plan, a simple program, and from this go on to more pretentious plans and schemes for improving retail store service. . . .

SHOE AND LEATHER TRADE JOTTINGS

(Continued from page 24)

were not up to the standard—were slightly damaged or were objectionable in other ways. Customers have become very particular of late, owing to the high prices which they have to pay for shoes; they scrutinize them very closely and often reject them because of imperfections which the manufacturer would consider unreasonable if returned to him. We request that goods be carefully examined before being packed and that any damaged or soiled shoes be removed, for we intend to charge transportation costs on all shoes returned for good cause.

"We recognize our obligations and expect the manufacturers to live up to theirs, and not impose upon us losses which are rightfully theirs."

Leather Conditions.—There is no change in the leather situation either here or across the border. Sole leather remains firm and while upper leather in both side, calfskin and even kid show a tendency towards weakness, the feeling prevails that prices will not be shaded to any great extent in future selling. There is also the feeling that as soon as the demand is quickened by the need of materials for shoes there will be a decided firming up of prices. Tanners have been running on short time and many of them have shut down for periods. On this account there has been little or no accumulations, with the inevitable result that as soon as an accelerated demand occurs there will be a stiffening of the market. Everybody is waiting to see what will be the requirements of fall and spring business, and there does not appear to be any reasonable doubt that when the present flurry is past retailers will be in the market for shoes to an extent that will set the machinery going to a fair, if not a full, capacity. At present the shoe centres are witnessing what has not been known for some years—hordes of shoe operators walking the streets and waiting for a change in the tide. Some go as far as to say that in less than two months' time there will be a boom in leather.

The Hide Situation.—Hides are still inactive and low in price, as there is very little market on account of the unwillingness of tanners to venture into the market while the present depression continues. Packer hides are lifeless and country hides dull at Chicago and other points. Heavy native steers have sold as low as 27 cents, country buffs at 18 cents and calfskins at 30 cents. The Institute of American Meat Packers issued last week a statement on the meat situation in which it is claimed that the producers and packers lost money since the beginning of the year. The statement says:

At sixty-nine markets combined slaughter of cattle, hogs and sheep for the first six months of the year shows a falling off of more than two and a half million animals as compared with the first six months of 1919. This indicates a probable decrease at the sixty-nine markets of more than 400,000,000 pounds in meat production for the first six months of 1920, as compared with the same period in 1919.

If this rate of decrease should continue the same for the rest of this year meat production in the United States in 1920 at these markets probably would be nearly a billion pounds less than in 1919, or not quite five per cent. of the 1919 production. So far as domestic supplies are concerned it is possible that this decrease would be counteracted to some extent by the decrease in exports.

English Conditions.—The London Shoe and Leather News says of conditions in Great Britain:

There is little movement in the trade. For some time the best qualities of footwear held their own; but the apparent determination of the public not to purchase at the moment has had its effect, and there is a heavy decline. Short time is common, and few are working the recognized number of hours. In the district this is more pronounced

than in the town; but, all round, one could wish to see a distinct improvement. Buyers are looking out for lines at less than cost to meet the competition of the 17s. and 20s. trade which has sprung up. These are well known to be the old 6s. 11d. and 7s. 11d. over again, and no legitimate retailer wishes to stock this class of goods. They are, therefore, very anxious to secure goods which are good quality and can be retailed about that figure. Manufacturers who have large stocks have parted with some under cost to provide the liquid assets so desirable; but this cannot continue and, good policy as it may be to clear out stocks, they cannot be replaced at the price. In the meantime orders are being placed in the district for cheap cut lines by the purveyors of "stunt" footwear. The business, however, cannot continue; the phase will pass and the public return with increased trust in the reliable retailer and his goods.

The dressing leather market remains dull with little demand except for the motor industry. Certain grades of offal have sold a trifle better, but on the whole the situation is unchanged. As I remarked in my last report, the Continental market is shut out through the exchange, and the drop in prices of raw materials in France does not help the situation.

Upper leathers are perhaps subject to the worst depression of all, for scarcely any business is ruling beyond for replenishments for the factories, and the quantities purchased in this way are exceedingly limited.

One well-known Bermondsey firm of tanners has received scarcely any orders for the past four weeks except sample orders, which usually never materialize into bulk business. This state of affairs is not confined to one firm alone, and staffs have been reduced and working hours greatly curtailed in consequence.

The English Shoe and Leather Fair.—The bulk of the space available in the Main Hall of the Royal Agricultural Hall, London, for the next Shoe and Leather Fair, which will be held the first week in October next, has been booked.

Although very little space is available for new exhibitors in the Main Hall, very choice sites can be secured in the adjoining Gilbey Hall, which will house the British Products Section. In this section only goods of British manufacture may be shown, but imported materials may be employed in their manufacture within the usual limits recognized by trade custom. The plans for this section, which have only recently been completed, can be obtained upon application to the Shoe and Leather Fair Society, 40, Finsbury Square, E.C.2.

The Department of Overseas Trade has agreed to draw the attention of Colonial and Foreign Buyers to this section of the Fair through its Overseas Officers, and the results should be of particular benefit, both to the section and to the Fair as a whole.

It is extremely unlikely that any such untoward hindrance as a railway strike will arise to mar the success of the 1920 Fair, which bids fair to eclipse in entries and in interest any exhibition held in pre-war days. Readers are advised to note that the opening day will be October 4th, and the closing day October 9th. Those who intend to exhibit are advised to secure plans and particulars from the address named, and to book their space immediately if they would avoid being disappointed later on.

Leather may now be marked for identification by use of transfer paper and a hot iron, of the familiar household type. Merely the transfer paper is pressed on the back of the leather by the hot iron, and it leaves there, in gilt, the trade mark. It is claimed that this trade mark cannot be completely removed, except by buffing it away, and that would show, of course. Some tanners of trade marked leather have wanted for years a means to mark their leather.

The Basis of Paying Salary

Some Views of R. M. Atterbury Given before the Chicago Convention of I.S.R.A

IN dealing with the subject "On What Basis Do I Pay Salary and Who Runs the Store?" I want to present these two separate subjects in the reverse order.

Treating this one phase in a very moderate way, inasmuch as there can be but one answer to the question, "Who Runs the Store?" I ask a number of questions:

Whose money pays the salespeople, the office force, the rent, taxes, or any of the other expenses of conducting the business?

The customer, of course.

Who determines the policy of merchandising the styles selected, the sizes bought or the grades carried?

Again, it is the wearer of the shoes you sell.

Your customers run your store.

Salary Plus Bonus

Passing then to the question of the remuneration of salespeople, there must be three determining factors which enter into the plan. It must be equitable and fair to the customer, to the salespeople and to the business, which must prosper if the salespeople are to prosper. It then is a proposition among the three parties—all of whom must be benefited. There are many plans in use—all of which have objectionable features, but I shall speak only of the one I have put into practice.

First: Payment of regular weekly salary based on individual work.

Second: Payment of bonus July 1st and January 1st of one per cent. of gross sales. Every one of the store organization to share in the distribution. Divide the fund equally for distribution first on fair basis and, second, on dollar basis.

Suppose the store's gross business for six months is \$50,000; then a fund of \$500 is taken, \$250 of which is distributed on dollar basis. The share for a salesman selling \$10,000 would be one-fifth or \$50. Suppose the store sells 5000 pairs and this salesman sells one-third of the distribution. He then gets \$83 1-3 on a pair basis and \$50 on a dollar basis, giving him a total bonus of \$133 1-3.

The office force is given the same percentage bonus based on salary paid.

Pair volume is recognized as necessary to keep salespeople from neglecting children's business which is more tedious and dollar volume that better grades may not be neglected. Keep this big idea in mind:

"Every store has its own individual problem which must be solved within itself and a doctor from without is unable to write a prescription adaptable to all retail shoe stores. Ideas that I present deal with predominating problems of a small individual business in a small town doing a volume per year of \$4.00 for each man, woman and child and may have no bearing on the problems of city stores.

Knowing Your Customers

Permit me to generalize a little farther by telling you the determining factors that were considered. Our store caters to the better class of trade—people who are in the habit of buying the good grades of footwear. That means the store must have a good appearance to correspond. The salespeople must be of the better trained class and their poise or appearance must not be crude. Their standard of living must be such that they are looked up to and thought well of. Their mental and moral standards must be right. Correspondingly they must have the necessary returns to maintain

themselves and their families on such a basis, besides being ambitious to improve themselves, the store service, and to get results from their efforts.

An investigation of more than eighty stores which have tried various kinds of co-operative plans in an endeavor to get more conscientious service out of their salespeople, proves that a co-operative plan based on the entire sales of the store as a whole, is the one that produces the best results. It has been demonstrated that any co-operative plan, based solely upon each salesman's personal sales, does not work out for the good of the store, but under the plan we mention, everybody in the store works for the success of the store as a whole. They don't care who makes the sales but they do care about seeing that the store makes them. Therefore each one will do his part to please every customer so far as possible and everyone works for the success of the store, because by so doing they increase their own income.

A Financial Incentive

Remember that they get tangible evidence of the results of their efforts in increasing the store's business. The more business the store does, the more pay they get.

Of course the regular salaries are based upon the individual work of each person and in determining this salary, you take into consideration, to a certain extent, the amount of their personal sales. For this reason, each salesperson is anxious to make his individual sales as large as possible, because not only does his salary depend upon it to a certain extent, but he knows that the greater salary he gets, the greater percentage of the store's co-operative profits he will get, in addition to his regular salary.

When you introduce any plan, if you fully explain its advantages to each of your salespeople, you will find that those salespeople whose services are most valuable will welcome it, knowing that the harder they work, the more friends they make for the store and the more goods they sell the more money they will make for themselves. Any good man or woman likes to be put on his or her own mettle so he can earn more than a fellow who is worth less, and this plan enables him to demonstrate conclusively what he can do. In fact, this plan makes every salesperson anxious to make certain that each and every customer will come back to him because he has given them complete satisfaction.

DEATH OF FREDERIC F. CUTLER

Frederic F. Cutler, manager of the Cutler Publications, including the Shoe and Leather Reporter and the Shoe Retailer, died at his home in Newton Center, Mass., last Friday. Mr. Cutler's connection with these journals dated from 1897, when he went to New York to assume the business management of the Shoe and Leather Reporter. This publication was afterward purchased by the owners of the Dry Goods Economist, and subsequently bought by Mr. Cutler and others, being thereafter removed to Boston. At a still later date the Shoe Retailer was purchased by associated interests and the two journals were placed on a successful footing mainly by his efforts.

During his career as manager and publisher Mr. Cutler won the esteem of a host of friends. His success demonstrated an executive ability of a high order. For nearly a year he had been in failing health. Last fall he submitted to an operation and passed the winter at a southern resort. Hopes were entertained that he would recover his health, but afterward he suffered a relapse. He died in his fifty-fifth year. A wife and two daughters survive. He was a member of the Brookline Country, Algonquin, Boston Athletic and Boston Yacht Clubs.

Awls, when filing is necessary, should be taken from the machine and filed square, for unless both corners are even, the machine will run hard, and will not feed correctly.

A Background for Shoes

Here's a Back that Can be Easily Constructed and is Very Effective and Will Attract Much Attention

HERE is a background that can be easily made with a few strips that you may have about the store, and a few additional ones you may require to obtain at a planing mill. One advantage of this ground is its adaptability to large and small windows. Those windows with a low back will take one of this kind as well as the larger ones where a back six or seven feet could be used.

In making this ground the frame work should be made first and the size will be determined by the space at your disposal in the window. On to this frame work nail some kind of wall board. This can be obtained in very large sheets and the widths vary in size up to about four feet. Around the edges, as shown by the lined drawing, half inch pieces should be nailed. The top and end ones should be about three inches wide and the base about seven inches. On the top of the frame a seven-eighth strip about three inches wide should be nailed on its flat. This three inch piece should project over about an inch and a half in front

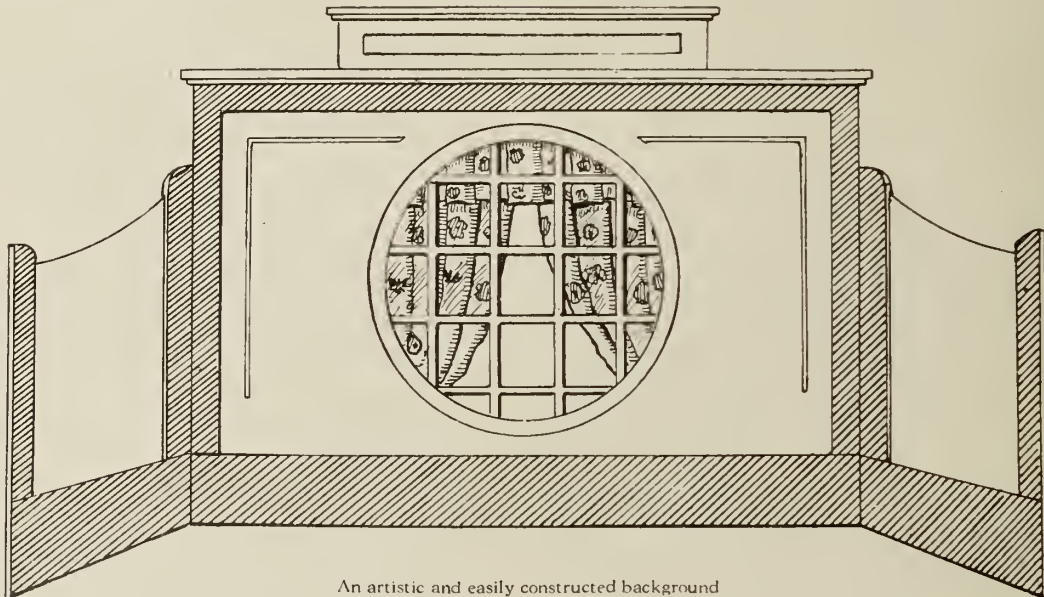
The side panels, or wings, are made the same way as the back, and are hinged to it. This hinging arrangement allows the side pieces to swing at any angle so that the back can set up of its own accord.

The effect of this ground will be greatly increased by the finish. After you have the frame work all completed you should apply a wall paint of some flat dull finish. A water paint is preferable. The best color for the centre part of the ground will be a pale cream, and the pieces around the edge should be a light green. The sash or lattice work should be white. The effect of these colors will be very pleasing.

The narrow pieces at the ends and top of the centre piece should be half round half inch gilt molding. This has a very brightening effect. Similar pieces can be used on the wings if desired, and the panel of the top piece can be made of this same stuff.

The great advantage of a window back of this kind is that of its adaptability to various sized windows. And it can be used on a platform inside the store for some special displays if necessary. On other occasions it may be used as a screen in the store, but, of course, its real purpose is to serve as a window back.

In dressing your windows we offer a caution that we have offered so frequently, that we almost need to apologize for again bringing it forward. But recently a progressive shoe man said that when he was away on his holidays he would run into a near-by town occasionally and take a look



An artistic and easily constructed background

and at the ends, and a fillet of half round stuff nailed underneath.

The opening for the window effect can be made round, or if the back is high enough an oval shape will possibly be better. The oval will show the curtains to better advantage. The lattice work can be made of half inch strips, and the quickest way will be to nail these across each other. This will mean that the pieces on the front will be the thickness of themselves above the pieces across, the back. Now cut short pieces to fit in between the front pieces and nail them on to the back pieces between the front ones, and this will make the front surface all flush or even.

The piece around the circle may be cut out of wall board and may be of two pieces in which case it will not take so much material. If wood segments are used it will be necessary to have at least six to complete the circle. Half inch wood will be all right from which to cut this circle. It will be seen by the illustration that curtains can be hung with good effect behind this window.

at the stores. This near-by town was probably 10,000 in population. He said that while one or two stores had very well-dressed windows the majority had about ten times too many shoes in. This man did not need to go to the smaller towns to find this condition. There are many, many stores in the large cities that literally pile their windows full of shoes. We mean real good stores, too. They will have so many pairs in that the bottom can scarcely be seen. Every authority on window display is firm in the belief that this is a mistake. To jumble a quantity of shoes into a window will make a dressing that is bewildering to the eye. The observer will be distracted, and a distracted vision does not make sales. It is a concentrated mind that is impressionable.

To obtain this end it will be better to have a few pairs in the window with neat cards or price tickets, for these will concentrate the attention of the observers and make a more effective impression than a vast number. And should there

(Continued on page 50)

Adamson's Advice Bureau Still Busy

Here is More Selling Advice from Mr. Adamson, Whose Bureau for the Benefit of Salesmen has Proven a Big Success

OLD Mr. Adamson grew to like his new hobby more and more as he discovered how much it was appreciated by the young people who desired advice on the subject of selling merchandise, or salesmanship. The young man to whom he wrote last month, and was not able to give all the information in one letter that he desired, wrote a very appreciative letter thanking him for what he had done, and then Mr. Adamson wrote again. It is quite true he could have written more in his first letter, but he works on the principle that it is not good to give too much in one dose, that smaller doses are better, for they will be more liable to be digested than if the whole matter were condensed into one letter. His letter ran something as follows:

In my last letter to you, I explained that I could not give you all I had in mind in one letter, and that I would write you more in a few days. I am, therefore, adding a few more little matters of importance to sales people. These may not seem important to you but seen from a customer's point of view their importance looms up in a very different light. Customers are funny people, not funny in a humorous way, but funny in a peculiar way. They are full of little cranky ideas that need to be pampered if you want to get on the winning side of them.

One important thing about selling, and this is VERY important, is that you should know your business. That is, should be familiar with the stock you are selling. It is annoying to a customer to ask some question, that is an ordinary question, and have a salesman either admit he does not know about it or give some apparent explanation that the customer may know to be incorrect. And customers these days learn a great deal about goods and merchandise. The advertising that is being displayed within the last ten years contains much educational matter that puts the readers wise to many things. So do not over-estimate customers' ignorance. It is well to always assume that they know more than they really do rather than to make them feel they do not know what they are talking about.

In reference to this knowing all you can about the goods you sell, a friend of mine went into a store the other day to purchase underwear. As a rule his wife did this little bit of home business for him. But this day he had to go away and his wife could not get down town, and he needed a suit and there was no other way but for him to buy it. His ignorance of underwear was appalling. His wife had been his clothes-buying secretary and he was helpless. The various priced tickets bewildered him. There were some suits for a dollar, some for \$1.89 and so on up. He asked the clerk what was the difference in these garments that the prices should vary so. The young man replied the higher priced ones were better quality. The man said: "Naturally, I would assume that, but please tell me in what way they are better quality." He was analytical in his make-up even if ignorant of underwear quality. The young man knew absolutely nothing about the goods beyond the price. He could give my friend no satisfactory answer at all about them. My friend asked how long he had been in the store. He was very nice to the salesman in asking these questions, and was in no way annoyed, he was just disappointed. When the young man told him he had been nine years in the store, my friend was astonished. Nine years, and knew no more about the make of underwear than a man outside the store.

Now this illustration applies to the selling of anything

or any merchandise. You can't know too much about your stock. The reason the average salesman does not know more than he does is that he is not willing to work to obtain that knowledge. Yes, I said WORK. I know you may think that your work begins when the store opens and ends when it closes. That's the way the average fellow thinks about it, but if you want to learn some of the real inside things about the goods you are handling you will have to do a little reading and thinking and asking questions and watching after the store closes, that is on your own time. I know all about how a fellow does not like to work for the boss after hours, but in this case you are not working for your employer, you are working for yourself, and you should consider yourself to be boss of yourself. The knowledge you will acquire will be to your advantage more than to your employers, although he will gain by it and his gain will be yours.

Don't run away with the idea that I expect a young man to have no recreative enjoyment. Do not think that I expect he shall spend every moment of his own or spare time in reading about his work. Far be it from that. But I do say that thousands of young men simply waste their time—twiddle it away and receive no benefit from the wasted hours. It will surprise you to know how very much you can accomplish in a few minutes study each day. In a half dozen years you can accomplish wonders with a few minutes each day devoted to study. The knowledge and benefit you will have derived in that time will amount almost to a college education. Your knowledge is your best capital.

The war raised the cry to save, save, conserve the waste. This was largely in reference to materials, raw and manufactured. But no one talked about conserving wasted time. Time lost can never be regained. It is gone forever. Keep busy. Think, and think well. Don't dawdle. Now I have given you considerable advice that, if you take it kindly, will do you much good. It may be that I have spoken too strongly and that you may feel there is no need for me to have classed you in with such as I have mentioned. I will concede this. I hope you do not belong to the great army of averages. I hope you are above these. That you have written me indicates you are. But I am speaking largely of the average, and the average fellows are the ones who need this advice. If you are big enough and strong enough to be above this class then I am all the more pleased. You are then farther along on the road to success.

I shall write you again next month.

GETTING NEW BUSINESS

The H. B. Shoe Repairing Co., of Yonkers, N.Y., has determined to make hay while the H.C.L. slogan shines.

In a series of very large newspaper advertisements, it is pleading with people to "go to the attic and look up those old shoes of yours."

Nothing is said about stopping the purchase of new shoes, as occasion demands, but the public is made to see the false pride of wearing a pair of shoes "half out," when there is so much good left in them.

At the top of a four-column display this glaring headline is emblazoned:

WHAT OBJECTION HAVE YOU

To wearing last year's shoes if no one can tell them from new ones? Because at present they are worn and shabby-looking does not mean that they cannot be remade to look as well as the day you bought them. Making old shoes look and wear like new is our daily task. The charge is not greater than for common shoe repairing.

A window was filled with "old shoes" that people looked up and found they had either forgotten or had deemed too far gone for repairing. A week later the same window was filled with the same shoes as spick and as span, almost, as new.

The "Dollar Day" Idea

As an Advertising Scheme the "Dollar Day" is Still a Potential Factor—Try It in Your Town

WOODSTOCK, Ontario, has been having another of those "Dollar Day" affairs. Just before the war these Dollar Day schemes were coming in nicely, and were being tested out in various towns. But as the war progressed and since its cessation their popularity seems to have waned, for a dollar to-day will buy so little that it is not attractive enough to be practical. Imagine, if you can, what kind of a pair of anything to put on the feet in the way of wearing apparel would be purchasable at a dollar. So the shoe man is working at quite a disadvantage when he goes into the Dollar Day doings.

But, paradoxical as it may seem, the shoe man bobs up serenely in this same little day's advertising, and the other week in Woodstock five shoe men took considerable space, as shown by the reproduced ads with this article.

There is something more about this kind of commercializing than just the selling of a dollar's worth of merchandise. And, of course, now other and more expensive articles are worked in under the heading of the Dollar Day. But the other advantage to which we refer is the fostering of a sort of community-spirit among the merchants of a town or city. It certainly is to the advantage of every merchant to be on friendly terms with his business neighbor. "Bad blood," so called, will not nourish a community and make it healthy. The old-time ideal of considering the other merchant an enemy, or even an opposition, should be forgotten, and in those towns in which it has been forgotten you will find business done on better methods and with better margins.

Here is the way the plan works out. The merchants get together to arrange a day on which to hold this sale. Now right on the start there is a good idea in the "Get together" plan. It does a number of merchants good to get together. It rubs off some of the selfishness. It puts on a little humanness. Life is not, or at least should not be, a matter entirely of dollars and cents. If the human entered into business a little more than it actually does to-day there would be a number of much better business men from every angle you wish to consider it. But to return to the plan. First, a day is selected. Then a general advertising campaign is arranged and the cost of this is pooled from the merchants entering into the plan. The amounts asked from each one is proportionate to the business done or the size of the business. This, of course, is a little hard to determine to a cent, but as it is a mutual affair everyone will be satisfied before the collecting is begun. A committee is then appointed to do the collecting, which is not a very difficult matter. A few minutes on the phone, asking each one to have his check ready when the collector will call at a certain time, does away with repeat calls. This general advertising simply states that a Dollar Day will be held in the town on a certain date and the following merchants will have a list of bargain values to offer which may be seen in their regular advertising. Then as intimated in this general ad, individual advertisements will be carried. In Woodstock some very large space was carried by the shoe men as indicated on the reproduction herewith. For example, the Agnew ad was seven columns wide by eleven inches deep. The large one immediately beneath it, Knechtel & Co.'s, was seven columns by fifteen inches deep. The Gahagan ad is three by thirteen, the Hobson is three by eight and Johnston's is four by twenty.

It is interesting to note how very few articles are advertised for a dollar. This seems to bear out our remarks in the opening of this article that possibly there are very few articles that can be had for a dollar these days. Just whether it is good business to advertise a Dollar Day and then not live up to it, or at least have the dollar articles so few that they fade into insignificance compared with the big array of other and higher priced articles, is something that is open to question. But the public is a peculiar creature. It likes something odd, or different, and will come out to see it. Here is the way a merchant speaks of the result of the day in Woodstock:

"Dollar Day here was a decided success; in fact it has become an institution with us, and for crowds and business is as good as Christmas Saturday. From inquiry I find that the shoe men were very busy; in fact the dry goods, clothing and shoe men seem to be the favorite spots for the throngs. The success of the Dollar Day is in the united action of the merchants. The appeal certainly produces results. The Dollar Day as such, of course, has no significance in featuring dollar bargains, but the name is novel and conveys the idea of bargains and draws the crowds."

This bears out our idea exactly. People will turn out to something that is out of the ordinary, something novel, and it does seem paradoxical that people will turn out to a Dollar Day sale when there is scarcely a dollar article advertised.

All the same, it is a good idea from a business point of view; as the Woodstock merchant says, it has become an institution with them. Why not try it in your town?

CHAIN SHOE STORES

The following remarks by President Orr of the National Shoe Retailers' Association in the United States, refers largely to chain stores that are operated and owned by large manufacturing plants. There are a number of chain stores in Canada, but these are largely regular retail stores owned by retail men or companies operating as retailers and not as manufacturers. Mr. Orr's remarks follow:

President Orr of the Shoe Retailers' National Association, in an address before the Illinois shoe retailers, is quoted, on the subject of "chain stores," as follows:

"They are not legitimate competition; they are aimed to operate not as a single unit, but as one link in a chain, the idea being that if they are only self-sustaining, or make a small margin over expense of operation, they furnish an outlet for a factory, and the factory is counted upon to produce the required profit. Another thing: they take no part in a city's activities; they are not identified with the community. Why, gentlemen, a city or community where only chain stores existed would soon pass into oblivion. They furnish nothing which makes for local color or local enterprise. . . . The merchants of a city can always be taken as a fair index to a city's character. So you can readily visualize in your mind what a chain store city would be like. They are parasites, living off the community that you have created and help to maintain and we should avoid them as we would a pestilence."

In attaching rubber soles the preparation of the sole is very important, says a local repairer. To give the full amount of wear, they should be backed with a thin split of sole leather from heel to toe, to prevent the spreading of any cut they may get in wearing. To do this have your split clean, apply a good coat of good cement to the splits, buff or sand paper slightly the side of the rubber sole next to the foot, and give it a good coat of cement also. Let both cemented surfaces dry long enough to have all the odor pass off. Then press the splits and soles tightly together. They are now ready for future use.



This is the Heel You Should Use

No fussing to get this heel to seat smoothly and tightly. It is built to give maximum service. If you have not seen the "Scoop" Heel, ask your jobber to show it to you.

Maltese Cross Scoop Heels

Recommend Maltese Cross Scoop Heels to every customer that enters your store. You can be confident there will be no complaints.

Gutta Percha & Rubber, Limited

HEAD OFFICES and FACTORY: TORONTO

Branches in all the Leading Cities of the Dominion

Rubber Footwear Notes

Manufacturers Busy on Placing Orders—Good Season Ahead—Preparing Samples of Sporting and Outing Shoes—Splendid Retail Season for Canvas Goods—Clearing out Summer Lines

THE past three months have been good ones for the retail sale of rubber footwear of all kinds. The weather has been such that there has been practically a steady demand for ordinary wear, and while this may seem to have interfered somewhat with the movement of outing goods the general report is that quite the usual volume of summer goods has been realized, if not more. The comparative cheapness of canvas goods as well as the growth of the demand for something light and seasonable have both contributed to make white and brown duck footwear with rubber soles more popular than ever. The same experience that befalls the trade every summer has again befallen those who were cautious about ordering their full requirements. They have been unable to secure an adequate supply when the rush came.

Popular Styles.—Manufacturers are now busy with their samples for next season, and within a month these will be shown to the trade. A feature that has developed in the past two seasons has been the use of heels in all high class lines. At first these were rather clumsy and heavy, but rubber shoe makers have learned that light, durable heels put outing shoes on a better footing to compete with those made in the leather shoe factories. There has also been a gradual tendency to introduce leather trimmings on goods of this class, which not only add to the appearance but give increased durability. At first outing shoes were regarded as a fad and not much attention was given to their style or durability. Manufacturers have discovered that it is possible to put on the market shoes that will not only be available for outing purposes, but for city use by those who wish to be lightly and comfortably shod during the summer months. The introduction of light and more substantial fabrics, in both white and brown, have materially assisted in establishing the permanence of the canvas shoe. In the coming season's samples will be found lines that from their shape, style, make and finish will be far ahead of anything yet shown to the trade. Whatever may happen in other lines there does not seem to be much chance for reduced prices in this class of footwear, as fabrics and other requirements in their production promise to continue high for some time to come.

Extending the Dating.—The National Shoe Retailers' Association has gone on record again with regard to extending the dating of placing orders for rubber footwear. The demand is reasonable from three viewpoints. In the first place manufacturers are not now tied down to conditions that obtained

when these terms were formulated. The rubber shoe business is no longer a seasonal proposition, but now extends over the whole year. In the next place the additional time requested is not unreasonable. It will neither make nor break anybody. In the third place the retailer naturally resents having to pay for goods that he has not had a chance to sell. It is often the case that goods of this class do not begin to move until the turn of the year, and in the meantime the entire season's requirements have become due. No doubt before the new season's advent rubber shoe manufacturers will give due consideration to the arguments placed before them by retailers.

Clearing Out Summer Stocks.—Rubber footwear is a bad thing to carry over from one season to another. This is especially true of summer goods because they not only deteriorate to a certain extent, but are liable to lose their value from a viewpoint of style. There are practically only two or three weeks left in which to get rid of stocks that cannot be carried over, and as usual live merchants are using them to the best possible advantage with this object in view. Of course summer weather prevails now in most parts of Canada through September, but it is difficult to interest people in summer goods unless sufficient inducements are offered to cause them to sit up and take notice. It should be the aim of dealers to clean up in August.

SEPTEMBER

By F. B. U.

September—Month of morning haze
That tells of coming autumn days,
Of garnered harvest lore;
Of ripened fruits on bended limb,
Of farm-grazed stock so sleek and trim,
Of corn cribs running o'er.

Of well-built stacks of tight-bound sheaves,
Of close-tramped hay, mowed to the eaves,
Of threshing days so near;
Of crib and bin cleaned to receive
The spoils the root-cropped fields relieve,
Of cider-sparkling clear.

Of nights too chill for grazing sheep
Who softly seek their pens to sleep,
Of heavy night-fell dews;
Of late wild flowers scented air,
Of gloamings bathed in colors rare
With sunsets' pigment hues.

Of flocking birds, migrating soon
To southern climes and tropic moon,
Of school terms once again;
Of lazy boys all lagging late
With doleful face and books and slate,
In fearsome mental pain.

Of shrill-voiced cock'rel's lusty crow,
Of fog fed flats where mushrooms grow,
And picked in morning haze;
Of wild swans watching with sheer pride
Their signets grown too large to ride—
These are September days.

September Selling

A Between Season Month that Discourages some Retailers—"Keep Pushing" is a Good Motto for this Month

IF you ask the average shoe retailer in the smaller towns and cities what he purposes doing in a special way to induce shoe selling in September, he will likely answer: "Oh, I don't know. There isn't much use doing anything. September is a sort of off month, at least I find it so. The weather is liable to be quite summery and people will keep right on wearing their summer shoes until the cold weather forces them not to. These are days of economy, and shoes are one thing on which people economize. If it should be a rainy month and cold, why then the people will begin to buy fall shoes, but this is hardly likely to be the case in the month of September."

Then, if you ask him what about school shoes for school opening this will be about the reply: "Same thing applies to school shoes. Parents will let the children wear their summer shoes as long as the weather is fine and any idea that people will start their youngsters to school with new shoes, if they have any kind of a pair at all to wear, is all wrong. So long as shoes will hang on to a child's foot he will have to wear it."

Let us answer this last statement first. There is considerable of truth in this position; and while it may cover a number of cases it will not cover all. There will be a goodly number of shoes needed for the boys and girls who will start to school in September. Boys and girls of all classes, in every community, will be at the point of needing new shoes. There will be numbers who will not be able to wear their old shoes to school, or at least will not be allowed to do so by their parents, even if allowed to wear them right up to the opening of school. This fact will at least afford advertising talk, so that in your newspaper space you should run a big School Opening Ad. Use some one particular line with which to boost the trade. Advertise this as a special, and make it a special. It will draw people to your store and just as all special advertising should be designed to attract people who will buy regular lines so this special advertising, even if it may not sell so many school shoes, will bring customers to your store and regular lines will be purchased. You can run this sale for a week with good results. Use a cotton sign in front of your store on which to make the announcement of the sale, and state how long it will run. Do not say for ten days or a week, but from such a date to another date, and put these dates right on the sign. If you say the sale will run for a week, why that term will apply every day and will be effective on the sixth day the same as on the first, so it will be seen how necessary it will be to be specific with the dates.

Many retailers have found that instead of making a special price on a school shoe, to give away some school article, like a pencil box or ruler, or scribbler works marvels with the small people in the way of attracting trade. Children delight to have something given them. This is just working out their training. Up to the time and during the time they are going to school a child has everything in life given to him. He has not started out to earn his own money and buy his own things. So the gift idea is well established in his mind. He will go a long ways to receive a pencil box or ruler and he will do a lot of talking and advertising about it after he receives it. The small child is an influential advertiser. His influence may not be extensive but it is persistent, and the people with whom he exercises that

influence are his parents. And parents listen to the insistence of their children more than to that of outsiders.

The cost of these articles will determine whether they shall be given away free or as a gift-prize with a purchase of shoes. In either case they have proven to be good trade-winners, and not expensive at that.

Now about your regular trade for September, and this takes into consideration the former statement of the average shoe man. In this statement there is a great measure of truth also. But this great measure of truth is applicable largely to those merchants who think that way. It does not have application to the man who will hustle a little to go after trade.

The first suggestion is that you show fall stock. But if you have anything in the way of low shoes, oxfords, pumps, etc., get them cleared as soon as possible. It will be a little harder to sell these lines now than earlier, but get them out. Everybody has been hearing about low shoes and pumps all summer. Any talk you give now will not be so effective as it would have been earlier in the summer or next spring. It works out just like a piece of advertising or a window display. If you have an article in the window to-day it will attract a goodly number of people. To-morrow it will attract less, and the next day still less, and the longer it is in the window the fewer it will attract each day. That is, of course, of regular passers; we do not refer to a transient traffic. Now the selling of these low shoes and pumps just now will not go so readily as it would have gone in the spring or early summer for two reasons, the first one on account of the season, the second because people have been hearing about them all summer and just like a window display; the longer one hears about these things the less they are impressed with them.

You will immediately ask, what's the remedy, or what's the answer? Very simple. Cut the price. Everybody has been hearing for months about retailers being too heavily stocked, about their having bought too extensively last fall, that the business of the season past did not warrant such great buying, with the result that there are too many low shoes in stock, all of which, if true, is good reason for clearing these away, even at reduced prices. And it is reduced prices that will arouse a new interest in these lines. Regular talking about them will not do it, but if a woman is shown that she can obtain a pair of shoes at these designs, at prices that are interestingly low, she will be attracted, and in all likelihood purchase.

The slogan will be "Get rid of them." It will be better to turn these into money without profit than to carry them over the winter and have them eating up the interest their price represents. So use the first part of September for this work of clearing. It may not be necessary to make a big splurge about them. The size of your stock will largely determine that. But a good number can be gotten rid of by a good window and interior display of them with price tickets showing the reduction. People are pretty well educated to the price of shoes these days, so if the reduction is at all noticeable people will observe it quickly.

Then as soon as you have the line sufficiently reduced go after your fall lines. Simply boom them, no matter if the weather is hot as in dog days. Don't lie down just because you have in mind it is a between season time. If you show your goods ahead of the season it shows a progressiveness that always impresses a community. And you will make more sales than you had anticipated by adopting the between season idea. This pushing of your new fall lines will in no way interfere with what you may term your regular trade. People will come along for staple lines, for work shoes, for everyday wear shoes just the same. These are the people who buy just when their shoes are "done" and they speak of "Needing" a new pair of shoes, and then you will have some of the new trade in excess of all this.

By all means boost September trade.

Canadian National Exhibition

A World Display of Modern Achievement Reflected in Applied Arts and Sciences— Things New and Old with a Bearing on Every Phase of Human Existence are There in Rich Abundance

THE Canadian National Exhibition which is held in Toronto from August 28th to September 11th is not a local affair by any means. It is nation wide, and its great educational features are not to be under-estimated. It is the largest permanent national exhibition held in the world, which says a very great deal for its management, when it is considered that it has been running without a break for over forty years.

Every one connected with the shoe and leather industry should make special effort to attend this great fair. Each year the management strives to out-do the efforts of the year before, and this year will be no exception to the rule. When it is known that last year the attendance went more than 200,000 over the million mark it will be seen that its popularity has not diminished and that the displays and exhibits must be up to the standard to attract such immense crowds year after year.

Every shoe retailer who can possibly make the trip will be abundantly repaid for his time and money if he will visit this exhibition. Those who come are always amazed the first time they see it, for it far exceeds any conception they may have had of its great magnitude. And this year the special attractions as well as the standard prize lists and regular features have overtopped all previous years. And should the weather be as good as last year there is no doubt but the attendance will again go over the million mark.

The prize list alone this year exceeds \$70,000, and in addition to this are many special and other prizes that will greatly augment this amount. Some little idea may be gathered of the extent of this show when it is known there are over 70 permanent buildings whose value is estimated at \$3,000,000, and the grounds' value is placed at \$5,000,000. The park area covers 264 acres, which is some expanse. The grand stand will seat nearly 17,000 people, and the lawn in front of it provides standing room for another 8,000. These are large figures when one considers that many towns in this country do not have more than 3,000 people, including small children. The permanent population of workers and others

during exhibition is about 10,000 people. The wonderful spectacular event staged daily in front of the grand stand requires 1,500 performers to put it on. The staging for this great event costs \$500,000. In fact, the place for the two weeks is a veritable city with paved streets and walks, post office, telephone exchange, telegraph, police and fire stations, bank, customs, etc., that all contribute to the smooth running of the whole affair.

This year a detachment of the North West Mounted Police, that historic body that has no equal in the world, will perform daily before the grand stand. Canadians who have not lived in the west know comparatively little of this great organization, and this will afford special opportunity to see and learn something of this great body. Those who are interested in motoring will be interested in knowing there will be motor races on the first two days of the fair, Saturday and Monday, and some of the fastest world drivers will be engaged in this big affair. There will be abundant opportunity for lovers of good music to hear some of the best bands of the world. Creators' band will be there during one week and a new one, Thauviu's band and troop of Grand Opera Singers will also be there during one week. In all there will be about 40 bands taking part during the exhibition.

Then there is all the fun and frolic of the Midway and countless other attractions to amuse the oldster as well as the youngster. And to what extent the management goes to provide good entertainment may be judged from the fact that on two amusement devices alone over \$75,000 is being spent.

There will be motor boat racing, air plane exhibitions by Cols. Bishop and Barker and their able assistants, five machines in all taking part each day in the thrilling acts of war-time days.

But we do not wish it understood that the lighter side of life is all that is to be seen at this great show. Far be it from this. It is possibly one of the best balanced exhibitions in the world, and Canada's national life is reflected better here than in any other place or any other way in the world. The farm, the home, the mines, manufacturing, art and every phase of business and home life are touched in some way by the wonderful displays that are to be seen during the two weeks of the exhibition. When it is known there is stable accommodation for 1,500 horses and the same number of cattle, and 1,200 sheep and 600 swine it will show that the farming part of the show has not been neglected.

The exhibit of manufacturing and manufactured products will interest every one who is at all interested in his own country. These range from the most tiny pieces to large massive machinery that runs into the hundreds of

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The main entrance of Canadian National Exhibition, Toronto, with Government Building on the left.



Avoiding Changes Among Your Employees

Cost of Breaking in a New Employee Placed at \$35 to \$1,500—Most Common Fault in Salesmen is Lack of Ambition, Which Frequently Arises from a Lack of Interest in the Work They are Doing—By GEORGE GEIST

ANDREW Carnegie once estimated that on an average the cost of breaking in a new employee was \$35; and sometimes as much as \$1,500. Any careful employer of labor will endeavor to avoid this expense, except when it is in the interest of greater production, for he realizes that every unnecessary dismissal of an employee means a definite economic waste not only to himself, but to the man or woman, and to society as well.

The problem is one that particularly concerns the furniture dealer, for he has few assets more valuable than a trained man, in office or sales department. More attention is being paid to this phase of management in order that those may be secured that are adapted to the work for which they are engaged and misfits avoided. And fitting is more often thought of than firing.

Much Hiring on Impulse

Still there is much hiring on impulse, yet. An employer does not always try to find out in advance what an applicant's ambitions are. For instance, it is useless to pick an alert, ambitious and creative man to keep your books. He won't stick. Back in his head he is thinking of the future, when he will be through with the job into which circumstances rather than preference have forced him.

He has the personality of a salesman and he ought to be put on the wagon or placed in the shop. At the same time a girl who is honest and earnest may make a very poor cashier, because she is not quick enough in mental processes, but she could take care of the clerical work where accuracy but not speed is required.

If a man found that the sleeves of a newly bought coat were too long, he might discard the garment or have the sleeves shortened. There is little doubt but that he would choose the latter method of correction.

Yet in times past if a worker failed in some small particular he was discharged at once and replaced with a new one. It is coming to be a recognized principle, however, that in many instances fitting an unsatisfactory employee to his job is cheaper and better than firing him.

It is a part of modern efficiency to believe that faults should be cured if they can be, that an effort should be made to shift work so that the round peg gets into the round hole; and "firing" made use of only as a last resort. This is the human viewpoint and the economic one, as well.

After all, the worker is a more important factor than any machine. With all the modern devices and machinery which not only save labor but result in better and increased production, the greatest emphasis is sometimes placed on equipment. Yet in the final analysis, the success of a furniture dealer depends largely upon the spirit and competency of the people who operate the machines.

Lack Ambition

One of the most common faults in employees is lack of ambition, which in the majority of cases arises from a fun-

damental lack of interest in their work. There are various ways to deal with this failing.

The wide-awake employer recognizes that most men—a very decided most—are more susceptible to praise than censure, and will apply this bit of understanding to getting better results. "Praise a man for one thing and he will try to make good in everything," the superintendent of a large factory said a few years ago.

If a plant is large enough to have an employment manager he will take a personal interest in each of the workers, and will strive for harmonious co-operation toward the concern's success. He can do much toward arousing enthusiasm by finding the right place and associates for his subordinates.

Attractive surroundings give any employee greater pleasure and pride in his or her work while good lighting and ventilation will operate against fatigue.

The installation of a checking system whereby one helper is in competition with others is often successful in creating a new interest. And an occasional dinner for the force adds to the friendliness of the relation between employer and worker.

Establishing a feeling of confidence and partnership nearly always inspires better work. A straight appeal to reason may even correct a fault that could be made to yield in no other way, provided it is a reason which is not trivial in the opinion of the worker and comes within his or her range of view.

Holding the Efficient

The best worker is fairly certain to be the one who appreciates a reason for any deviation from routine methods. The efficient worker is the one who makes every motion count, not simply the one who makes the most fuss about it. Holding on to the employees he finds to have these qualities is one of the most effective things the employer can do.

CANADIAN NATIONAL EXHIBITION

(Continued from page 43)

tons. The Automobile Show this year will be much greater than heretofore, for much more floor space has been added. And for those interested in military pursuits there will be immense exhibits of war trophies and pictures that have not been on exhibition before. A unique feature will be the assemblage of all the Victoria Cross men on opening day. Such an event has never been attempted before and this will include all winners of this much coveted award. Even those who may have won this award in the Crimean war are invited to take part.

Altogether this will be an exhibition of unusual interest to all. One writer nicely expresses it when he says: "A year of travel in Canada can here be condensed into a few days' sight seeing. There is contagious pride in this yearly assembling of Canada's best that exerts a unifying influence. Every exhibitor is proud of his achievement, no matter what may be his choice among the varied fields of industry. This pride is best manifested in the artistic arrangement, the touch that beautifies, the appeals to the aesthetic sense in almost every design and arrangement. That expression of joy in achievement inspires responsive pride in every casual spectator, strengthening the feeling of fellowship in an achieving people of a most wonderful country."

In applying belt strips of welting small nails which go through the insole and rivet to the form can be used in tacking belt strips of welting on a McKay shoe. Welt lasting tacks are possibly the best to use and are said to hold quite as well as an inseam. They should be driven about a quarter of an inch apart and close to the edge of the shoes.

Employment Exchange

Bona-fide advertisements of Situations Wanted or Situations Vacant in shoe and leather trade inserted free of charge. Space limit—one inch.

WANTED—Line of shoes or mitt and glove samples from manufacturer for either wholesale or retail trade, for all western provinces or portion. Address, E. A. Dagg, Manufacturers' Agent, 447 Pender street west, Vancouver, B.C.

WANTED—Traveller for Manitoba, Saskatchewan and Alberta, for Women's Fine McKay Shoes, exclusively. Box 906, SHOE AND LEATHER JOURNAL, 545 King street west, Toronto.

WANTED—Shoe Travellers to carry Little Gents', Youths', Child's, Little Girls', Misses', Growing Girls', and Boys' McKay Shoes, to cover east and west Ontario, Montreal and western provinces. Box 908 SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

SUPERINTENDENT desires change. First-class executive from office to shipping. Box 907, SHOE AND LEATHER JOURNAL, 545 King street west, Toronto.

WANTED—The address of L. L. Reed, recently in Victoria, B.C. Please send it to box 904, SHOE AND LEATHER JOURNAL, 245 King Street West, Toronto.

WANTED—Traveller for Western Ontario. Leather and shoe findings, Must have connection. Maxwell, Burn & Co., Limited, 58 Wellington street west, Toronto.

WANTED—Reliable man to take charge of correspondence, particularly that relating to orders and sales, and to handle some other office routine, in shoe factory. Preferably a man that has had some experience in the shoe or leather business. Address Box 903, SHOE AND LEATHER JOURNAL, 545 King St., West, Toronto.

WANTED—Manager. An opportunity for a man with executive ability, personality and refinement, with knowledge of handling an up-to-date, exclusive shoe store in Canadian city. Apply, stating experience, and reference, to Box 896, Shoe and Leather Journal, 545 King Street West, Toronto.

WANTED—Men who cover this territory: Manitoba, Saskatchewan, British Columbia and Alberta, also man for Winnipeg. Carrying Famous Canadian Shoes Findings Novelty Co. Merchandise. Side line or by itself. 2 Trinity Square, Toronto.

TRAVELLER WANTED—Nova Scotia and New Brunswick—to sell a line of Women's Fine McKay's. Box 895 SHOE AND LEATHER JOURNAL, 545-549 King Street West, Toronto.

SHOE TRAVELLER—Young man with sixteen years continuous service on the road with one house in northern and central Ontario, including city of Hamilton, contemplates making a change and would like to get in communication with manufacturer who will have an opening for spring trip starting about Sept. 1st, I have a first class connection with the leading merchants and am a salesman. Replies treated with strictest confidence. Box 894, SHOE AND LEATHER JOURNAL, Toronto.

POSITION WANTED—Young man with fifteen years' experience in the retail and wholesale shoe trade desires position as traveller. Replies treated with strictest confidence. Box 902, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Shoe Traveller with a strong connection for territories from Halifax to Vancouver to handle a line of men's and boy's medium priced McKay Shoes. Apply The Yale Shoe Mfg. Co. Limited, Galt, Ontario.

WANTED—Sales Manager for Montreal House; must be experienced shoe man capable in cost accounting and good correspondent. Give full particulars and salary required in first letter. Replies treated strictly confidential. Box 901, Care SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Traveller to cover City of Montreal, City of Quebec and Maritime Provinces with Women's Moderate priced Welts. Ontario factory. Trip starts September 1st. Apply Box 900, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—By experienced shoe man. Manufacturers and Jobbers line of Boots and Shoes, For British Columbia Coast. Box No. 898, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WE WANT TWO REAL TRAVELLING SALESMEN—Men who are steady, business getters and who can prove that they have made good. One territory open in Western Ontario. The other is Manitoba and Saskatchewan. Our season opens August 15th. The line is complete—men's and women's Welts and McKays at the right price. Our house has been established for almost 50 years. Box DML 141, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

TO THE RIGHT MAN LOOKING for a permanent position with good opportunities for advancement we have a good opening. Must be experienced shoe traveller, willing to travel part of the time and also act as assistant sales manager and buyer. Must have good connection with wholesale and retail buyers in all parts of Canada. Satisfactory references required. State past experience and age; send photo if possible; also state salary expected to commence. Future possibilities will be worth while. Apply in own handwriting to Box 899, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Position as traveller with company handling medium grades. Preferably on Commission. Ready to make connections September 1st. Address Box 897, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED—Traveller carrying only men's and women's Goodyear Welts, covering exclusively Montreal and Quebec cities, wishes a side line of some reliable firm. First class references. Large connection. Up-to-date permanent sample rooms. Address Box 10, SHOE & LEATHER JOURNAL, Room 510, Coristine Bldg, Montreal.

The Shoe Repair Man

TORONTO REPAIR MEN'S PICNIC

The Toronto repair men have now well established themselves as a right good jolly bunch of fellows when it comes to enjoyment. They have found that the social side of an association when cultivated will bring good results, much better perhaps than many would concede to it. However, the Toronto Association has proven this to be true, and during the winter months hold various social functions that bring the boys together and promote the spirit of good fellowship most wonderfully.

When the summer time comes they do not stop, but turn themselves to outside programmes that will be in keeping with the season. This means that this summer has had little outing and pleasure events that have been most thoroughly enjoyed by the members. These have included baseball games, motor trips, visits to Hamilton Association and many other such outings.

But the one big event of the summer is the now regularly established annual picnic. This has been held at Niagara Falls for several years. This year it was thought best to change the place of holding this big event, but when it came up in the meeting for discussion it was overwhelmingly decided to hold it at the old place over the lake. The reason advanced was that there were so many other outings held around the city to which the members and their families could go that they considered for this one big affair it would look better and be better to hold it over the lake. So over the lake they went on the eleventh of August. It meant that the most of the shops were closed all day instead of only the half day.

The day chosen was a delightful one and the crowd was larger than usual and possibly more enjoyable than has been the case before. Everybody now lines up to have a real good time from the minute the gang plank is pulled till they get to their homes at night.

This season the races were much better arranged than in previous years, for in the past there has always been more or less dissatisfaction about professionals gobbling all the prizes. But this year there was none of this dissatisfaction, for everyone had an equal opportunity to win something. It must not be forgotten that this picnic is a family affair. Those who have wives and children are supposed to bring them and the young men know enough to bring their sisters and their sister's girl friend. So the boat took over one extra big crowd this year.

The committee who had the games in charge showed wonderful ability in the arranging of these sports, for it proved there was not a person hardly but would have some opportunity to win a prize. If the woman was too old to run she could try her speed at threading a needle and sewing on a button. If the man was too old to run he could try his skill in a slow race and the one who could go to a given spot using up the most of two minutes would win. Then there were races for little girls and little boys, and for bigger boys and bigger girls, all of which proved great fun-makers. The baseball game between Charlie Robertson's hustlers and C. A. Canning's huskies was a great feature of the sphere game. The score as usual was lost sight of after 27 runs had been scored by each side. Some playing, eh?

This year a new idea was introduced in the matter of distributing prizes. Instead of giving them at the picnic, which takes a great deal of time and creates a certain amount

of trouble, the committee decided to leave the prizes in Toronto and tickets were given to the winners and the prizes were delivered by the committee afterwards. This proved to be a very satisfactory way.

Everyone seems to feel that this year's picnic was a bigger success than any ever held in the past, and it is very gratifying to the officers and committee men to know they can furnish such splendid outings for the members of the association. And now every one is planning for the fall dances and euchres that will soon be coming off. Toronto Association is thoroughly alive.

REPAIR MEN ADVERTISING

The average shoe repair man does not do so much advertising as he should. He is inclined to look upon it as a bill of expense. He is also inclined to look at the money paid out rather than the trade the advertising will bring in.



65% to 75% Reduction!



in your shoe costs. We can save this for you by actually rebuilding your worn shoes in our craft shop, because we do the work for 25% to 35% of the cost of a new pair.

Our shop and our methods are different. We use only the most expensive (and most durable) oak tanned leather. We employ only skilled craftsmen—men who have spent their lives making and repairing shoes. We have the most up-to-date machinery on the market—yet we do by hand those things which are best done by hand.

Would you like to have your shoes rebuilt in this kind of a shop? It's easy because our service is different too. Just phone Up. 869 and we will call for your shoes, rebuild them, and deliver them to your home or office. This service takes three days.

The cost of rebuilt shoes—

Full soles of XXX quality oak tanned leather running from the toe to under the heel (\$2.90), with rubber or leather heels (.60) **\$3.50.**

If you wish anything additional done to your shoes which would add to the cost we will, phone you before proceeding with the work.

If the uppers are in good condition your rebuilt shoes will look and wear as well as new ones besides having the ease and comfort of old shoes.

Phone Shoe-Craft To-Day

Up 869

SHOE-CRAFT

LIMITED

315 Bleury Street.

S. F. TILDEN
MANAGER

Opposite
"The Imperial"

A sample of good advertising

And with this rather abnormal view he will not be liable to see that there is any money in it for him, but that the money all goes to the newspaper and none to the repair man.

We have said that the average repair man does this. But it should be understood there are a number of individual repairers who do not look at it this way, and who do good advertising. But it must be conceded that the real big advertisers are the real big concerns, possibly companies. And, maybe, that is why they are big companies. There is one shop right in the heart of the down town business section of Toronto that uses large bill boards very extensively. They also use the newspapers. The result is that they do a big business. The trade is brought down town to them as the shop is far removed from the residential section of the city. It is purely a business section trade. And right across the street is another shop nearly as large and within a block another one. These are all in the high rent section. The latter two do not advertise as does the first one. The bill boards used are large hand painted signs, with the proprietor's picture on and lighted at night with electricity. They

are particularly attractive and must bring business or these boards would not be patronized so lavishly.

We reproduce an ad of the Shoe-Craft, Limited, of Montreal, that is one of the best specimens of real good advertising we have seen in a long time. We do not know who prepared it, but the man who did know the principle of good ad writing. First of all the attention is attracted by the "65 per cent. to 75 per cent. reduction" as a heading, and the rest of the sentence "in your shoe costs," will keep up the interest. Everybody is interested in saving money when making purchases or the spending of money is involved. Then it goes on with a short description of the firm's methods, and the reason they are able to do this work. Then it asks the very pertinent question if you would like to have YOUR shoes rebuilt in this kind of a shop, and explains how easy it is. Merely phone and the shoes will be called for. Then it tells you when you will get them. Not a 24-hour service or a promise of "to-morrow" and then possibly a day behind in delivery, but a plain statement of "This service takes three days." The average person can easily arrange their plans so this three day service will not discommode them, especially when the goods are called for and delivered and the order sent in by phone. Then the average person will feel that three days will give the concern ample time to do a good job rather than a rush one, where the work might be slighted. Now, suppose a reader had gotten that far with the ad, the most natural question that will come to his mind will be "I wonder what it will cost to have my shoes fixed?" and the ad goes right on and tells him. So much for certain work and if heels are needed so much extra. Then it explains that if you wish anything additional done to the shoes you will be phoned before the work will be proceeded with. Could anything be fairer or more business-like? And this will remove all possibilities of dispute after the work is completed. As this is a phone and delivery

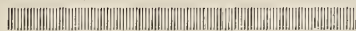
business notice how prominently the phone number is brought out. But if you should want to call, the street address is 315 Bleury street, and if you should not happen to know just where that number is on the street, you are told it is "Opposite the Imperial," and it is taken for granted that almost everyone knows where the Imperial is located. Every question that is liable to arise in the reader's mind is anticipated and answered. As a repairman's advertisement this is about as near perfect as anything we have seen. The size is three columns wide by about six inches deep.

Some repairers, when nailing soles, think they save time by just starting the nails and not hammering them all the way in until all have been partially inserted and then going back and hammering like fury. They claim this produces quicker and better results, as the sole is levelled down and hammered uniformly by the same operation. There may be something in it, if a nail can be inserted straight at the first blow, but if it requires more than one blow to start it, it might as well be finished right there. There can be no time saved by hitting a couple of futile licks and then coming back later to finish up. Do it right the first time—that is the modern interpretation of efficiency.

When the edges on your tools get dulled it is best to take them to an expert sharpener, one who is accustomed to such work and can put on a sharp edge that will not wear down right away. There are many different methods of sharpening, and if you take your tools to any other than a first-class sharpener in order to get the work done cheaper, in nine cases out of ten you will wish you had not, because the tool is likely to be irreparably damaged. This would be just another instance of the so-called economy that is not economy at all.

TILLEYS

At the Canadian National Exhibition



THIS year, as usual, Tilley's will be well represented at the Toronto Exhibition. Our polish display will occupy its usual position at Booth 42, Industrial Building, where Tilley's High Grade Shoe Dressings will be exhibited. In addition we are showing a full range of our Specialties in Shoes and Leather at Booth No. 43, with our Mr. J. A. Creech in attendance.

All shoemen are cordially invited to call on us and make our Booths their Headquarters.

We will spare no effort to add to the pleasure of your Exhibition visit.

CHAS. TILLEY & SON

90 RICHMOND ST. WEST

TORONTO, ONTARIO

Just Speed Kings



IN Speed King Outing Shoes are embodied the essentials that go to make a satisfactory and profitable line.

The high standard of production adhered to and the first-class materials used, give the assurance that every Speed King Shoe will please the wearer in every detail.



There is a wide assortment of styles from which to choose, and these range in sizes from the little codgers, right up to big people.

Speed Kings are trade increasers and good profit makers.



INDEPENDENT WHOLESALERS

Amherst Boot & Shoe Co., Limited	-	Halifax, N.S.	C. Weaver	-	-	-	-	Trenton, Ont.
Amherst Boot & Shoe Co., Limited	-	Amherst, N.S.	The London Shoe Co., Limited	-	-	-	-	London, Ont.
Brown, Rochette, Limited	-	Quebec, Que.	T. Long & Brother, Limited	-	-	-	-	Collingwood, Ont.
Fraserville Shoe Co., Limited	-	Fraserville, Que.	Kilgour Rimer Co., Limited	-	-	-	-	Winnipeg, Man.
James Robinson Co., Limited	-	Montreal, Que.	H. G. Middleton Co., Limited	-	-	-	-	Winnipeg
Dufresne & Galipeau	-	Montreal, Que.	Amherst Central Shoe Co. Limited	-	-	-	-	Regina, Sask.
A. W. Ault & Co., Limited	-	Ottawa, Ont.	E. A. Dagg & Co.	-	-	-	-	Calgary, Alta.
J. A. McLaren Co., Limited	-	Toronto, Ont.	Dowers Limited	-	-	-	-	Edmonton, Alta.
White Shoe Co., Limited	-	Toronto, Ont.	The J. Leckie Co., Limited	-	-	-	-	Vancouver, B.C.

The Independent Rubber Co. Limited

Merritton

Ontario

AMONG THE SHOE MEN.

J. Leckie & Co., of Vancouver, plan to make a large addition to their shoe factory on Water street.

W. Hunter, of the Independent Rubber Co., Merritton, was in Toronto on business one day last week.

James Robinson, of James Robinson Co., Limited, Montreal, was a business visitor in Toronto recently.

Hallatt-Rodgers, Limited, of Edmonton, Alta., have moved their fine big store into still larger premises.

Mr. Murphy, of the Robert Simpson Co. Regina store, has been east picking up some good buys for the western house.

Some Boston retail shoe dealers are reported to have boycotted a Boston evening paper because of objectionable articles.

R. F. Foote, of the Independent Rubber Co., Merritton, was a business visitor in Toronto last week in connection with their firm.

The Underhill brothers, of Barrie, were in Toronto last week looking over the leather situation and drumming up a little business.

The repair men of Ottawa are having a little dispute among themselves, and the controllers about whether they shall close at eight or later.

A fire destroyed the boot and shoe factory of O. Trottier, at St. Tite, Que., and a number of stores and houses. The damage done is estimated at \$200,000.

The Chicago Repairmen's Association ran a half page ad in the Shoe Repair Shop of St. Louis, announcing their picnic in Chicago. That's progressiveness.

John Tebbutt, of Three Rivers, Que., was a business visitor in Toronto last week. Mr. Tebbutt says he has no complaints to offer about the shoe business.

A. G. Saunders is now with the Wilkinson Shoe Shop Windsor, Ontario. Mr. Saunders has been in the west for several years but has returned to Ontario.

A Dutchman who speaks good English and is settling in Canada, has arrived in Toronto wearing wooden shoes that cost 65 cents. Oh for the spirit of emulation.

The Griffin Shoe Co., a new company located in Ingersoll, has now started operations. This company moved to Ingersoll from London and was granted a bonus.

Fred Blachford, of the H & C. Blachford Co., Yonge street, Toronto, has returned to his post at the store after a few weeks' holidaying at the Blachford summer cottage in the Muskoka lakes.

Bob Partridge, the A.-H.-M. Toronto salesman, who wears the smile that hangs on the year around, is back on the job with his little flivver after a week or two of golfing down around Kingston.

H. W. Davidson, British Columbia representative of the MacFarlane Shoe Co., of Montreal, in British Columbia and Alberta, expects to start for the west shortly with this MacFarlane well-known line.

Peter Doig, of the Tetrault Shoe Mfg. Co., Montreal, has been putting in a restful week or so up at Bigwin Inn, Muskoka, and has now gone back to business. He stopped off at Toronto on his way home.

Walter Hummitch, of Saskatoon, Sask., has just returned from a trip to Ontario where he has been doing some shoe buying for the J. F. Cairns Co., of that city. Mr. Hummitch has been in the west seven years and is a native

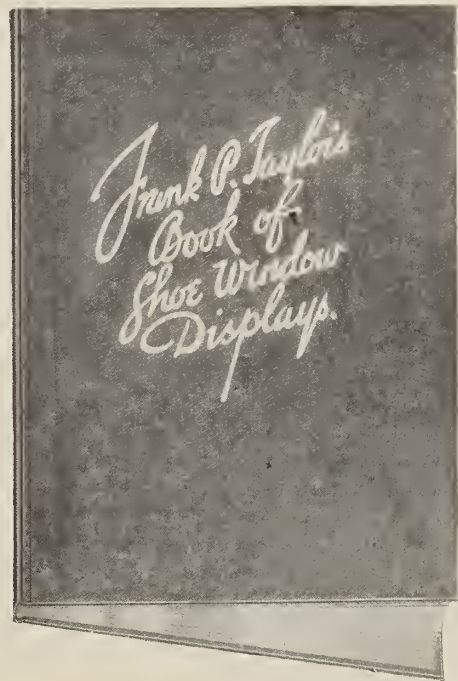
of Detroit, but now says that Western Canada is the only spot on earth.

A subscriber writes: I think it wonderful the improvement you make in the Journal from year to year. I consider it the sanest and most instructive Shoe Journal in America. Best wishes for the future.

Jas. Wheatley, manufacturers' agent in Montreal, is Canadian representative of J. & A. Hillman, of Dudley, Worcester, England. Side and calf leathers, bag, case, harness and auto leathers are the lines.

At Binghamton, N.Y., on Saturday, Burke Brothers, shoe dealers, Ogdensburg, were indicted by the Grand Jury on six counts of profiteering. They were charged with selling shoes at \$18, making a net profit of \$12.15.

Geo. J. Scott, who is the Toronto representative of the MacFarlane Shoe Co., of Montreal, has been down in the



F. P. Taylor's book on Window Displays

latter city fixing up his samples for the coming season. His sample room is at 32 Front street west, Toronto.

C. F. Craigie, salesman of the Ames-Holden-McCready Co., was in Toronto last week looking how things were coming along. Mr. Craigie says he is well satisfied with the way trade has been picking up in the last few weeks.

The boys out on the road say they are getting plenty of orders for white canvas goods and the leather sorting is picking up. Dealers are beginning to realize that prices are not tumbling head over heels downward and are doing some real buying.

T. R. Maccabe, of the office staff of the Ames-Holden-McCready Toronto branch, has been off on a fishing trip for a couple of weeks down in Lanark county. Mac went to tell about a big fish he nearly caught when the back of

one of his hands hit the wall two feet away from him and it sort of brought him to.

Guss Lossman, the Canadian manager of the Conaway-Wadsworth Co., Montreal, spent a few days recently among the manufacturers of Ontario. Mr. Lossman says that business was good. But Mr. Lossman is a hustler and business is always good with him.

In a recent issue of the SHOE AND LEATHER JOURNAL we showed a picture of Mr. Moreau, of the Yale Shoe Store, Edmonton, and had his name Jas. Moreau, whereas the initials should have been J. C. My, but it is easy to make mistakes around a print shop.

Chas. Fice, the new vice-president of the new shoe Travellers' Association, expects to have his J. & T. Bell samples soon. His sample rooms are in the Starr Building, Bay street, Toronto. He represents the Bell people in Toronto and western Ontario.

Jas. Heffering, who was recently elected president of the Ontario section of the Shoe Travellers' Association, is busy getting his samples of Tetrault Welts into shape for the fall. Mr. Heffering's sample room is in the Lumsden Building, Yonge and Aelaide streets, Toronto.

The Williams Shoe Company was spared what might have been a bad fire recently when, by the presence of mind of George Boyes, engineer, an exploding container of gasoline was extinguished. Men from the Copeland-Chatterson plant, adjoining, ran with fire extinguishers as soon as the alarm was sounded, and put out a small blaze. Boyes was badly burned about the face, head and arms.

The Royal Shoe Store, of Toronto, has secured the exclusive selling agency for Toronto of the celebrated hand-made shoes of Morris Lapidus, New York. These shoes are said to be among the highest grade shoes made and the prices run from \$25 to \$35 a pair. They are not hand-made in name only, they are the real article, all made by hand.

A representative meeting of shoe makers of western Ontario was held in Kitchener, Ont., recently, to take steps against the importation of shoe operators from England. Vice-President Martin, of the International Shoe Worker, of Boston, was present, and it was decided to call the attention of the immigration department of the government to the matter and request that the importation be stopped.

The daily papers are still talking about the price of shoes. One day it is a drop predicted and the next no drop, and the public does not know where it is at. But if this same public would watch the windows of the shoe stores in its town it would get the correct dope on prices better than any other place. If shoe prices are to come down the local shoe man will be about the first to know about it and act accordingly.

N. A. Smythe, of the Royal Shoe Store, Toronto, has just returned from a holiday trip through Michigan. Mr. Smythe is a commuter and commutes out at Lambton Mills and uses a car for transportation purposes. The other morning a serious blow-out, which would have changed the plans of an average man, was overcome (so he says) by slipping a pair of Royal Shoes on to the rim of the wheel and sliding in without the slightest effort. What Mr. Smythe may lack in fish stories is made up for in tire tales.

W. G. Fallen, the well-known salesmanager of Getty & Scott, has just come in from the north, where he and W. B. Fryer, of Scott-Chamberlain, London, have been loafing on the latter's island in the Georgian Bay. Well, not exactly loafing either, to hear W. E. tell about the big black bass that they caught. He says: "Most remarkable thing in the world; never been heard of before; we caught black bass every color of the rainbow. The oldest fisherman in that section cannot account for the way we caught them in such variegated colors. And as for quantity, why you wouldn't believe me if I told you. We always had to hire a launch to tow us in when we got our catch. And as for

size, now look here, I'm not going to tell you a lot of stuff to put in the SHOE JOURNAL about what big fish we caught, not much, but can you imagine a black bass two feet long?" We smiled and assured him, "Yes, we can 'imagine' it."

THE HAMILTON SHOE RETAILERS' PICNIC

Wabasso Park is the picnic rendezvous of Hamilton, Ontario, and for many places within a respectable radius of that lively city. It is not strange that the Hamilton Shoe Retailer' Association should have chosen this lovely spot to besport themselves and their wives and families on the 18th. It was a G-lorious day and everybody was full of glee and gladness. There was a fine program of sports arranged and with such a man as W. Batstone for chairman of this committee, how could it be anything but a big success. Messrs. Levin, Jones and Clark were his supporters.

There were races for everybody from the fat men and fat women, (pardon us, we mean large women), for the little boys and girls, and big boys and girls, for skinny men and women who are thin. Egg races and sack races and a lot of other kinds of sports and fun-making events.

Then there was dancing any time during the afternoon. There were some handsome prizes, no common cheap affairs. The Association always goes in for some real good stuff, and when Tommy Ross mounts the rostrum and delivers those prizes it's worth something to see and hear him make those extempore perorations on each one. Oh, Tommy is some spokesman.

And this report of that great day would not be complete did we not mention the splendid supper that was served. Possibly this was one of the most interesting and most enjoyed parts of the day's doings. It was under the direction of Chairman Spence, Fred Kickly, Billy Smith and the above-mentioned orator, Thomas Ross. It resolved itself into a regular festival. It was after this that the prizes were distributed and then the dancing continued way into the twilight. And when the darkness settled a little more some fireworks were sent up. These were sent up in the way of big balloons, etc.

It would not be fair to close this report did we not say a word about A. L. Wilson, the Association's worth-while secretary. That's not his name but those are his initials. Everybody calls him Art. But people get him mixed up with the great actor of that name simply because he has the same initials. Well, he was always on the job to see that everybody enjoyed themselves and had the happiest time of their lives. And Art is some sprinter, too. He won the 50 yards race with hands down, and Harry Clark now wants to challenge him for a 100 yards race to see who will be secretary next year. But Art's distance is 50 yards and no more.

It was a decidedly successful day and everybody went home happy. Practically all the wholesale houses sent representatives to the event. But it is noteworthy that the Association solicited no donations from any one but collected their membership fee of \$5.00 and from this defrayed the expenses. It served to make the members pay up and also to get a number of new ones.

A BACKGROUND FOR SHOES

(Continued from page 36)

not be the goods displayed that the observer wants he will, in all probability, have the feeling that the kind he desires is obtainable inside. At any rate the mental impression made will have a better effect than that made by a jumbled window of all kinds of stuff.

With neat display fixtures this ground shown in the illustration will make a most effective display. And another very unique effect can be arranged with it by using the opening. Take out the lattice work. Then at the back

CANADIAN SHOES LIMITED

TORONTO, CANADA

MANUFACTURERS

Women's High Grade Welt Shoes



Standardized Styles, Standardized Leathers,
Standardized Manufacture
give

*Maximum Factory Production
at Minimum Factory Cost*

with
Highest Grade Materials and Workmanship
produce

Shoes of Highest Quality at Lowest Possible Cost

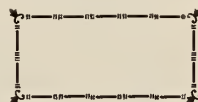
of the opening set a small platform close to the back. Cover this with some rich colored plush and on this place a single pair of very fine shoes. Fix electric lights at the back so they will not be seen from the front of the window, and let the light fall on the shoes. It may be well to test colored lights on the shoes. The reason we say "Test" the lights is that the color of the plush and the color of the shoes may determine that some lights will not be suitable at all for this purpose. A white light may test out the best, particularly if there are more than one color in the arrangement. A little patience with a window of this kind will work wonders.

Probably the most common cause for poor fitting McKay insoles is the cutting of insoles from wet stock, which afterwards shrinks as it dries, thus making the insoles short at the heel and narrow at the ball, the latter often causing the McKay sewer to stitch off the edge at the ball.

R. J. HENDERSON

R. J. Henderson, who was for a long time with the Robert Simpson Co., Toronto, as buyer in their Mail Order Department, has joined the forces of the Nathan Cumming shoe house at 153 Peel street, Montreal. He will be merchandise manager and buyer for this house, and with his experience in the shoe game generally and with big houses

there is no doubt but Mr. Henderson will make good. He is a very popular young man with the trade, and has made many business friends by his good business methods and genial makeup.



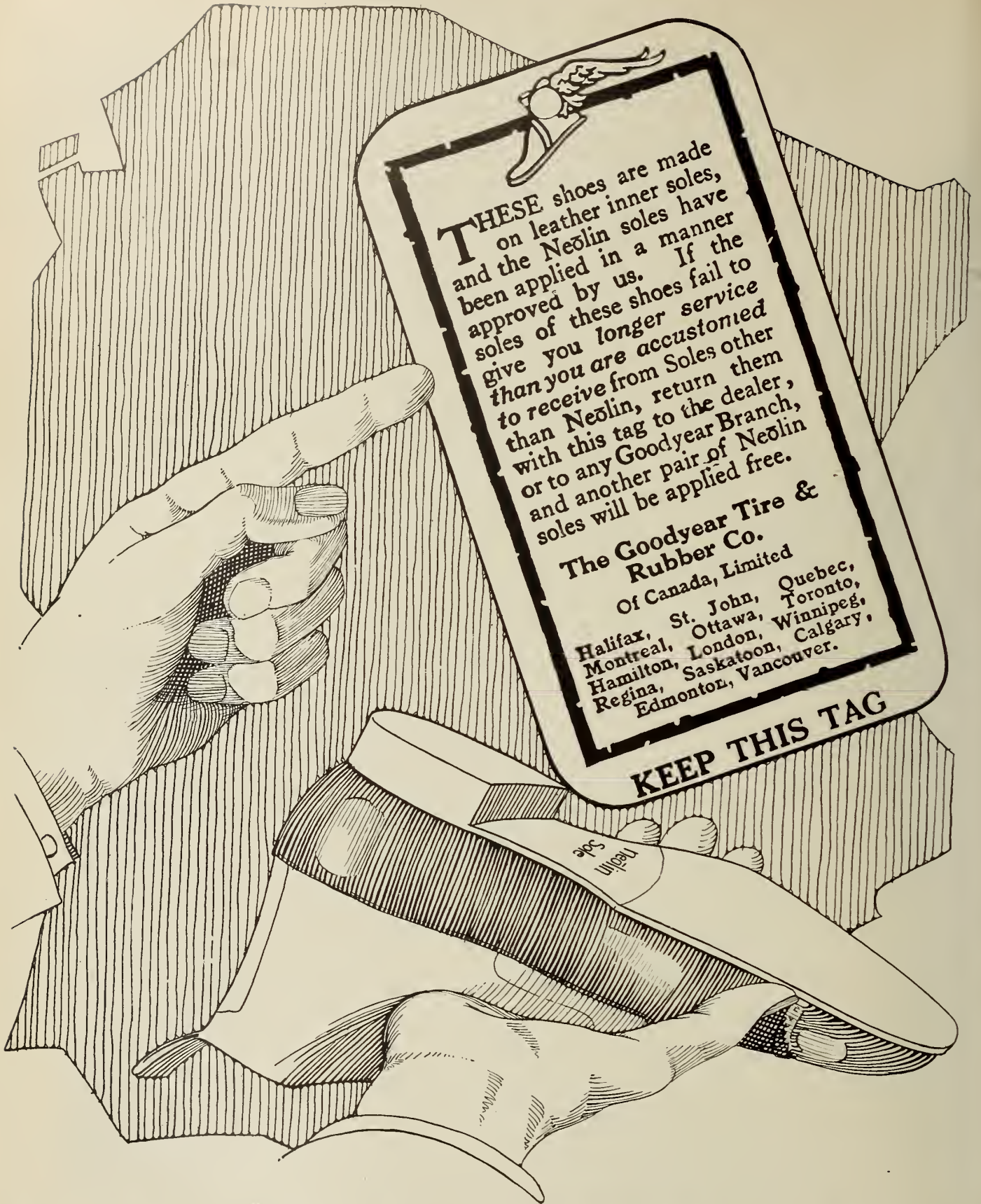
R. J. HENDERSON
Montreal



Direct Importers
of Hides
Direct Importers
of English and
Australian Leather

Boston Hide & Leather Company, Inc.
20-24 East Street, Boston, Mass., U.S.A.

SOLE and UPPER LEATHER
Agents for HENRY BOSTON & SONS, Ltd., Liverpool, Eng.



GOOD YEAR

MADE IN CANADA

Mention "Shoe and Leather Journal" when writing an advertiser

We Will Be Responsible to Your Customers For The Wear of These Soles

YOU can now give your customers shoes with a *written guarantee* of sole wear.

Shoes with soles guaranteed to *outwear any other kind* of sole.

Read the Neolin Sole Guarantee Tag on the opposite page. It is the strongest guarantee we know how to write. It gives your customers, in black and white, our faith in Neolin Soles. It shifts all the responsibility for Neolin Sole quality to our shoulders. It dismisses at

once from your customer's mind any question as to sole wear—because if the soles do not wear, the customer gets a new pair free.

The easy sale of shoes carrying such a guarantee as this is apparent. See that an adequate part of your stock is Neolin Soled, with the Neolin Sole Guarantee Tag attached to each pair.

Our Sole and Heel Department will gladly give you the names of manufacturers who are supplying shoes with the Neolin Sole Guarantee.

The Goodyear Tire & Rubber Co. of Canada, Limited
Toronto, Ontario

Neolin Soles

Mention "Shoe and Leather Journal" when writing an advertiser

Toronto Annual Exhibition

AUGUST 28th to SEPTEMBER 11th



White Shoe Company's

Annual Clearance Sale

August 30 to September 11

Held at our Warehouse

As usual during Toronto Fair we will hold our Annual Sale and prices will be 10% to 30% below our present low prices,

which is below what Boots and Shoes can be bought and sold at on present market prices.

We extend to you an invitation to call and see us when in the city. Our travelling salesmen will be at the warehouse to meet customers. We also will be glad to see you, and ask that you make our office your convenience when in city.

Our warerooms are right down-town, a few doors off Yonge St. at 9 Wellington St. West, and when you come to the Exhibition make this your headquarters.

White Shoe Co., Limited

Wholesale Shoe Distributors

9 Wellington St. West - Toronto



“Diana”
Welts and Turns
and “Regina” McKays

are known all over Canada for their style.

They are appreciated for their wearing qualities—due to the materials used.

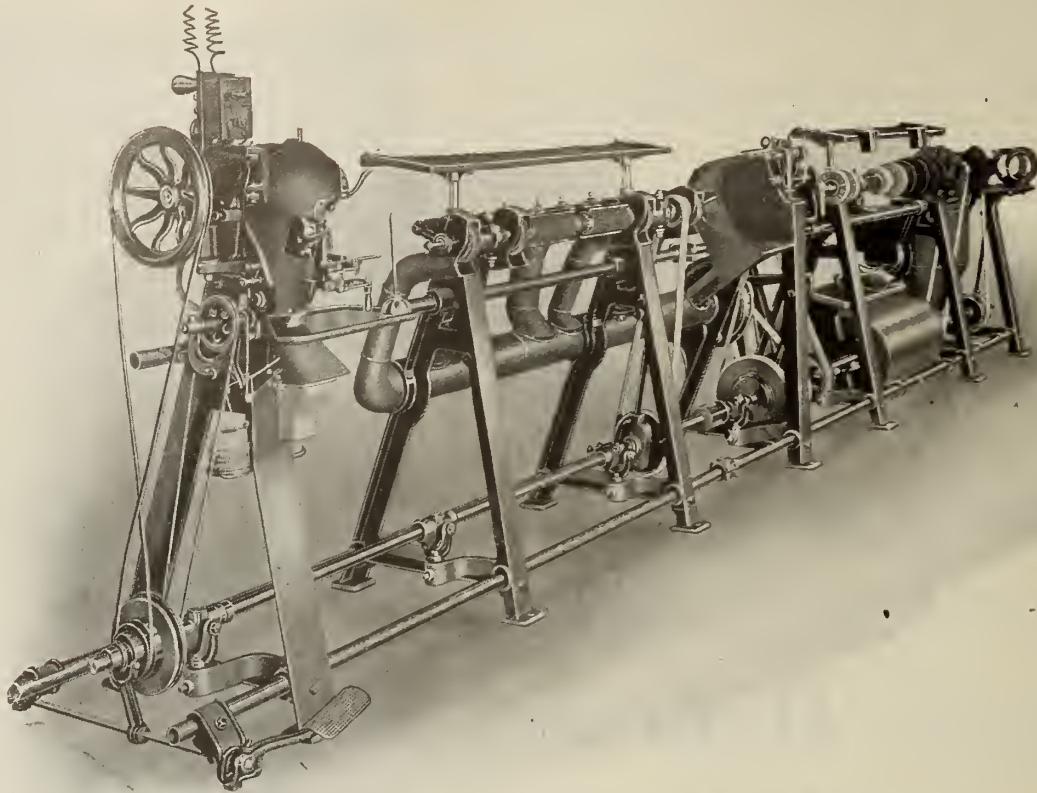
—And those who know good shoemaking say that they represent the best value in the country to-day.

Sold by good jobbers everywhere.

The Regina Shoe Company, Limited

MONTREAL, QUE.

SELLING TO JOBBERS ONLY



22 FOOT GOODYEAR SHOE REPAIR OUTFIT, MODEL N.

THE TORONTO EXHIBITION

Is an OPPORTUNITY
to see in OPERATION

The Most Complete and Up-to-date Shoe Repair Outfits
on the Market and also the Smaller

MADE IN CANADA

Shoe Repair Outfits

THERE IS A SIZE TO SUIT YOUR REQUIREMENTS

COPY OF OUR LATEST SHOE REPAIR CATALOGUE AND FULL PARTICULARS AS TO
OUR EASY TERMS CAN BE OBTAINED AT OUR BOOTH IN MACHINERY HALL

United Shoe Machinery Co. of Canada, Limited

MONTREAL

TORONTO
20 Adelaide Street, West

KITCHENER
46 Foundry Street, South

QUEBEC
28 Demers Street



No. 700—Exactly as illustrated
Big Value \$5.00

For August or
September only
At \$5.00



No. 703—Just like illustration
Big Value \$5.00

A BUY THAT WILL MAKE QUICK MONEY FOR YOU

A sample lot will prove that these are big money makers for you.

We will gladly send a sample pair on request.

700—Women's Black Kid 8" bal, imitation tip, low heel with plate. \$5.00.

702—Women's Black Kid 8" bal, imitation tip, low heel with rubber top lift. \$5.25.

703—Women's Black Kid 8" bal, imitation tip, Cuban heel, with plate. \$5.00.

704—Women's Black Kid 8" bal, imitation wing tip, Cuban heel with plate, neatly perforated. \$5.25.

Terms Net 30 Days. Sizes 2 1-2 to 7. We Invite You to Request Samples.

Nathan Cummings
LIVE-WIDE SPECIALTIES

153 Peel Street

Montreal, Que.

HIGH GRADE McKAYS



The peculiar exigencies of the shoe trade today has increased the demand for High Grade McKays.

We are making a superior line of these for

WOMEN, MISSES
AND GROWING GIRLS

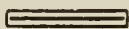
expressly to meet
this demand.



We also make

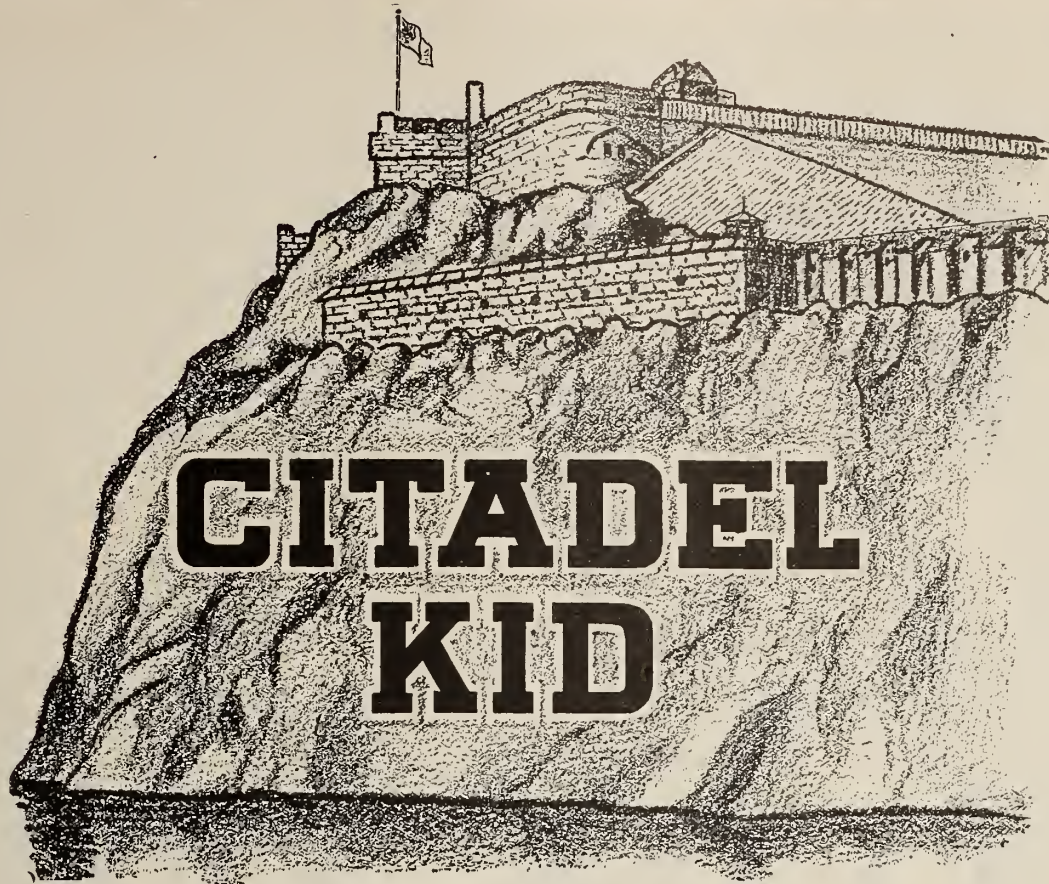
CHILDREN'S WELTS
TURNS AND McKAYS

in attractive models that impel
parents to purchase. Our children's
welts are particularly attractive.



Star Shoe Co., Limited

MONTREAL, QUE.



Citadel Kid will be In Demand for Spring

The signs of the times point to a big year for KID.

Everything in Canada points to a big year for CITADEL KID, as more manufacturers than ever before are showing samples made from CITADEL KID.

With the service we have to offer the manufacturer, the merchant can feel assured of the uniform quality of all shoes in which CITADEL KID is used.

CITADEL LEATHER CO., Limited
MONTREAL and QUEBEC

RELIABLE KID

There's a wealth of satisfaction in knowing you can procure a Kid that is absolutely reliable—also that you can procure it.

EVANS' KID

has every essential of reliability and that includes quality, workability, economy in cutting and finish. And you can always obtain it at one Canadian plant.

Samples and prices will go to you on request.

JOHN R. EVANS LEATHER CO.
OF CANADA, LIMITED

Specialists in Glazed Kid and Upper Leathers

214 Lemoine Street - - MONTREAL



The
JOHN RITCHIE
COMPANY LIMITED
MAKERS OF
"MEN'S SHOES"
QUEBEC



The "Maryon" Shoe



By
specializing in Women's
McKays in the Better
Grades we can give
you Shoes correct
in every detail



Women's McKays
in the Better Grades
made by

LACHANCE & TANGUAY

70 Bigaouette Avenue - - Quebec, P.Q.



Mention "Shoe and Leather Journal" when writing an advertiser

**Beco Leathers
The Line of Solid Merit**

HEAVY LEATHERS

**Elk, Kangaroo
and
Box Grain**

**Blacks and Colors
Sides and Bellies
Shoulders and Splits**

White Chrome Sheep

**COLLAR LEATHER
KIPS**

**THE BERNARD COMPANY
111 LINCOLN ST., BOSTON, MASS.**

La Duchesse



*Women's 8" Welt Boot
Tan Calf, Fashionable Last
An Excellent Fitter*

Announcing La Duchesse Welts


We are now in production on our Goodyear Welts, in addition to McKays and Turns.

Many jobbers have learned that La Duchesse Shoes are well made—and always as specified.

We assure you that La Duchesse Welts are no exception to this principle. They are good value, made right up to standard and will be a profitable addition to your line.

“La Duchesse” Shoe Co., Reg.

MONTREAL, QUE.



BARBOUR GROOVED ENDLESS WELTING

We invite
the attention
of Canadian Shoe
Manufacturers to
the representative line
of American Welting.

To those Canadian manufacturers already numbered among our customers we extend our appreciation and the hope that we may continue to serve them. From the balance of the trade we respectfully solicit an opportunity to demonstrate our claim that this high-grade product is

“THE WELTING OF ULTIMATE ECONOMY”

BROCKTON RAND COMPANY

BROCKTON, MASS., U.S.A.

INTERNATIONAL SUPPLY CO.

IMPORTERS
MANUFACTURERS



JOBBER
SALES AGENTS

SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES

FACTORY AND BRANCH
37 FOUNDRY ST. S.
KITCHENER, ONT.

BRANCH
566 ST. VALIER
QUEBEC

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

MAIN OFFICE

154 NOTRE DAME ST., WEST
MONTREAL

REPRESENTING

- American Lacing Hook Co.,
Waltham, Mass.
Lacing Hooks and Hook
Setting Machines
- Armour Sand Paper Works
Chicago, Ill.
Crystolon Paper and Cloth
for Buffing and Seouring
- Boston Leather Stain Co.
Boston, Mass.
Inks, Stains, Waxes, etc.
Cyclone Bleach
- The Ceroxylon Co.
Boston, Mass.
Ceroxylon, the Perfect
Liquid Wax
- Dean, Chase Co.,
Boston, Mass.
Shoe Goods,
Cotton Threads
- The Louis G. Freeman Co.,
Cincinnati, Ohio.
Shoe Machinery
- Hazen, Brown Co.,
Brockton, Mass.
Waterproof Box Toe Gum
Rubber Cement
- Lynn Wood Heel Co.
Keene, N.H.
Wood Heels and Die Blocks
- Markem Machine Co.,
Boston, Mass.
Marking and Embossing
Machines, Compounds,
Inks, etc.
- M. H. Merriam & Co.,
Boston, Mass.
Binding, Staying, etc.
- Puritan Mfg. Co.,
Boston, Mass.
Wax Thread Sewing
Machines
Poole Process for Goodyear
Insoles
- The S. M. Supplies Co.,
Factory Supplies,
Needles, etc.
- H. S. & M. W. Snyder, Inc.
Boston, Mass.
Kids, Cabrettas and Horse
- J. Spaulding & Sons Co.,
N. Rochester, N.H.
Guaranteed Fibre Counters
Fibre Innersoling
- Textile Manufacturing Co.,
Toronto, Ont.
Shoe Laces
- United Stay Co.,
Cambridge, Mass.
Leather and Imit. Leather
Facing, Welting, etc.
- Safety Utility Economy Co.
Boston, Mass.
- Electric Heating Equipment



Bottoms of shoes that are finished with
CYCLONE BLEACH and **MAGIC
STAIN**, Heels that are finished with our
famous **BLACK DIAMOND HEEL
BLACKING** and Edges that are finished
with our **KING EDGE STAIN** produce
best results and give satisfaction to manu-
facturer and consumer.

Do You Want It?
WRITE FOR SAMPLES

Boston Leather Stain Company
109 Purchase Street - - Boston, Mass., U.S.A.

SOLE CANADIAN AGENTS:
INTERNATIONAL SUPPLY CO.

Montreal Kitchener Quebec



TRADE WINNERS



That's a term with tremendous significance. It means, literally, that these shoes have that attractiveness, quality, fit and comfort that give satisfaction, and when you give a customer satisfaction you have won his trade.

Priced to yield you good profits.

**Men's Goodyear Welts
and Women's McKays**



LAGACE & LEPINAY
22 St. Anselme Street - Quebec, P.Q.



An Open Letter to the Shoe Trade of Canada

THE time has come when you, as a Canadian Shoe Merchant, ought to face certain problems squarely, and deal with them fearlessly. As a distributor of goods which are necessary to the public, you owe to your customers certain standards of service which you are bound morally to maintain.

It is an obvious fact that the values which you are able to give depend upon the volume of output from Canadian factories, and the rate of your turnover. The public can get the best values only from a prosperous industry. The slowing down of production and of sales can result only in poorer quality at the price. Anything that tends to hamper the prosperity of the shoe industry, tends to lower the quality of the goods and services you can offer.

The shoe industry of Canada today is abundantly able to serve the needs of the public. Canadian manufacturers produce footwear of every desirable type and of standard quality in all grades. The Canadian jobbing and retail trade is efficient and economical. Nowhere in the world are better values obtainable at the price. We have established an industry which does its work as well as any similar industry anywhere.

Many otherwise loyal Canadians still discount Canadian ability, skill, and taste, and prefer to pay duty plus exchange for the mistaken privilege of wearing imported shoes. A few so doubt the integrity of our industry that they demand the admission of American shoes duty-free, in the mistaken belief that this would force down the prices of Canadian footwear. Those are impressions that you should seek to correct. The only remedy is to tell the facts, and teach your customers to appreciate the truth about the Shoe industry of Canada.

For this reason Shoe Manufacturers' Association is commencing a nation-wide publicity campaign. The truth about the Shoe industry of Canada is being presented clearly and forcefully in newspapers, farm papers and magazines in all parts of the Dominion. In the name of the entire shoe industry we will educate the public to appreciate the service which is being rendered in the production and DISTRIBUTION of Canadian-made footwear.

Every dealer in Canada is earnestly asked to co-operate in this work, and every dealer **SHOULD** co-operate for the sake of his own self-interest. Display material which the Association has prepared will be (or has been) sent to you. Be sure that it is placed where your customers will see it.

**SHOE MANUFACTURERS
ASSOCIATION OF CANADA**

Mention "Shoe and Leather Journal" when writing an advertiser



The
 "Best Everyday"
 Shoes

Made in Canada

Are Made in Aurora, Ontario

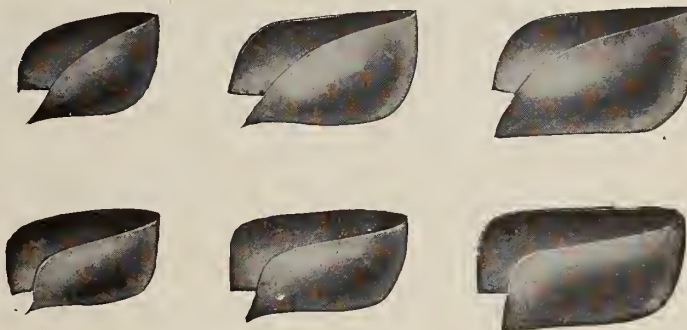
By

THE T. SISMAN SHOE CO., Limited

FAIRE BRO^S & CO., LIMITED

RUTLAND STREET, LEICESTER, ENGLAND

Manufacturers of **STIFFENERS**



TO BOOT MANUFACTURERS

Our well-equipped modern factories are adapted to meet all your requirements in high grade

**SOLID GRAIN STIFFENERS
 GRAIN BACKED STIFFENERS**

In all sizes.

**SOLID SPLIT STIFFENERS
 TWO PIECE SPLIT STIFFENERS**

Men's, Army, Women's, Children's and Golosh Shapes.

**THREE PIECE SPLIT STIFFENERS
 LEATHER LAYER STIFFENERS**

BE SURE AND SEE OUR SAMPLES BEFORE RE-ORDERING.

IT WILL PAY YOU TO DO SO

FAIRE BRO^S & CO., LIMITED, Manufacturers of Shoe Mercery, LEICESTER

Mention "Shoe and Leather Journal" when writing an advertiser



NOTE THE CUT

of the welting shown in the upper part of the border of this advertisement. This cut is an exclusive feature of

McKAY FLEXWELT

made by us. It permits the welt to lie so that it folds evenly without bulging. McKay Flexwelt thus gives a flat surface especially fine for narrow-toed shoes. It is very flexible but not too soft.

Used on Women's, Misses', and Children's Shoes

We will gladly send you Prices and Samples of McKay Flexwelt. Write to us NOW

BROCKTON WELTING COMPANY

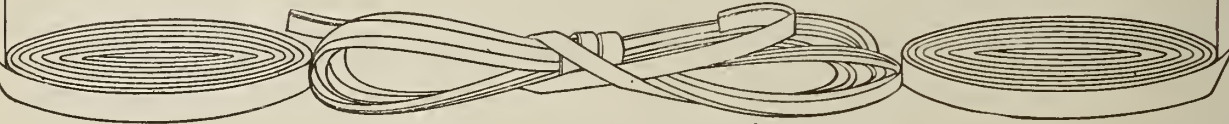
—INCORPORATED—

69 Crescent St., Brockton, Mass.

Department of HILLIARD & MERRILL, Inc., 210 Broad St., Lynn, Mass.

SALES OFFICES: BOSTON, 185 Essex St.; PHILADELPHIA, S. W. Cor. 5th and Arch Sts.; CINCINNATI, 410 East 8th St.; MILWAUKEE, 258-260 Fourth St.; ST. LOUIS, 1419 Olive St.; ROCHESTER, N. Y., 22 Andrews St.; NEW YORK CITY, 33 Spruce St.

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COLLIS CALF

has built a reputation for quality in the

WORLD'S COLORED CALF MARKET

that has never been equalled. For real fashionable footgear where calf is used, no manufacturer makes a mistake who uses Collis's Popular Colors.

Write for Samples

Colors 2, 17, 3 and 22

Collis Leather Company, Limited
Aurora, Ont., Canada

Yamaska

The line that has been making friends and profits for Canadian Retailers for over half a century, and are still going strong. They meet the year round demand for a good staple shoe. No retailer ever made a mistake by stocking Yamaska Brand.

If your jobber does not have them write us direct.

LA COMPAGNIE
J. A. & M. COTE

St. Hyacinthe - Quebec



SHOE PATTERN SERVICE

Isn't it provoking when, just at the time you need patterns for a certain new model, you find you cannot procure them? Well that's where OUR SERVICE eliminates all that provocation and keeps your temper sweet.

*Supplying Patterns Promptly and Satisfactorily
is Our One Big Specialty.*

Conaway-Wadsworth Pattern Co. Limited

223 MCGILL STREET

Rooms 11 and 12

MONTREAL, QUE.

GUS LOSSMAN, Manager

Peterboro
SHOE



Peterboro
SHOE

The Peterboro Shoe ought to be in your stock to successfully meet that ever-growing demand for a good staple shoe. Besides being made of solid leather, coupled with superior workmanship, it has that touch of style that places it above the average staple line. The price is moderate and will produce good profits. Made for

Men, Boys, Youths and Little Gents

We are District Agents for the Dominion Rubber System and carry a complete line of their goods at all times.

B. F. Ackerman, Son & Co., Limited
PETERBORO, ONT. Western Branch, REGINA, SASK.

MAKERS OF THE "PETERBORO" SHOE

The Highfield Tanning Co., Ltd.

Runcorn (Near Liverpool) England

Invite Enquiries from Canadian Boot Manufacturers and Merchants
of their well known

British Tanned Oak Sole Bends

ALL WEIGHTS

Insole Bellies and Shoulders

Welting Bellies

AND FOR

Dressers, Rough Belting Butts (short cut), Strap Backs,
Welting Shoulders

Cables: "Highfield, Runcorn." A.B.C. Code, 5th Edition.

A DOLLAR AN HOUR OR LOAF

The Youths' Companion is not a trade paper nor labor journal but sometimes it talks on these subjects. Here's an illustration:

A recent dispatch from a western industrial town said that there was plenty of unemployed labor about, that there were lines of applicants at every mill or foundry office; but that no one would go to work for less than a dollar an hour. The dispatch added that many of the men had come in from the farms that surround the town, looking for "easier work and bigger pay."

The situation is common all over the United States. Together with the spirit of speculation, which thrives at a time of underproduction and extravagance, it is at the bottom of the steadily rising cost of living. It means a continually increasing costliness of industrial production and a continually diminishing supply of food. Then will follow a business breakdown and severe hardship. Is that the only way in which Americans can learn thrift and wisdom?

Men who will not work except for a wage arbitrarily fixed and who do less work both in quality and quantity for that wage, deliberately delay our recovery from the waste and destruction of war and help the profiteer to keep the price of everything we need high in the air. They have made the farm worker think that he is a fool to stay long hours at really hard work. Therefore, he leaves the farm and crowds into the city to get his share of the "easy money." We see with a sigh the old habits of industry and of conscientiousness disappearing; it is too much to hope that mere exhortation will call those habits back, but we are drifting toward a situation in which they will have to come back if we are going to live and want to have the simplest comforts of life.

TANNERS' OILS and Supplies



Sulphonated Cod Oil

Chamois Moellon Degras

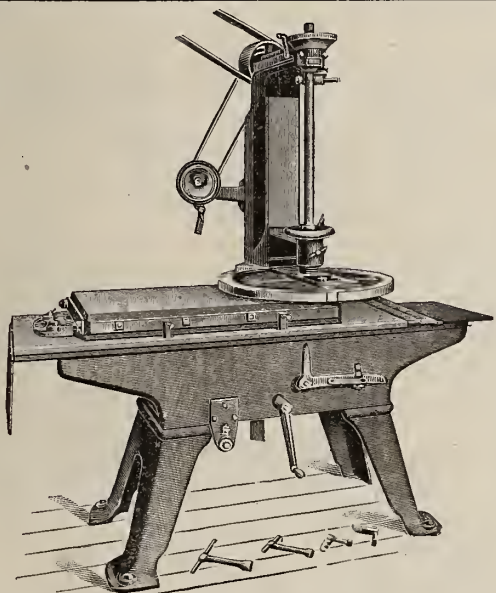
FRED W. DAMON

214 PRINCESS ST., BOSTON, MASS.

Representative of the

NEW YORK QUEBRACHO EXTRACT CO.

for New England States and Quebec and Maritime Provinces in Canada.



A SMOOTH EVEN SURFACE and a UNIFORM THICKNESS in your

Cutting Boards and Blocks

RAISES THE QUALITY and LOWERS THE EXPENSE of your Cutting Room.

With our

Open Side Block Planer

Cutting Boards and Blocks can be put in first-class condition in a very few minutes. It is the most improved machine of its kind, specially constructed and possessing exclusive features that make it SAFE, RAPID IN ITS WORK, and EASY TO OPERATE.

No chance of inferior cutting and no unnecessary expense in dies with one of these machines in your factory.

Manufactured by
The Louis G. Freeman Co.
CINCINNATI, OHIO, U.S.A.

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- International Supply Co. Montreal, Kitchener, Quebec
 - Manufacturers Supplies Co. St. Louis, Mo., Milwaukee, Wis.
 - Markem Machine Co. Boston, Mass.
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 - Standard Engineering Co. Leicester, England

NIGROSINE

STANDARD
Jet and Blue Shades

Our manufacturing facilities enable us to guarantee regular and prompt deliveries in any quantity.

Dyestuffs, Extracts,
Chemicals and
Tanning Materials

D. J. LARKIN CO.
93-95 Broad St., Boston, Mass.

FIBRE COUNTERS



RELIABILITY

The RELIABILITY of Duclos & Payan Fibre Counters as evidenced in their persistent use by the Trade for forty-five years, signifies a constant High Quality in the Product. Best grade materials and faultless manufacture result in counters that we are able to GUARANTEE to outlast the shoe.

Representatives:—

For Ontario, E. R. Lewis, 45 Front St. East, Toronto.

For Quebec City, Richard Frere, St. Valier St., Que.

DUCLOS & PAYAN

ESTABLISHED 1873

Tannery and Factory
ST. HYACINTHE

Sales Office and Warehouse
MONTREAL

CHAS. E. ROY & CO.

(REG.)

DEALERS IN

New and Second-Hand Machinery

Leather and Shoe Findings

Let us know your requirements

We may have what you want

31 Colomb St. QUEBEC CITY

JOHN McENTYRE, LIMITED

LEATHER and SHOE GOODS

28 St. Alexander Street

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PLANTS
Rubber Cement Factory
26 Gladstone Ave.

TANNERY
1704 Iberville St.

H. Ingle & Sons, Limited

LEEDS, ENGLAND

Buyers of all classes of

Sole and Upper Leather

ALSO AT

Leicester, Bristol, Rushden and Northampton

Cable Address "INGOT" Consignments Solicited.

A. FICQ en ZOON

Hide and

Skin Merchants

Rotterdam - - Holland

Cable Address: FICQ, ROTTERDAM

**STANDARD
SCREWED
SHOES**



IN
MEN'S, BOYS', YOUTHS',
LITTLE GENT'S
AND CHILDREN'S

**A. A. COTE & SON
LIMITED**



**McKAY
SEWED
SHOES**

IN
MEN'S, BOYS', YOUTHS',
LITTLE GENT'S
AND CHILDREN'S

**ST. HYACINTHE,
QUEBEC**

Manufacture lines of Staple McKay Shoes in Men's, Boys', Youths', Little Gent's and Children's, as well as a Strong Line of Heavy Working Shoes, out of best Chrome Side Tanned Leathers, on Foot Fitting Lasts, at reasonable prices, Standard Screwed Soles, Stitch Aloft, Natural Finished Bottoms, so that buyer can see the nature of leather and know what he is buying. That's the line for you.

MORSON, BOSWELL & COMPANY

IMPORTER

64 Wellington St. West
TORONTO

St. Nicholas Building
MONTREAL

We Specialize in

CLOTH SHOE TOPPING—Black and all Colors

COTTON SHOE LININGS

GAITER CLOTHS



**H. HANDELAN & STAFF
OF ARTIST/
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50-56 W. RANDOLPH ST.
CHICAGO**

**DISTINCTIVE SHOE
ADVERTISEMENTS OF
REAL SELLING VALUE**

**Your Windows
need more
Attention!**

Mr. Shoe Retailer

This book of
Shoe Window Displays
was written for you!

NEW IDEAS AND METHODS.

ORDER NOW!

Post Paid, \$2.75

FRANK P. TAYLOR

381 Washington Street

Boston, Mass.



HOCKEY BOOTS

Every Jobber should inspect our range of Hockey Boots for next Season. We specialize in these shoes and are able to give you exceptional values. With their good Quality and moderate prices they will command wide sale.

Our Heavy Footwear

fills the demand for strongly made, comfortable, well-finished Work Boots. They are good sellers and Profit Makers.

J. E. SAMSON, Enr.

20 Arago Street - QUEBEC, QUE.

CLARKE & CLARKE Limited

Established 1852

Manufacturers of
SHEEPSKINS
Of all kinds

Our sheepskins have been the standard for quality and colors in Canada for over thirty years

Clarke & Clarke Limited

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BRANCH WAREROOMS

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553 St. Valier Street, Quebec

RICHARD FRERES, Agent

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SHEEPSKINS

FOR

SHOES GLOVES

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Tanneries

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Quebec and Maritime Provinces

Represented by

John McEntyre, Limited - Montreal, Que.

Beal's
Shoepacks
for
Rough Work



The leather used is our own tannage, carefully chosen and fashioned into footwear in the best manner that skill and brain can conceive to get the maximum of resistance to wear and weather.

The R.M. Beal Leather Co.
Lindsay, Ont. Limited



**YOU CAN BEAT COMPETITION
AND GIVE FULL VALUE**

by using—

Shoes made of Surface Kid have all the comfort giving qualities and the Durability of Shoes of Genuine Kid. They are as handsome in appearance and they Cost Less. They are More Saleable because they give Greater Value.

**GLAZED, DULL
and
GUN METAL**

Made in
BLACK and COLORS

**GLAZED KID
SHEEPSKIN
CABRETTAS**

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HEAD OFFICE - - - TORONTO, CANADA

Shippers of HIDES, CALFSKINS, PELTS, WOOL,
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IMPORTERS OF AMERICAN LEATHERS

SOLE LEATHER, PATENT LEATHER
AND GLAZED KID

Buyers on Commission of Indian Tanned Goat and
Sheep at London Sales

Davies & Co.

LIMITED

BRISTOL, - ENGLAND

Importers and Distributors
of All Descriptions of **Leather**

Branches: London, Leicester, Northampton

Cable Address:
"HEMLOCK, Bristol"

Codes: Widebrook
A. B. C., Fifth Edition

ESTABLISHED 1863

THE KING BROTHERS COMPANY, LIMITED, WHITBY, ONT.

Manufacturers of CHROME, COMBINATION AND BARK TANNED SIDE UPPER LEATHERS

OOZE, FLEXIBLE AND WAX SPLITS FOR HOME AND EXPORT TRADE

J. HARDY SMITH & SONS

**HIDE and LEATHER
FACTORS**

CABLES: HIDES LEICESTER.

CODES: MARCONI, BENTLEY, LIEBER.

Belgrave Gate, Leicester, Eng.



“ALL ABOARD!” Direct Through Connections from **“HOOF TO BEAMHOUSE.”**
 Only stops to improve quality and selection. Depots at all principal Hide Centres, including
CHINA, INDIA, JAVA, BRAZIL, CUBA, COLOMBIA, COSTA RICA

SCHMOLL FILS & CO.

International Hide Merchants

PARIS

HAVANA

BASLE



NEW YORK

CHICAGO

“We deltver wat you huy”

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GOODYEAR SERVICE BEGINS WHERE OTHERS LEAVE OFF

When a machine is sold outright, all interest taken by the vendor in most cases suddenly ceases.

**WHEN GOODYEAR MACHINERY OR
SHOE REPAIR OUTFITS ARE INSTALLED
OUR INTEREST AND SERVICE BEGINS**

We maintain a large number of experts to install and keep in operation all Goodyear machinery, and a stock of parts, so as there will be no delay in the case of a breakdown. This is

REAL SERVICE

United Shoe Machinery Company of Canada, Limited

MONTREAL

TORONTO

KITCHENER

QUEBEC



COME TO TORONTO

If 1,200,000 people visited the Toronto Exhibition in 1919 surely it is worth coming to see in 1920.

We will have our usual big display of manufactured products as well as a big showing of

CLARKE'S PATENT LEATHERS

in the Manufacturers Building.

This is the leather that best Canadian Manufacturers use in their high-grade products. If you are interested in Patent Leather be sure you come and see us at the Exhibition.



A. R. Clarke & Company, Limited

Toronto

Branches in Montreal, Quebec

THE SHOE & LEATHER JOURNAL

THE THIRTY-THIRD YEAR

TORONTO, SEPTEMBER 1, 1920



Manufactured Under License

Men's Fine Shoes

*Corson Shoe Manufacturing Co.
Limited*

C. S. Corson, President

Sterling Road - Toronto

ACTON PUBLISHING CO., LIMITED
TORONTO MONTREAL



Pioneers In Sole Leather Production

Years of experience and
constant development
are back of each of the

Six Breithaupt Tannages

OF

QUALITY SOLE LEATHER
Hemlock — Union — Oak

produced in quantities to assure
efficient supply service and
best possible values.

The Breithaupt Leather Co. Limited

The Standard of Canadian Sole Leathers

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Kitchener	Toronto	Vancouver	Montreal	Quebec
	TANNERIES AT			
Penetang	Hastings	Kitchener	Woodstock	Burks Falls



IT'S *RIGHT*



BENNETT

TRADE MARK

DEPENDABLE COUNTERS

It's *right* that it *pays* to put a good foundation in every structure.

In building shoes, manufacturers have found lasting satisfaction in BENNETT Counters, perfectly made from fibre board, manufactured expressly for counters by BENNETT.

BENNETT Counters are all that a counter should be.

BENNETT LIMITED
MAKERS OF SHOE SUPPLIES
CHAMBLY CANTON, P.Q. CANADA

ONTARIO OFFICE
28 KING ST. EAST, KITCHENER

SALES OFFICE
59 ST. HENRY ST., MONTREAL

Made in Canada by the largest shoe fibre makers in the British Empire



*Uniformly high quality has
built the largest counter busi-
ness in the British Empire*

From the beginning, we have seen that every D. & P. Counter was made up to the same high standard.

Because we recognize that so much of the life and so much of the fitting qualities of the shoe depend on the Counter. Many of the good shoe manufacturers have used only D & P Counters.

You cannot get better anywhere.

DUCLOS & PAYAN

Tanneries and Factory:
St. Hyacinthe

Sales Office and Warehouse:
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Montreal

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Dominion Calf



MADE IN CANADA



FLAWLESS QUALITY
ALWAYS UNIFORM

Davis Leather Co. Limited
NEWMARKET ONTARIO

LANG'S
LEATHER
LASTS

LANG'S
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Lang's
**REAL
SCOURED
OAK**
Leather Lasts

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LASTS

Mention "Shoe and Leather Journal" when writing an advertiser



Bell Shoes

sell easily
to your better trade

THIS fact is recognized by practically every merchant who carries BELL SHOES.

This is due to the fact that it has been the primary ambition of this Company to produce a Shoe that will be recognized on sight as a quality product.

While the style features of Bell Shoes are always correct, we are never led to produce any extreme designs which might be but the fad of a moment.

This feature in Bell Shoemaking means much to the merchant who desires to sell high class shoes that will move freely and not be out of style before they are off his shelves.

Shoemakers for over a Century to the Particular Men and Women of Canada

Manufacturers for Canada of
Dr. A. Reed Cushion Sole Shoes

J. & T. BELL
LIMITED
MONTREAL, QUE.

Toronto Office:
Room 206 Stair Bldg. No. 123 Bay Street
C. E. Fice, Representative

“Mount Royal Kid”

“MOUNT ROYAL KID” is the name under which all of the product of this company will be shipped to the Canadian trade.

As our Tannery is located in Montreal, where we employ the most skilled of Canadian workmen—making our product one that is Canadian in every way—it is but fitting that our trade name should be one readily recognized both by the trade at large and by the general public as Canadian.

The name MOUNT ROYAL KID will shortly be recognized as representing all that is good in Kid for good shoe-making.

John R. Evans Leather Co.

Limited

214 LEMOINE ST.

MONTREAL, QUE.



MEN'S AND WOMEN'S WELTS
AND McKAYS



WOMEN'S TURNS

Metropolitan

MEN'S AND WOMEN'S WELTS
AND McKAYS

selling the whole season through. They will never become
"shelf-warmers."

The new lines for Spring will be shown in September.

Daoust, Lalonde & Co., Limited
MONTREAL, QUE.

BRANCH: METROPOLITAN SHOE CO., 91 St. Paul St.
MONTREAL

You can Always
depend on these
Shoes.



Every foot of leather going into shoes bearing any of these brands is the best for the purpose that can be used.

The Shoemaking is the result of the most careful inspection.

The styles are always those that you can depend on

“LEVOR LEATHERS”

The trials, the disappointments, the *successes* of forty years of experiences back the brand, bulwarked by a long-standing well-guarded good reputation.

Levor Leathers Lead!

Ask Your Neighbor

LEVOR MAT KID - The Black Mat Shoe Topping

Economical—durable—satisfying.

LEVOR GRAIN KID - - - Colored and White

Firm and upstanding leather.

Stylishly snug on the foot.

Colors? All that Dame Fashion demands.

White? Yes; *pure* white—the *whitest* white.

LEVOR BUCK - - - An Ooze (Suede) Finish

Black—white—browns—greys—as good as the best at a lower price.

All tanned from only the best classes of Cabretta raw stock the world provides by

G. LEVOR & CO., Inc.

AT GLOVERSVILLE, N.Y.

BOSTON
ST. LOUIS

Export Department
88-90 Gold St., New York

NEW YORK

THE MARSH SHOE



THE AVENUE

We show for the first time in Canada two new colors in full grain side.

These colors are more attractive than anything ever shown before in this leather.

They will be popular with the trade because they are new and will sell readily to both men and women.

WM. A. MARSH CO., LIMITED
QUEBEC, P.Q.

M



THE
“AMES-HOLDEN”
BRAND OF
RUBBER FOOTWEAR
CANVAS
RUBBER-SOLED SHOES
FELT SHOES and SLIPPERS
IS NOW ON THE MARKET



Manufactured and sold by

AMES HOLDEN McCREADY, LIMITED

HALIFAX, ST. JOHN, QUEBEC, MONTREAL, OTTAWA,
TORONTO, LONDON, WINNIPEG, REGINA, SASKATOON,
EDMONTON, CALGARY, VANCOUVER

H. O. McDowell

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INTERNATIONAL SUPPLY CO.

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SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES

FACTORY AND BRANCH
37 FOUNDRY ST. S.
KITCHENER, ONT.

BRANCH
566 ST. VALIER
QUEBEC

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

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Waltham, Mass.
Lacing Hooks and Hook
Setting Machines

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

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

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

Dean, Chase Co.,
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Cotton Threads

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

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Brockton, Mass.
Waterproof Box Toe Gum
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Wood Heels and Die Blocks

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Machines, Compounds,
Inks, etc.

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Puritan Mfg. Co.,
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N. Rochester, N.H.
Guaranteed Fibre Counters
Fibre Innersoling

Textile Manufacturing Co.,
Toronto, Ont.
Shoe Laces

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

Safety Utility Economy Co.,
Boston, Mass.

Electric Heating Equipment

MAIN OFFICE
154 NOTRE DAME ST., WEST
MONTREAL

Are YOU taking Full Advantage of our Service?

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

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

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

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

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

Buying from us is not a Gamble; it's a Safeguard.

UPPER LEATHER

BARK, CHROME, RETANNED

SPLITS

WAX, FLEXIBLE, OOZE

We Solicit Your Enquiries for Leather that has Stood the Test of Time

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Peterboro
SHOE

for
Men, Boys, Youths
and Little Gents

Staple shoes that extend the maximum in wear service, give ideal comfort, have style, produce good profits and make pleased customers are shoes with wonderful selling power—such is

“The Peterboro Shoe”

District Agents for the Dominion Rubber System, carrying a complete line of their popular products

B. F. Ackerman, Son & Co., Limited

PETERBORO, ONT.

Western Branch, REGINA, SASK.

MAKERS OF THE “PETERBORO” SHOE

La Duchesse

*Women's 8" Welt Boot
Tan Calf, Fashionable Last
An Excellent Fitter*

La Duchesse Welts for Jobbers

Those Jobbers who know the uniform quality of La Duchesse Turns and McKays will appreciate our statement that our new line of Welts is just what they have been looking for—an honest shoe made to sell every day in the year.

"La Duchesse" Shoe Co., Registered
MONTREAL, QUE.



Mention "Shoe and Leather Journal" when writing an advertiser

ROBERT H. FOERDERER
PHILADELPHIA INCORPORATED PENN., U.S.A.



Mention "Shoe and Leather Journal" when writing an advertiser



Naugahyde Bags ARE WORTHY OF YOUR STORE

They are Bags you can feature and recommend with every confidence in their ability to please every customer who wants distinctive and durable luggage.

NAUGAHYDE BAGS are waterproof and seamless. By a special process, joints and corners are all fused into one piece, making a bag that stands up to the rough usage of travel. Its handsome black surface can be wiped clean with a damp cloth.

NAUGAHYDE BAGS equal the finest English club bags in appearance, with rich brass fittings and specially selected linings.

Made in attractive styles in sizes for men and women.

And behind every NAUGAHYDE BAG is the oldest and largest Rubber organization in Canada.

If you are not carrying NAUGAHYDE BAGS, write for full information as to sizes and prices to the nearest Dominion Rubber System Service Branch.

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FORT WILLIAM WINNIPEG BRANDON REGINA SASKATOON
EDMONTON CALGARY LETHBRIDGE VANCOUVER and VICTORIA

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TO ADVERTISERS

The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

A TIME FOR CONFIDENCE

IN his recent address to the shoe retailers of Canada at Montreal, Sir George Foster struck a note that ought to appeal to every Canadian. He stated that the danger which menaced this country and many others at this juncture was the tendency towards a condition of pessimism. He pointed out why we have cause to thank God and take courage more than any other country on the face of the globe. He called attention to the destruction and misery that visited Europe through the war and the years it would take to restore France, Belgium and other countries to regain their former position of peace and prosperity.

We have scarcely realized there was a war, apart from the loss of those who gave their lives in the great cause. We have had agricultural, industrial and financial prosperity beyond measure. In spite of high prices we have been able to maintain our homes in comfort and happiness which even in comparison with those in England knows no measure.

This fall we will have as a result of a bountiful Providence a crop that will mean to every man, woman and child in Canada an assurance of the further continuance of our wonderful prosperity. In the West alone there will be at least half a billion dollars taken from the soil this season. What this will mean to the business of the country can hardly be over-estimated.

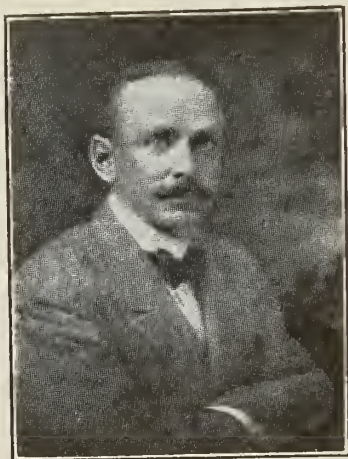
It is a good thing that we should be thoughtful and economical, but the present is no time for niggardliness and pessimism. It would be a pity if there should be a rebound to the reckless extravagance of the past two years, but it would be a hundredfold more to be regretted if the spirit of fear or a policy of repression should prevent the full realization of the benefits that our unusual good fortune brings.

It is a time for courage and hope and the man who displays both in sensible moderation will best help himself and the country.

Elmer Bliss on Salesmanship

The "Regal Shoe" Business Founded on Salesmanship—A Daring Innovation in Shoe Store Methods—As a Key Question to Success in Business He Asks "Is Your Mind Lazy or Does It Keep Working?"—Some of His Views on Salesmanship

ONE of the most successful men in America in his line which has embraced both the making and distribution of shoes, is Elmer J. Bliss of Boston, head of the Regal Shoe Company of Boston, which owns two factories in the United States and controls one of the largest chains of retail shoe stores in the world, with agencies in every quarter of the globe. He was the originator of the single price chain store idea. In addition to his genius as an organizer and salesman he is an inventor with over twenty devices connected with the making of shoes to his credit. He also was deputed by the American government to reorganize the shoe fitting system of the army, and perfected in this connection a machine which registers the exact size of the boot a soldier should wear by merely having him step upon a machine with his full equipment. It may be



ELMER J. BLISS
Boston

said here that his Canadian factory at Toronto has recently been acquired by Mr. Clayton Corson.

Mr. Bliss began as a drygoods salesman, but a railroad accident having laid him aside for a few months he found time to think out problems of salesmanship. His father was a small shoe manufacturer of Brockton, Mass., and he opened a small store on Summer street in Boston, to try out his ideas. Here are some of his thoughts and experiences as given to the American magazine in a recent number:

"What's the most important point in selling shoes?" Mr. Bliss recently was asked.

"Tact, I should say," he replied. "The average human being seems to have more vanity about the size of his feet than about almost anything else. Unless people are handled carefully they are likely to insist on shoes either too short or too narrow—usually the former. And shoe-pinch feet aren't likely to turn back to the same store. Incidentally, we have found—contrary to popular belief—that men are more likely than women to get shoes too small.

"When demonstrating the different kinds of stock it is better to show a customer shoes smaller than the size one will have to fit him with eventually. They please his eye more.

And then, when the style has been decided on, the salesman can bring the right size from stock.

"When trade developments made it expedient for us to give up the single-price idea, there was one point I insisted on from the start: If a customer mentioned a certain sum which he felt like paying for his shoes, no salesman should ever show him a more expensive pair without first giving him an opportunity to examine the styles at the exact price he had named. Indeed, I felt it was even better to go ahead and fit him in the lower-priced grade before suggesting anything in more select stock. This policy emphasizes that you are willing to sell a man what he asks for before attempting to substitute something he hasn't asked for.

"Courtesy is one investment that always pays big dividends. Several years ago I noticed that one of my managers had a larger following and a larger personal trade than any of the others. In watching his methods closely I found that he had reached this pre-eminence less by brilliancy than by thoughtfulness. For instance, if he saw that he was unable to give a customer exactly what the customer wanted, he always referred him definitely to some other store, giving its name and location. Sometimes he wrote on a card the names of several other stores. Now, this manager had what I call instinctive salesmanship. He made a patron feel that he was interested in him rather than in his pocketbook.

"To be effective, salesmanship must also be unobtrusive. Loud talking is the great American crime. No clerk in a retail store ought ever to raise his voice to call another employee; and conversation with a customer should be carried on in a tone just loud enough for him to hear distinctly. This makes a mighty difference in the general atmosphere of a store.

"I remember travelling one night on the boat train that was to catch the steamer from Harwich to the Hook of Holland. Only one person in our party had failed to engage a cabin. Travel was very heavy at that season, the steamer was small and it looked as if the man minus a reservation would be out of luck.

"While this particular individual was giving voice to his fears an Englishman turned to him and said:

"Let me suggest something to you: As soon as you board the ship, hunt up the purser, and in a low, quiet tone, ask him if he cannot make some arrangement for you. Your subdued voice will be in such sharp contrast to the way most of your countrymen talk that I think he will accommodate you."

"My fellow traveller took this advice and was fixed up without difficulty. I have never forgotten this illustration of the truth that a calm, quiet statement will accomplish more than a hysterical harangue."

"What are some of our commonest mistakes in buying shoes?" Mr. Bliss was asked.

"One of them is a false idea of economy. Many folks think that if they buy one pair of shoes and wear them all the time, they are saving money. Instead, they are losing it. The man who has a pair of heavy shoes to wear to business and a pair of light dress shoes for the evening will have a smaller shoe bill at the end of the year, and he will be better shod and more comfortable at all times.

"Two pairs of shoes, worn on alternate days and fitted up with shoe-trees when not in use, will last perhaps three times as long as either pair would if worn continuously. The habitual use of shoe-trees will greatly prolong the life of footwear. A shoe that has been worn all day has absorbed moisture from the foot. If tossed aside overnight, empty, it tends first to wrinkle and then to crack.

"In mentioning the almost universal tendency of people to wear shoes too short for their feet, I should have referred also to those folks who insist on wearing a certain size shoe

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Making Shoe Findings Pay

An Important Profit-Maker—Not Given Enough Prominence—Show a Greater Net Profit than Shoes—Need Display and Advertising—Should Pay the Rent and Light Expenses

THE reason some shoe merchants regard the sale of findings and other accessories a sort of evil that must be endured in a shoe store is that they do not give it the attention it deserves, and which they usually devote to regular departments. Some of the best men in the trade have proved that handled properly, the selling of this class of goods may be made even more profitable, according to its relation to other goods, than even regular lines.

In an address given to the Iowa Shoe Retailers' Association some time ago the president of the organization called attention to this fact and urged dealers to give more attention to the subject. His remarks are so well to the point and so definite, that we reproduce them in part. He said:

No shoe store or shoe department is complete in its full sense without findings. They are as important in a store selling shoes as notions are in a drygoods store or as accessories are in an automobile salesroom or garage. In fact the findings department is the notion or accessory department of a shoe store.

The progressive live shoe merchant sees the value and advantages of the sales of findings, because he sees that with findings he can increase the volume of sales in his store with a line of merchandise that rightfully is his, a line of merchandise the public in general concedes belongs there and they look for it there.

Money in Findings

Findings are profitable, too, for the sales on findings net a greater profit per investment than do shoes.

The value of sales a store gets in findings is just as large as the interest that stores management and salespeople take in pushing them.

The findings department is probably the smallest department in every shoe store both in invested capital and in sales, but is by no means the smallest in net return based on investment. Yet, in some stores no particular effort is made to sell findings. I venture to say that 95 per cent., yes, I believe I am safe in saying 98 per cent. of the shoe stores in the State of Iowa never advertise findings at all and that practically this same percentage never display findings in their windows.

Findings, the same as any other line of merchandise, need advertising, displaying and salesmanship if one expects to get a big volume of sales on them.

The items that come under the heading of findings are many—you know what they are—they range from 5-10-25 cent articles up into the dollars. The percentage of profit on a 5-10-25 cent article is just about as great as on 3-4-5 or six dollar articles. I tell you, men, it pays to sell these smaller articles, too. The five and ten cent store people discovered this years ago. I tell you it pays to sell shoe laces, polishes, brushes, buckles and the many other findings that are found that help to beautify and preserve the footwear you sell, and I tell you it also pays and pays big to sell corn cures, bunion pads, arch supports and other comfort, giving appliances to help cure the trouble, aches and pains the other fellow's shoes have caused.

My subject deals with the sale of findings and I want to state right now that I know from experience that comfort-

giving appliances are wanted by the people because they are needed by the vast majority and that they can be sold if properly introduced. Then, too, they are one of the profitable items of a findings stock.

Then there are buckles and spats—two other items that greatly increase the sales of your findings department. It pays to push these articles because they run into money as much as shoes did before the war and the people want to buy them, they beg for them, and the merchant that is not progressive enough to stock them is clear out of the running. Think of a shoe store without pump buckles or spats or foot comfort appliances—the real money end of the findings business, and still some stores do not see the value of handling them.

Will Pay Rent and Light

Why, your findings department should pay the rent and light bill of your store!

I want to say again that the volume of sales you get in findings is just as great as the interest you and your salesmen take in pushing them, and remember this, too, that every time you sell an extra pair of laces or pump



WHICH BOAT ARE YOU IN?

When an Association is formed in any trade for the benefit of all the members, much good can come from its organized effort. It is like a race between a well trained crew and a mob in a row boat.

buckles or spats or arches or practically anything else found in a findings stock, you have increased your volumes of sales without detracting from the shoe lines.

DEATH OF T. H. RUMFORD

The death occurred recently in the Guelph hospital of T. H. Rumford of Georgetown. Mr. Rumford was originally in business in Forest, Ontario, and a number of years ago closed his business there and came to Toronto and joined the staff of the then Blachford Davies Co., now Davies Footwear Co. During the last five years he has been carrying on business in Georgetown. On the 31st of July he took a stroke and was taken to the Guelph hospital, but did not regain consciousness and died a few days later. Mr. Rumford was quite well known in the trade and was greatly respected by those who knew him. He was buried in Forest with Masonic honors, having been a member there as well as being a member of the Georgetown lodge. He leaves no children, but Mrs. Rumford remains and is offering the business for sale.

Newspaper Advertising for Shoe Retailers

Dealers all Over Canada are Using More Newspaper Space, Evidently Finding it Pays to Advertise

FROM the many advertisements of shoe retailers all over the country there is every reason to believe that the shoe men are finding newspaper space is good to bring trade. These ads run from a two column by two inch space to whole pages. The whole pages, of course, are used on special occasions when sales or special sellings of some kind are being conducted. Many of these ads are good, while others may be improved with a little care and attention to detail. The great weakness of the average advertiser is lack of description of goods and not publishing the prices.

One good way to test an ad is to think of purchasing or wanting to purchase something that you are not selling. Forget about shoes for the time being. Assume you want to buy a suit of clothes, or a house, or a horse, or an auto, or anything at all but shoes. Then assume that some friend or man came to you and said: "I know where you can purchase that suit of clothes you want, or the house or horse or other article." What would naturally be your first question? Would it not likely be what kind of suit is it? Or what kind of house or horse is it? Then when the man had described these articles would not your next question be: "What is the price?" And until you were told that you would not be much interested. To say to you: "You can obtain a suit or a house or horse from Jones," would not move you very much to go and find out all the particulars you desire to know about these articles. But when you learned about their condition and was told the price then you would decide at once whether you would go or not.

Selling shoes is just the same. You tell people through your advertising that they can obtain shoes from you. But unless you tell them the kind of shoes you have to offer and at what price they are obtainable you will find that not many people are going to hunt you up to find out this information when they feel that possibly after they had gone to you and learned out all about them they were not what they wanted, and it would be rather embarrassing to tell you so and have to go out without making the purchase after putting you to the trouble of showing the goods.

The better way is to describe what you have to sell, and do it in as few words as possible, and then after describing it, tell the price. If an auto dealer described a car for you and the description came up to exactly what you wanted in a car, and he did not tell the price, do you think you would say you would take it? You would likely ask the price and by this would be able to judge as to whether you were getting value or not. Or if you read the description in an advertisement and the price was not given would you be liable to become interested without knowing the price?

Now all this argument applies in the selling of shoes the same as it does in the selling of houses and lands and cars and horses. It is just plain horse sense applied to the act of selling. An advertisement is no different from a man trying to sell goods over the counter, and who would think of a man selling goods over the counter and not telling the price?

In the many sample ads shown herewith some give the prices and some do not. It will be an easy matter to see which ones you think would attract you to the stores and which would not. The two long single columns of prices are two columns cut out of a full page ad. The full page was too large to reproduce so we cut the two price columns out to give you an idea of what is being charged for shoes

in other places. This was a Windsor, Ont., advertisement of a sale. The balance of the ad was all reading matter, and we think if less space had been given to reading matter and more goods and prices put in it would have increased the value of the ad. A quarter of the page would have been quite sufficient in which to have made full description of the sale and the reason of the low prices. The balance could have been devoted to the goods and their prices.

The bootery one column ad, next to these two columns, is a real good one. It describes the line advertised, and then gives the price and in addition it is a Monday special. These Monday specials are a good idea. In 99 homes of every 100, Monday is wash day and women do not like to come down town on that day. But when some special is offered it means a woman will likely make the trip if she has to postpone her washing. Try it for three or four weeks some time. You will be able to see what the results will be.

The Dollar-Day, of which we had reference in the last issue of this journal, is worked down in Halifax, and this ad seems to be a real Dollar-Day affair. In some cases the term is little better than a name, because there is so little to be obtained for a single dollar in the way of shoes, but the Halifax store has overcome that nicely. First it has a number of real good lines to offer at a dollar. Women's, misses' and children's white canvas shoes, pumps and oxfords for a dollar. There can be no doubt but these will be worth every cent of the money, but in addition to this the firm offer a dollar off every pair of shoes priced over five dollars. This is what we call keeping faith with the public. This firm carries out the term Dollar-Day to the letter.

The Higgins people run some real good ads sometimes. We are just in doubt about this ad as to whether it pulled trade. If a firm will consider the price of the ad space, and keep tab of the results, and see whether the space paid for itself or not, it will be a good idea. In this case we feel that there is considerable space used here for just a description of a pair of pumps. The price given would possibly have strengthened the advertisement and made it attract more trade.

The little Perelman ad has good selling talk. Some lines are described and then the prices given. It is very possible that this ad drew much business and it is a little one too.

The big ad of Johnston's is very unique. But it is possible that sometimes the uniqueness of an ad may detract from its selling value. As you look at this one your attention is at once attracted by the sort of puzzle as to what it is, and finally you discover it is the outline of a shoe set up on its toe, and you say: "That's a clever idea. I wonder who thought that out?" and you go on admiring the idea. That is, your attention is greatly taken with the idea of the design rather than the reading matter. It does redeem itself with four items in which are descriptions and prices which are the real reason for the appearance of the advertisement. In order to test this ad we showed it to a man and asked what he thought of it. He looked at it for a little time without speaking, then we suddenly asked: "What are you thinking about right now?" He immediately replied: "I'm trying to figure it out." This occurred after we had written the above suggestions, which confirms our views that it is too much of a puzzle.

The ad beneath it is the same size, and this is exactly the kind of advertisement we constantly affirm will not attract trade, and makes the advertiser say he receives no results from his advertising. To make these statements about what the sale has to offer without giving any proof or opportunity for the reader to see if these statements are right, is not such good advertising as that which gives the prices and descriptions of the goods. When a person is reading an advertisement in the home he does not like to be compelled to go to the store next day to see what the prices are; he likes to finish the reading right there and

Shoe and Leather Trade Jottings

Talk of the Street in Leather and Shoes—Conditions at Home and Abroad—Present and Future Outlook—Clearing the Decks for Spring Trade

IF the effort put forth in the last two months, and particularly during the past thirty days, bring results in proportion to the amount represented in money and energy expended, there ought to be considerably less shoes on the shelves of the retail shoe establishments of the country than on the first of June last. From what the *SHOE AND LEATHER JOURNAL* has been able to gather, there has not been a place of any size from Halifax to Victoria that has not witnessed a vigor in the use of advertising matter and the putting forth of sales methods that has not been known in the history of the shoe trade. There has not been in the memory of those engaged in the trade to-day a time when the special sale idea was pushed to the limit it has been this summer. That there have been unprecedented results is inevitable, and therefore it may be assumed that retail stocks are much lower in quantity, at least, than at the beginning of any new season.

The Public Effect.—That retailers have realized extensively on their sales is proven by the fact that payments have been much better than usual at this time of year. The people have had the money to buy and they have bought. They have bought in many cases whether they needed the money or not, for the greater part of the sales have represented that class of goods which are not to be considered to any extent as staple. From all accounts the public has the money still to spend and are willing to invest when it considers there is value received. Another thing developed by the experience of the last three months seems to be that while there may be still a willingness to spend there is a general disposition to question prices. A shopping spirit has developed that criticizes and bargains and buyers have to be shown reasons why they should buy. Whether this has been increased or diminished by the experiences of the past two or three months remains to be seen. Will they continue to expect shoes to sell at the cut prices they have seen marked in the windows is a question of moment to the trade.

Will Prices Recede?—It is quite certain that manufacturers' and wholesalers' prices will not permit the replacement of shoes that will sell at the figures at which many have been sold during this summer. The public as well as the retailer will receive a severe jolt if they expect this. With the widest possible allowance for shrinkage in leather values, which is the only direction in which a reduction of shoe prices can come to-day, there is not the remotest possibility of goods such as many

that have been cleared out by these sales being purchased at prices that will put their sale within any reasonable distance of the figures they have realized. It is estimated that the leather costs may be anywhere from ten to fifteen per cent. lower on spring goods, and this is dependent upon an even demand for shoes. From a dollar to two dollars reduction on a pair of fine shoes is about all that can be figured upon, so that the retail selling price of a shoe that sold ordinarily this season at nine dollars will be eight dollars, while the twelve dollar shoe of the past season will be priced ten dollars.

Leather and Shoes.—Shoe manufacturers say that while there has been an apparent reduction of leather costs, amounting to about twenty-five to thirty per cent. on upper stock and around ten per cent. on sole leather, there is at present no real market for leather. Leather men are not pushing business and are standing pat awaiting developments. There seems to be no surplus stock except in sole leather, and as tanners have not been wetting any more hides than needed to keep their wheels moving on short time, there is no assurance that as soon as a demand is created by need of stock for active manufacturing, that competition will not so strengthen the leather market that any present advantage will be lost. Between shoe manufacturers waiting to see what the spring season will develop and tanners holding back for fear of future decline, the chances are that shoe costs may go back to those of last year. However, the next two weeks will tell the tale.

The Hide Situation.—The hide market is still inactive in both packer and country selections, with a little more activity in the latter than the former. Purchases of certain grades of packers have been larger during the past week than for some time past, but there is comparatively nothing doing. Tanners are holding off for two reasons. They are opposed in the first place to putting more hides while they have stock going through that has cost more, and they are evidently convinced that prices of raw stock ought to be still lower than they are. In the meantime hide dealers are holding out for their prices and seem willing to carry stocks that must be much larger than at any time in several years, in expectation of tanners requiring them for a sudden demand for stock. Should this demand materialize there is no doubt greater activity, and of course higher prices, would result, so that the whole situation resolves itself into waiting for something to turn up. One cannot tell what the demand is going to be for shoes, but it is practically certain that the game starts as soon as leather cutters begin to seek the market for considerable quantities of raw material.

Situation in Calf.—The weakest spot to-day in leather lies in calf, which has receded perhaps more than any other line. This has been due to some extent to the greater accessibility of raw stock. For a considerable period an embargo existed in European countries on the exportation of raw calfskins. This caused a piling up of skins in the

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Review of Price Situation

Analysis of Leather and Shoe Conditions—Has the Bottom Been Reached?—What is a Safe Policy in Buying?—Heart to Heart Talks With Leather and Shoe Men

JUST at this particular time the burning question with retail handlers of shoes is—What is the future of the shoe market? How and when shall I buy? The frenzy of selling is pretty well spent, stocks are in a safer position from the retail point of view than they were three months ago, the decks are practically cleared for action and every eye is upon the approach of the new spring season.

It may be said that the fall season is yet to be reckoned with, for to a large extent there has been no season. Orders were not what they should have been in the first place, and so many cancellations have come in that it seems hardly credible that there should be enough goods for fall and winter wear on the shelves of retail stores to carry the trade through till next spring. That the cancellations have been unusually large is only stating a plain fact, but nevertheless there has not been anything like the amount that would appear to be warranted by the talk that they have created. A great many who saw the reaction coming ordered cautiously and have stood by their guns. The run for cover has been confined largely to those who have been gambling on a rising market for two years and, like stock and real estate speculators, have taken to the tall timbers on the first indication of a slump. Most of the cancellations and returns occurred in June, and for the past two months there have only been the occasional eruptions that are the result of the panic being felt by those whose trade has been affected by the precipitate action of their fellows. Apart from those who work a condition of this kind for all it is worth, and keep their sacrifice sales going as long as a dog remains to be hung, the retail situation has practically settled down to an anticipation of the steady, regular trade that comes with the autumn months.

Are the Public Satisfied?—The great question is, has the public demand for cheaper footwear been satisfied, or will it still insist on goods at prices that are altogether out of proportion to the cost of production? What is the psychological cause and effect of the carnival of cutting that has attended business for the past three months? Why has the shoe trade been the storm centre of a reaction that has shaken conditions to their foundation? One of the reasons has been the belief fostered by irresponsible press reports that everyone connected with the shoe trade has been profiteering, from the tanner to the shoe dealer. The other is the natural process of the law of compensation. When prices go steadily up, whether in shares, real estate or anything else, and the crowd follows the market, there is developed inevitably the feeling that some

day things are bound to take a drop and somebody is going to get caught. Just as soon as this fear begins to develop definitely the turn comes, and whether founded on adequate reason or not the toboggan starts. This is what has happened in the shoe business. The public hesitated, the dealer trembled, here and there one took the plunge and soon the whole trade became involved in the mad rush to supposed safety.

An Evil Effect.—One of the most deplorable results is that a great majority of people have become convinced that the shoe trade has been profiteering. If \$17.50 shoes can be sold at \$8.95 there must be a "nigger in the fence" somewhere, is the conclusion that the public is now convinced more than ever that it was being robbed by shoe men. The impression created by these sales from one end of the country to the other has been, not that of the periodical bargain clearance, but of an attempt of the shoe dealer to disgorge. How far this feeling will prevent a return to normal conditions is hard to say, but it may be taken for granted that it is going to be difficult to persuade men and women that they are getting honest value for their money when they are asked prices for shoes that are commensurate with their cost. A downward market is a difficult one always on which to operate, but this time, with the prejudice created in the public mind by talks of profiteering and the general slashing that has been in progress, it is going to take some time to make ordinary people believe that they are not being exploited when they are asked ten or twelve dollars for a good man's shoe or sixteen to eighteen for a woman's.

Why Pick on Shoes?—This question has been asked dozens of times without any reasonable answer being forthcoming. There has not been anything like the agitation with regard to furs, hats, or even clothing, and all these have been attended with more abnormal price conditions than shoes. The shoeman, like the baker, has ever been the target for newspaper writers and correspondents and no doubt had the business as prominent a place in the life of the community at the time of Pharaoh, the shoemaker as well as the baker would have borne the latter company on the gallows. Why should a woman in her divine right purchase a hat at fifty or a hundred and fifty dollars and her right or wisdom never be questioned, while if she spends twenty or thirty dollars on shoes it is regarded as an outrage? This is one of the little peculiarities about human nature that we all find it difficult to understand. In this as in many other ways we seem to strain at gnats and swallow camels.

Future of Shoes Assured.—Nevertheless the future of the fine shoe grows more and more assured. Men as well as women are giving more attention to their footwear every day. We will never go back to the dark ages of shoes any more than to those of social, political or business life. The fine shoe has not only come to stay, but come to develop more and more in style and therefore price. One

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Show Cards for September Selling

Show Cards Will Greatly Assist in Sale Making During your Displays of New Fall Goods

SHOE retailers should be right into the fall selling at this time. New lines should be brought to the front. Even if the weather is warm (and there is a possibility of its being warm during the month of September), the pushing of new goods should not be neglected. People like to see what the styles are for the coming or present season, and with attractive window displays they will have an opportunity of seeing just what is what in footwear styles. As intimated in our last issue, if you do not happen to be rid of your oxfords and low lines, it will be best to get rid of these right now, even at a sacrifice. But that will not interfere with your showing and offering the new lines.

With this idea in view we are offering a number of card suggestions for your displays of new goods. These cards should be neat in execution and not glary and loud in colors that will offend. If done this way they will be in keeping with the artistry of the new goods being displayed.

The shape and size of your windows will always determine the best type of card to use, that is whether it shall be panel or horizontal. The panel card usually shows to best advantage. It is well to use some nice colored stock, if you can obtain it. Something that will harmonize nicely with the window settings. Glaring contrasts in colors, even in the small matter of a card, sometimes detracts greatly from the beauty of a window, even though one may not know exactly what is the matter or cause of the detraction. Mellow, soft colored cards are the best to use and for ordinary windows white is always suitable.

The samples shown are done in small sized lettering, in keeping with the fine lines of goods shown. The sizes of the samples are about eleven by seventeen, which will permit three cards being taken from a whole sheet, which is twenty-two by twenty-eight. The lettering is done with a small brush, but if smaller cards are used the lettering may be done with a large wide-pointed pen. Smaller cards would be necessary in small single windows such as are used in

narrow stores. Many of these windows have low backs and open right into the store above the backs. In windows such as these cards as small as seven by eleven inches may do nicely, and could be lettered with a pen. But by all means have the work done neatly. Poorly lettered cards spoil the appearance of a window and give it a "cheap" look. This should be avoided.

The "Some of our Nifty Selections" card is not difficult to letter and is done in black with shading in grey. These small letters give a delicate appearance to the card and the window in which it is placed. The border is done in the same color as the shading.

The other panel card is treated the same way, practically, as the one just described. Such wording as this tells the story that these shoes are in style at the present time. The fact of saying particular people are wearing them is a quiet way of saying they must be stylish. The wording at the bottom tells of their quality.

The "Special" card will be used on what you consider a special. This may be a new line or it may be some stock you want to reduce. But in either case make it a real special. The word "Special" can be in red and will look well if done that way with the small letters in black. The shading and border should be in some pale color—green or a grey will serve nicely.

The last card is made horizontally and the line on the curve may be done in red or blue and the shading in a subdued color the same as the other cards. This is to be used with some Canadian-made lines you may wish to boost a little. This will work well if any advertising is being run in your town that the Canadian Manufacturers are running just now.

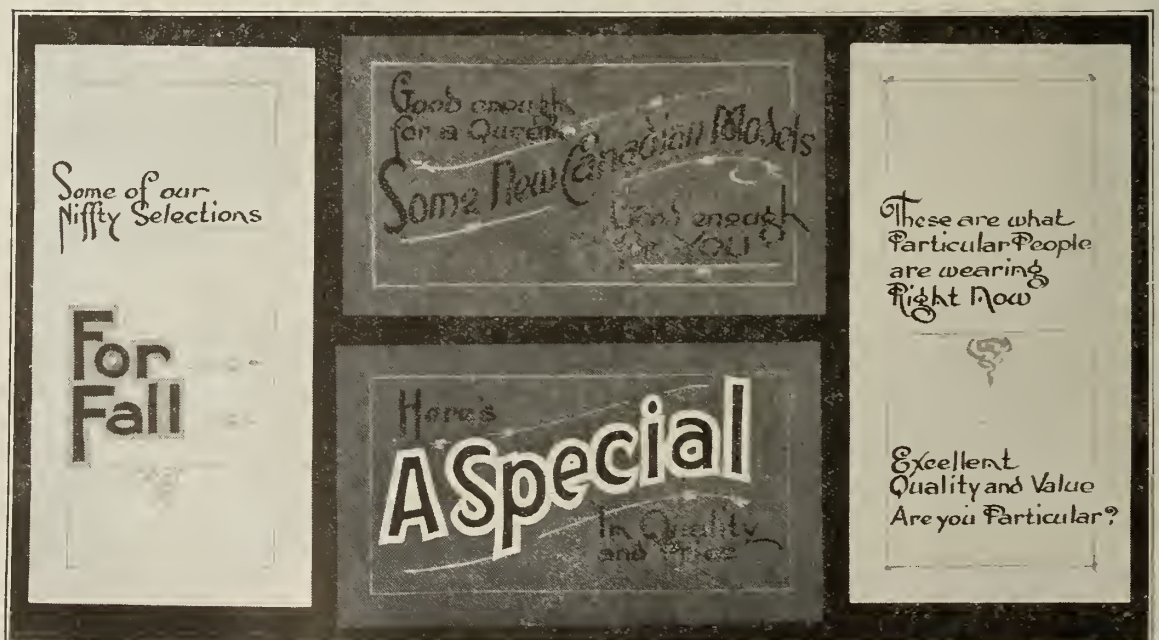
Price tickets should be used with these cards, as the lines will all be differently priced in all probability. In using price tickets small ones will look much better than large ones. By small ones we mean those about inch and a half by two and a half. These can be lettered with a pen and be sufficiently large to be seen from the window front.

The more we do, the more we can do; the more busy we are, the more leisure we have.

The talent of success is nothing more than doing what you can do well, and doing well whatever you do, without a thought of fame.



Sample Cards for present use



Heading Off Cancellations

Minimizing a Demoralizing Tendency—Retailers Not Altogether Blameworthy for Getting Cold Feet—The Majority of Cancellations Originate in Fear of Competitors—How One Manufacturer Quieted His Customers and Saved the Situation

CANCELLATIONS and returns are not peculiar to the shoe trade. The same panic that seized shoe retailers has made itself felt in other trades, so that clothing and hat makers and even dry goods merchants have in the last three months been seized with the fear that the market was dropping to an extent that would leave them with heavy stocks of merchandise that might have to be sold at a loss. A man is hardly to be blamed when, having ordered on a rising market rather liberally, he sees ahead of him the possibility of adding further to the embarrassment that faces him of having on his shelves goods upon which he is likely to have to give away most of his profits. "It is all very well," said a prominent retailer the other day, "to talk about 'contracts' and 'scraps of paper,' but manufacturers themselves, when faced with a situation such as has confronted retailers for the past three months, would do the same as most of them have done. There are very few of the trade who can be said to be absolutely cold-blooded and selfish in this matter. For my own part, I wrote about the beginning of June asking some manufacturers from whom I had ordered fall goods, to hold a certain portion of them—perhaps a little over half—and that I would write them later. I am glad to be able to say that I have reinstated fully half of what I asked to be held. But I do object most strenuously to the tendency of some manufacturers to talk loosely about this matter, and would venture to say that if the truth were known that the amount of cancellations in proportion to orders has not been much greater this season than formerly, if at all."

The same dealer handed the SHOE AND LEATHER JOURNAL a clipping from a business paper which shows an attitude on the part of a manufacturer, which, if copied by many of the shoe trade, would go far towards minimizing the evil that is claimed to originate in the habit of cancelling orders. The article, which is taken from a New York paper, says:

If the retailer can be persuaded that he is going to be protected in a financial way, he generally will be found willing to take a chance on receiving the goods he has ordered. The thing that is worrying the retailer is the fear—which most authorities believe to be unfounded—that the bottom has dropped out of prices and that to take on goods at present valuations may mean serious loss or even disaster later on. When the retailer can be shown that the whole burden of any loss is not going to be shoved upon him, he is likely to be responsive to a suggestion that negotiations be entered into before orders are cancelled or merchandise returned. The danger in the whole proposition is that the retailer becomes apprehensive to the point of taking snap judgment and not giving the manufacturer or jobber a chance. When the first fright is over there ought to be a good chance to nurse the retailer back to a more healthful frame of mind.

An instance of how this principle can be worked out is shown in a recent experience of Mayer Brothers, manufacturers of boys' clothing. The Mayer firm, like other clothing manufacturers, had purchased its raw materials and had organized its working force on the basis of the orders scheduled for fall delivery.

Right in the midst of the working through of these orders cancellations began to come in.

In an effort to stop the onslaught Mayer Brothers sent out a circular letter to their trade in which the situation was handled with refreshing frankness.

The letter freely admitted that mills were closing, that employees were being laid off and that the curtailment of loans by banks throughout the country had prevented many manufacturers from starting on their heavy-weight orders.

"When the fall season opens," the letter said, "you of course will want the goods you have bought. We have in process of manufacture now the greatest portion of our orders and will be in a position to give early deliveries."

A Fair Proposition

Then to set the merchant's mind at rest as to any price risk he shall have to undergo the letter made this proposition:

"If there should be any reduction in the prices of woolsens, trimmings or manufacturing on suits before November 15th, or on overcoats before December 1st, you will be given full credit on all such reductions even though your goods have already been shipped. If, on the other hand, prices advance you are also protected, as in this case the merchandise will be billed you at the original contract prices appearing on your order."

"The thing the retailer needs right now," said A. H. Lipman, sales manager of Mayer Brothers, "is to be reassured in the matter of price. Calm his fears in this particular and the worst of your fight is over. This should be done in a simple businesslike way without too much explanation. In our particular case we deemed it best to go the whole route and assume the entire financial risk of loss.

"As a matter of fact, we are sure no loss will be experienced by us as the result of this unusual policy. Prices are likely to advance instead of being lowered the way the merchants now seem to feel. If the retail clothiers could understand all the conditions in the industry they would not think of cancelling their orders at the prices they already have been quoted. But to argue in an advertising way along this line would be useless right now. No matter how sincere you might be in your presentation, you would have difficulty in making the customers see the point. In short, now is a time when argument and the statement of facts relative to prices, labor conditions and so on will have little effect. Money is the thing that talks. Make the retailer see that he is not going to lose, therefore, and you will keep him sold."

ELMER BLISS ON SALESMANSHIP

(Continued from page 20)

because they always have worn it. It seldom avails much to explain to these people that no two shoes of the same size-number put out by any two different manufacturers are exactly the same length and width.

"Size is a very variable thing. In superintending the measuring of the feet of thousands of soldiers during the late war I found that the left foot, in 60 per cent. of the enlisted men, was larger than the right. In the other 40 per cent. the right foot was the larger. In practically no cases were they the same measurement. Sometimes the difference between the left and the right foot equalled two full shoe sizes."

He only is great of heart who floods the world with a great affection. He only is great of mind who stirs the world with great thoughts. He only is great of will who does something to shape the world to a great career. And he is greatest who does the most of all these things and does them best.

The Canadian National Exhibition

The Leather Industries are Quite Well Represented and the Rubber Footwear Firms have Some Excellent Displays

THE Canadian National Exhibition at this writing, which is the opening day, bids fair to out-do in every way any of the previous forty-one or more that have been held in the past. If fine weather continues it will outstrip in attendance any numbers of the past.

The exhibits, too, are most excellent, and many new features have been added in all departments that give new life to the entire show. The wonderful pageant in front of the grand stand, the midway and all the other amusement attractions are much better than have been shown before.

The Government exhibits have added interest and attract great crowds, and every phase of the agricultural exhibits are greatly increased and better than last year, or any previous years. The displays and demonstrations of various farm machineries is a mechanical university that imparts more knowledge in the two weeks of the show than can be had in two years in any other way.

Among the exhibitors who are directly connected with the shoe and leather trades are The Breithaupt Leather Co., Limited, of Kitchener. They are located in the east end of the Manufacturers' Building at their usual stand, and have a very attractive display of their various brands of sole leathers. Representatives of the company are there all the time to welcome those who may call. They are showing, in addition to the full stock, a very nice line of cut soles and heels.

The A. R. Clarke Co., whose patent leathers are known all over the world, have a splendid showing of their various lines. They are, of course, having a nice display of their patent leathers, but in addition are showing a large range of the various other lines they manufacture. These include leather mitts, coats, caps and leather clothing of various kinds for lumbermen and heavy outside work. The display is very attractive.

The Anglo-Canadian Leather Co. have their permanent stand nicely decorated with tan bark which gives it a really rustic effect. Then all over inside is a complete covering of the various brands of Anglo-Canadian sole leather products. The booth is situated in the Manufacturers' Building, quite well to the east on the south side. Mr. Lawther is in charge of the display and his usual smile and handshake are there waiting for those who are interested in sole leather products.

Charles Tilley & Son have a big display of polishes in their usual place, and are doing a rushing business, for in addition to displaying their lines they are advertising them by doing some selling and distributing souvenirs. In addition to their lines of polishes they are showing in the adjoining booth a full line of shoes which they are handling now in connection with their polishes and findings. This is an innovation, for there are few shoes being shown.

The Gutta Percha & Rubber, Limited, have their usual very interesting rubber goods, beltings, fire hose and so forth displayed, and in addition they are showing their Tenax Fibre soles and Maltese Cross heels, including their new designed "scoop" heel, which has jumped so prominently into favor with the repair trade. Their salesmen and representatives are there all the time welcoming their many customers and making new friends in the shoe repair trade, as well as among shoe manufacturers.

The Dunlop Tire and Rubber Goods Co. have their

usual display of rubber lines, among which are included the well-known Acme Brand of fibre soles and heels. These soles and heels have been on the market a long time and have many warm friends among wearers and manufacturers and repair men. They are in the Process Building near the south entrance, where their friends and customers are always welcome.

The Goodyear people have a very attractive display of Neolin soles in the Process Building. A great number of shoes of various models and grades are shown on which Neolin soles are used. The display attracts many visitors and gives a splendid opportunity of seeing how well Neolin works on the different types of shoes. The booth is in charge of S. R. Robinson of the Goodyear Co.

The Dominion Rubber Systems have exceeded anything they have ever done in the way of a display at the Exhibition. This year they have one whole section down two aisles, sixteen booths in all and a model shoe store in another part of the building. They are showing all their different lines of goods in process of making, including Fleet Foot for work, play or dress, Naugahyde bags, garden hose, men's heavy rubbers, drug sundries, light rubbers, rain coats, bathing caps, etc. The display is arranged most wonderfully. For example, an old farm house and an old man and woman are used to display farm rubbers. A pretty garden scene with two little girl figures to show lawn goods. A fireman with a wonderful hose playing effect for their fire-fighting apparatus. A bathing scene with figures to show bathing caps, a hospital scene to show medical rubber goods, etc., all of which make one grand exhibition. The model store is a complete store front, with windows and door, and the windows dressed with rubbers, white canvas shoes with rubber and leather soles and heels, and a big display of felt goods made by this firm. It is possibly the largest display at the exhibition.

The Consolidated Plate Glass Co. have a very attractive store front displayed at the show. It is a strictly modern front with copper casings and showing the improved lighting effects. This front is attracting much comment from retail merchants who are visiting the Exhibition. The window is dressed with a particularly attractive display of Walk-Over shoes, which shows the front off to wonderful advantage. The Consolidated Plate Glass Co. are making a specialty now of modernizing store fronts in accordance with the latest ideas on this important phase of merchandising.

The Nugget Polish Co. have a splendid display in their usual stand in the Process Building. They are exhibiting and demonstrating their various lines of shoe polishes and dressings. E. W. Hart and other representatives are in charge of the exhibit. Mr. Hart is well known to the trade, especially in the west, where he has represented the firm for a long time. The display is attracting much attention.

The United Shoe Machinery Company has a splendid display which they are showing in the Machinery Hall the same as last year. They have on display a 22 foot Goodyear repair outfit, and an eight and a half foot Model P repair outfit, also a six and a half foot one of the same type. Repair men who visit the exhibition will be greatly interested in these three machines, which afford variety enough to suit almost any size of shop. The company is also showing a large line of leathers and finding for repair men and manufacturers.

INVICTUS BOOTS FOR N.W.M.P.

The Dominion Government has just placed a very substantial order for riding boots for the North-West Mounted Police with the Geo. A. Slater Co., of Montreal, makers of the Invictus Boot. The company recently submitted an improved pattern of their Invictus Boot for mounted troops which met with great favor with the authorities at Ottawa, resulting in this nice piece of business from the government.

False Advertising

There is Law against It in Canada and in Many of the States—Yet It is Perpetrated Continually

THAT there is a law against misrepresentation in advertising few merchants seem to know. Those who do not let their morals prevent them from doing this kind of advertising may not know it, and then in some cases it looks as if they did know it and were wise enough to try to stay within the letter of the law and practice the misrepresentation scheme.

It seems strange that in this late day of the twentieth century that those engaged in the retailing of merchandise have not discovered that honest dealing with the public is the best way to do business. On the other hand, it does seem that the public is no different to-day from what it was a century ago or a half century ago, when Barnum said the public liked to be humbugged. It also seems that a man can start a retail business, make ridiculous claims and the public knows he is misrepresenting, and he knows that the public knows he is doing it, and he can go right on selling goods.

Among these schemes of false advertising are such things as putting up signs in front of the door: "Going Out of Business," "Selling Out; All Goods Reduced," and many such similar claims. Now these people, when confronted with these statements, simply reply that they are going out of business "sometime." To the other they will answer, "Certainly we are selling out; we are doing that all the time." Now, while that may be correct in the mind of the man who adopts this method it would not hold in any court, for a judge would look at the spirit of the thing and not at the letter, and if he saw that it was intended to mislead and that the public would take it to mean something different from what the mere letter of the statement said he would register a conviction. In other words if a man says he is going out of business it is to be understood that he means within a reasonable time, and that reasonable time with a shoe man would be within a period in which he would not buy any more shoes except with which to sort.

The point of "selling out," meaning that he was always selling out, would not stand in a court for a minute. He would have to show that he was selling out in the sense that the expression would be understood by the general public and no catch phrase about it.

Another man purchased a stock from a man named Ross. He advertised it on a sign as "Ross's Clearing Out Stock." That was all right, but after this sign had been up until it was all tattered then he put up another: "Lease Expiring, All Goods Reduced." When confronted about it he quietly asked if his lease was not expiring? But that would not hold in court either. It gave a wrong impression. All this is false advertising.

Here are some cases of shoe prices. A man advertised boys' \$6.00 shoes to be sold at \$3.95. This was a sale price. Now the misrepresentation was in advertising them as \$6.00 shoes. These same shoes were bought by another firm for \$2.65 wholesale.

Another case was advertising children's shoes, regular \$4.00, sale price \$2.29, and these shoes were bought at \$1.55. Another case was "Boys' shoes, regular \$10, sale price \$6.85." Another store sells these same shoes regularly at \$4.50 and they cost \$3.25.

The average retailer will not do this, and he will be inclined to say: "Oh, these people will soon be found out. The public are not such fools as all that." But will these

same honest retailers just look how long these same unscrupulous fellows stay in business? They must be selling or they would not be able to remain in business. An honest retailer will be liable to feel that this kind of thing will not hurt the honest dealer. But it will. Of those who are able to discriminate will be some who will go and look at some of these so-called bargains. They will recognize that they are not a bargain and are a misrepresentation. Then they will try some one else with the same result. By this time they will be disgusted and they will begin to feel that ALL shoe retailers are a bunch of cheats. To the public, just on the principle that "All coons look alike to the Chicago policeman," so "all shoe retailers look alike to them."

No matter how much the small retailer may be opposed to and dislike the big stores, there is one thing about them, they will not misrepresent in their advertising. There is one large Toronto store that if it has reduced a pair of shoes from \$10.00 to \$7.00 and then later puts these in on their bargain day they will not say, "regular \$10.00, bargain price \$5.00," they will quote the last price as the regular price, that is \$7.00 and not \$10.00. And as to how particular they are about this, a manager had been selling a line of hats during the week reduced to \$3.75, and he reduced them still further for bargain day, but advertised them as regular \$5.00, which was the regular original price. But as he should have advertised them as regular \$3.75 but did not do it he was discharged. There's a lesson for the small man.

Even down in St. John, N.B., the "Dollar Day" sale idea has reached some proportions. W. G. Miller, who was recently with the Hartt Shoe Co. of Montreal, but now with J. Wiesel & Co., of St. John, N.B., has sent us a snap shot of the crowd before their store on Dollar Day. He says that when the store opened this crowd was even larger than



when the picture was taken, all of which shows that people down in New Brunswick appreciate a bargain just as much as they do in any other province of the Dominion.

A special sale was arranged of "lucky pairs" up to a number of about one hundred. These were of especially good value, and selected from good stock. About twenty-five pairs of these were high grade shoes of good style. A pair of different sizes, including men's, women's and children's, were displayed in the windows with the sizes marked on each pair for several days previous to the sale. All of these shoes were sold for a dollar a pair, and as these were all of such exceptional value, it is needless to say there were a great many more people than there were pairs of shoes to fit them.

This is another case of keeping faith with the public. The very fact of selling one hundred pairs of shoes at a dollar each is plain that those who advertise a dollar day mean to keep their word literally, or even if only twenty-five pairs had been sold for a dollar, one would be justified in calling it a "Dollar Day."

The Outlook for Fall

Travellers Say Things are Picking up on the Road and Retailers are Looking for a Good Fall's Business

THIS is a strange world and the cause is the strange people of which it is composed. And as retailers are among this strange company of human beings, it will not be surprising if sometimes they do some strange things. A little while ago they were holding off on ordering goods. Some did a little cancelling. They were afraid that business this fall would not be so good as they had hoped, and that sales would drop below the normal. When retailers get that state of mind it usually has a very detrimental effect. An optimistic man is to be envied. He is a joy for ever. A retailer recently remarked that he knew a neighbor business man who seemed to have so much hope that he believed if his house were on fire and saw it the man would not admit it, or would get around it in some way with some bright expression.

It is not given to every one to have that temperament, and those very few who have it are certainly to be envied. To feel "blue" is not a pleasant thing, and has a very detrimental effect on business. In fact, it is that very blueness, that want of confidence that brings on what we call trade depression or hard times.

As stated above, a little while ago many retailers were holding off a little on buying, and some were doing a little cancelling of orders already placed. But as time ran along, things did not change so much as was thought, with the result that many now feel that fall trade will be good. Having that feeling will have a tendency to make it so. Mental conditions are contagious. You cannot feel blue without coloring those with whom you associate. You cannot think brightness without its having its effect on your friends and associates. So to-day the travellers tell us that many merchants are beginning to feel that October is going to see more buying on the part of the farmers and others. It is also a fact that the farmers did slacken up a little on their buying, feeling that possibly prices would come down. But it is pretty well understood now that prices are not going to take that tumble that will justify any great waiting. And when the public has reached that point of view, or state of mind, it soon has its effect on the retail merchant, for the public begins to buy as soon as it sees the situation rightly, and the merchant then begins to realize his stock is a little low and he starts in to do a little sorting and a little placing. And that has been just what has helped this last few weeks.

Orders for white goods are being placed quite freely, and orders for leather goods are coming along better. Now, what should the retailer do? Very plain what he should do. He should do everything to boost trade this fall. He should lay out to make October the biggest month in the history of his business. There will be plenty of goods sold in October—more than the merchants thought. Do you ask why? Simply because there is a bumper harvest. There has never been a bumper harvest that did not boost trade. If it came in hard times it boosted trade. If it came when times were good it boosted trade still more. There is no greater stimulant for business than a big harvest, and this year is an exception. In years to come people will speak of the crops and fruit yield in comparison with 1920. It will be very common to hear such expressions as "Not since 1920," or "Not since the big crop of 1920."

Get out your best fall lines. Dress your windows in the best style you know and use your best fixtures and trimmings. Make the one best effort to push sales through

fine window displays. Then supplement this with newspaper advertising. Describe the new models, the style of lasts, the leather and then the price. In addition to this get out about two or three hundred real neat cards and make a mailing list and invite the people on this list to come and see these new lines. Make the wording quite formal and very short. It is surprising how effective these cards are. A woman really feels flattered when she receives a card of this kind. We suggest the following for the matter for such an invitation:

You will be interested in knowing that our new fall models are in, among which are some of the very newest designs and shapes and in the choicest leathers that will be sure to win your admiration. We suggest that you call and see these before the choicest ones are gone. You are under no obligation to purchase, and we shall be glad to show you, or fit you, just the same as if you were buying.

Respectfully yours,

THE MODEL SHOE STORE.

Corner of Main street.

Have this printed on good stock about four by five inches, and envelopes to match. Address the envelopes by hand and seal them. The extra one cent postage makes them worth all the extra cost. An open envelope is considered a circular or advertisement, and gives the recipient the feeling of: "Oh, they're sending out a batch of these and I'm one of a hundred." But a real neat card in a good envelope, all sealed and stamped, has a very different mental effect upon the person to whom it is addressed. We are positive if this plan is pursued it will bring much real good business for the month of October, and every retailer should set out this fall to increase his sales over last October's.

COLUMBUS RUBBER COMPANY'S CONVENTION

The second annual convention of The Columbus Rubber Co. of Montreal, Limited, was held recently at the Head office of the company in Montreal.

Managers from the different branches throughout Canada were in attendance. Problems relating to the conduct of the company's business and prospects of the rubber footwear situation for the next season were discussed.

On Thursday a visit was made to St. Jerome, and in the evening a banquet was held at the Place Viger Hotel, Montreal, at which, in addition to all heads of departments and branch managers, the following, among others, were present: The president of the company, Mr. J. I. Chouinard; the company's physician, Dr. L. Provost; Messrs. Poliquin & Darveau, distributors of Columbus Rubbers in Quebec City and vicinity; Mr. A. L. Cote, sales manager, Regina Shoe Company.

The general manager of the company, Mr. John Myles, was in the chair and proposed the following toasts: "The King," "Our President," to which Mr. Chouinard replied in a happy vein; "Our Jobbers," to which Mr. A. Darveau, of Quebec City, replied.

Speeches were also made by Messrs. Cote, Barrett, Gauthier and Lanteigne.

NEW STORE IN PETERBORO

Peterboro has a new shoe store—Routty-Braund, Limited, is the firm name. The store is situated on Charlotte street, and is modernly fitted, both inside and out. The front is very attractive, the windows are deep double ones with copper casings, which give a richness to a front. The interior is very compact and modern in every respect with latest conveniences for serving customers quickly and comfortably. The store is in every way a credit to the city.

Montreal Notes

Conditions at the Shoe Hub—Conditions Settling Down—Spring Samples

BUSINESS with the retail trade has been quiet throughout August, which did not make so good a showing as July. Notwithstanding the special sales that were announced from one end of the city to the other and the "final" sacrifice sales, people seemed to be pretty well satisfied with shoe bargains that were offered to them in July. Nevertheless a fair trade was done for the month and stocks have been pretty well cleaned up. Summer goods have been cut so that they sold liberally, and many have thus prepared for their mid-summer's outing already.

A Jobber's Season

It is so far a jobber's season, and as they are in a position to ship odd lots they are doing quite an active business, especially during the past ten days. It looks, said one jobber, as though retailers were getting pretty well cleaned up and are beginning to lose the fear they had of having too much goods on their hands. Not only with jobbers but with manufacturers there has been a marked tendency towards the reinstatement, to some extent, of fall placing orders. This has been more pronounced as the reports of heavy crops have come in from all over the country.

Wholesale Shoe Trade

The wholesale trade has been practically dead, although some orders from retailers who have found themselves short have come filtering in. Manufacturers are not bothering much with these, however, as it does not pay them to open up their factories on small lots. They are, therefore, holding off to see what the first two weeks of September will bring. These small orders have been the occasion of some manufacturers trying out the leather market, with the result that they find the leather men continue to sit tight. Shoe manufacturers claim that there is no general tendency, so far, in the direction of any decided break in leather prices. Here and there concessions are being made in the cheaper grades, but the leather men, like the manufacturers, are evidently playing a waiting game. There are some reductions for good sized, bona fide orders, but leather men are not hunting business.

Spring Samples

Manufacturers have their samples for spring all ready but few of them have made final and complete decision as to prices. They are depending upon leather men who are not inclined to quote definite prices for future delivery. Manufacturers are pressing for concessions, and leather men are refusing to consider seriously anything but definite orders at fixed prices. The shoe men are not quite satisfied that the bottom has been reached in either upper or sole leather and are therefore unwilling to give orders on present basis.

Against Dumping

Considerable agitation exists with regard to the quantity of "rejects" being dumped in Canada on account of the demoralization of the shoe trade on the other side of the line. It is claimed that some of these goods have been undervalued to the extent that is not only scandalous but quite injurious to the Canadian shoe trade. The combined organizations of the trade are considering the advisability of having experts appointed to assist the government in check-

ing this tendency to undermine the shoe interests of the country.

Holding Back

While some travellers are already out on the road feeling out retail conditions, and others will follow during the next two weeks, the majority of shoe manufacturers do not feel that they will be warranted in placing their lines before the trade until business is in a more settled state. The majority seem to feel, however, that the changes in lists will not amount to much more than ten per cent. There may be greater reductions on some lines and less on others, but the average will be somewhere in this neighborhood.

Shoe Men in Montreal

As one shoe man remarked the other day, it did not seem as though the shoe convention and fair were over from the appearance of the rotunda of the Windsor Hotel last week. There was a meeting of the executive of the Shoe Manufacturers' Association on Monday, August 23rd, at which representatives were present from both the East and West, and on Tuesday a meeting of the Advertising Committee was held, at which final arrangements were made for the opening of the "Made in Canada" campaign on September 1st. The first series is ready and forms an appeal to the Canadian buying public that ought to mean good business to the retail trade in footwear. The committee is also planning to get after the newspapers in connection with the misleading and hurtful reports that appear in the daily papers from time to time. They anticipate that retailers will back up these efforts by using their influence to counteract these tendencies amongst local papers. The Committee was instrumental in having an interview appear in the Montreal Star that should set at rest rumors concerning further reductions in shoe prices.

STANDARD KID PRIZE CONTEST

The Standard Kid Co., of Boston, has just closed a very successful contest for travellers about Standard Kid. The prizes offered were very substantial, and the lucky fellows may now be distinguished from just ordinary travellers by the broad smile they are wearing. This smile is particularly wide on the face of "Larry" Cross, of Pels Company of Brockton, for Larry received the first win—\$500. Who wouldn't smile? Then Geo. E. Horst, of the John Kelly, Inc., Rochester, came along an easy second and went home with \$300 tucked away in his inside pocket, and after him Donald T. L. Bass, of the John Fenton Co., Columbus, Ohio, came trotting in an easy third, and \$200 were laid in his little hand.

The firm, not satisfied with this liberal bit of prize giving, handed out to thirty more travellers \$50 apiece as a sort of consolation prize. Frank R. Delafield, of the Yale Shoe Co., Galt, Ont., was one to receive this nice little pocket piece.

SCORES HIGH HEELS

"No woman who wears the high-heeled shoes that is being foisted upon the female public to-day, can retain her vitality, figure and personal magnetism," declared Miss Edna E. Lowe, physical culture expert of Chicago, in an address at the closing session of the Manitoba Education Association recently. Her assertion was greeted with prolonged applause by the audience of 800 teachers, mostly women.

Simpler living; "getting back to nature," was advocated by Miss Lowe as the surest way of counteracting "nerves," from which the present-day world in general, and the teaching profession particularly, is suffering in overdoses."

THE FUN OF FITTING

I'm not a shoe salesman. I have nothing to do with the shoe business except every semi-occasionally going to a shoe store and telling the clerk I want a pair of No. 8 1/2 shoes, try them on, pay for them more than my weekly allowance will perm't, and walk out. I'm just an office man. I am very ordinary, so ordinary that I, with millions of other people, imagine every other man on earth has a softer snap than I. That's the common business-thought with the fellow who works for other people. I buy shoes so easily that I never could imagine a shoe clerk having any trouble, and I thought his life one merry round of sunshine. And when I thought of the many pretty and entertaining young women he waits on I grew envious.

But the other day I went to purchase my regular pair of shoes. The clerk was busy. He was waiting on a charming young woman. A wedding ring on her delicate hand told she was married. It was about 5:30. The store closed at six. I knew from the way I buy shoes he had plenty of time to wait on the young woman and then serve me. I sat down and waited. These are some of the things I remember hearing:

"Haven't you something else? I want something to either harmonize with a new suit I have at home or to contrast with it so it will not be hideous."

The clerk wiped away a drop of sweat, not perspiration, and trotted down the aisle and came back with three or four more pairs. I say "more" because there were three or four already around the young woman.

"Oh, isn't that a dream?" she cooed. "Try that one on the other foot so I may contrast it with this one I have on." And the young man trotted down the line for the mate to the one he had brought.

"Oh, dear, I hate to let you put this one on. I'm

afraid I have a hole in this stocking. These new sheer silks wear but twice then you must mend 'em."

The young man removed the shoe, and the casing on the pretty foot was so new and perfect that the gilt trade mark was still in good tact. He slipped the shoe on. It went on easily and fitted perfectly, at least the young man said so, and I thought so. But the young woman evidently thought differently. Or, if she didn't think differently she spoke differently. "Oh, my land," she exclaimed, "I'll admit I have a big foot but for goodness' sake, don't make it look bigger than it actually is. That shoe's miles too big; what's the size, anyway?"

"It's a four B," the young man smiled.

"For any sakes, I never wore more than a three 2A in my life. Take it off quick. I thought it was awful big."

Then the young man got red in the face trying to squeeze on a number 3 D, but he didn't tell her the width. "Oh, my," she began, "Isn't that just a lovely fit, so snug and nice?" And the young man in desperation replied: "Yes, it's snug all right."

"Now let me try on those others. I'm sure you're tired. I'm such a nuisance, but it's so hard to fit when I haven't my new suit, and that awful high instep of mine." All the time the young man kept smiling, and after he had on the last pair, the young woman turned her hand and looked at her wrist watch and suddenly exclaimed: "Why, good land, I had no idea it was that time. It's five minutes to six. Oh, I'll have to hustle home and get Will's supper. I haven't time to decide tonight. I'm so sorry to put you to all this trouble," and the young man laced up her old shoes and she shooed out the door and he assured her, with the sweetest smile, that he would be glad to fit her whenever it was convenient, and I know that right down in his heart he lied.

I didn't want to stay after closing and buy my boots, and I don't want to be a shoe salesman either.



Illustration showing morning beginning Johnston's big sale in Vancouver.

TALK OF LOWER PRICES

Here is an interview the Toronto Star man had with a Toronto manufacturer and we give it just as published in that paper:

"Will shoes ordered in the fall season be lower in price?"

At least one Toronto firm, a large manufacturer of women's shoes, has decided upon a reduction. "The cut may be from 50 cents to a dollar a pair, but our shoes do not retail for less than \$9.00 a pair," said this company's manager to The Star. "The price at one time was \$3.50 a pair, but that time can never come back. So far, we are working full time. In fact, we have not been on short time for longer than a few weeks in years. But, unless the demand grows, we may be on short time. We don't want that to happen. Say that our factory was to close, how could we make money? A closed factory isn't profitable. A factory on short time is not desirable."

"Are factories closing to curtail production and keep the prices up?" The Star asked.

"Speaking for ourselves, we are not closing at all, either to curtail production or for any other reason. If we do shorten our hours, it will be because of less business.

"The cry for lower prices is due largely to the fact that the leather has shown a decline, but we do not know that the leather cuts will be permanent. Owing to banks having pressed speculators, certain cuts have been made in leather. Kid and calf uppers are down from 10 to 25 cents a foot. Outsoles have gone down, but insoles have gone up. Silk threads and welting have also gone up.

"As I have said, we do not want to close. We have never had a strike, a walkout, or a lockout. Our people are contented, so far as I know to the contrary. But we must have orders to do business. If the retail trade slackens, then, of course, production must suffer. We want to pro-

duce as much as we can. But, apart from the retail demand, can we buy leather if it is not on the market?"

"So far as I know, it is absurd to say that manufacturers are closing to curtail the output. If such is the case, I know nothing of it. It is not 'business,' as I see it. But the old-time prices have gone, never to return. Wages have not declined, and neither has material, speaking generally. Regarding some of the lines on which we are making a cut of from 50 cents to \$1.00 a pair, we are sustaining a loss."

"When will those cuts go into effect?" asked The Star. "Will the public derive any benefit, and when?"

"I cannot say definitely, because we are not retailers, but, of course, our prices will not be affected until October."

This manager had a grievance: "Some American shoes are being sold here at lower prices than are obtained in the United States."

"But isn't there any anti-dumping law?" we asked.

"We have gone to the Government, and the result has been a demand for specific instances. We haven't access to the books, we can't get the information. So far as I am concerned that is not my business. I make shoes."

A BIG SHOE SALE

The Johnston Big Boot Store in Vancouver recently ran a big sale. Considerable time was spent in the preparations for this sale. The staff worked nights to get things in readiness. Racks were used and the boots and shoes hung on these in immense quantities to simplify the handling of the business. We show a photo of the interior of the morning before the store opened, and one in the evening after the first day's business. It will be seen how the goods on the racks have been cleaned out, and the cartons on the ledge gives an idea of the sale of goods from the shelves. The sale was an immense success.

After one day's selling of Johnston's boot store sale in Vancouver. Note empty racks and cartons.



Shoes More Ornate Than Ever

Colors and Ornamentation the Thing—Sky Blue and Pink Amongst Innovations—Gold and Silver also in Demand for Fancy Footwear—Fashionable Shoes Increase in Height with Short Skirt—Some Shoe Styles as Indicated by New York Displays

IF one is to judge from the window displays in the fashionable business centres of New York and other leading American cities, shoes are to keep pace with the riot of fashion that is introduced with the elaborate styles that will prevail with women's wear this fall. Fifth Avenue stores have never evidenced so varied and novel displays of footwear in which beads, silver topped nail heads, fancy buckles, embroideries, hand painting and inset work are strongly in evidence.

In the first place there is a decided revival in the high shoe in spite of the continued popularity of pumps and Oxfords, and the ten inch variety with curved and scalloped tops strikes a very predominant note.

These boots are seen in black, taupe, golden-brown and blue. The latter color is the most noticeable innovation and is seen everywhere. An electric and turquoise blue reigns in satin and kid evening pumps, and a midnight blue abounds in the street boots.

Vamps are long, three and a half inches or more, and heels are the kid-covered Louis and the regular military or French-Cuban.

The very new touch, however, is given by the variety of designs and trimmings that are put upon the boots. Cut-work effects in designs of the fleur de lis, the swastika, or a geometrical pattern, run riot over practically all of the high boots. These designs are places across the toe, running round the top of the boot and down the side of the lacings, or inset in the middle of the upper.

For the very modest, but particular, woman there are insets of contrasting material under the cut-out pattern. Thus, a mouse colored kid boot with a fleur de lis pattern has insets of taupe under the apertures.

The oriental craze is loading very dressy boots with gold and silver cloth, brocades and beaded tips of many colors. The eastern touch of color is given to even sedate black street boots by embroidering the eyelets in some gorgeous silk. The Dutch sabot is a favored style in low shoes, the one strap generally being of contrasting leather or suede, copiously adorned. The leg strap is hitched to many of the brand new pumps. This strap is of narrow leather which closes about the calf from its diagonal fastening to the pump.

Naturally, a very fine hosiery display goes hand-in-hand—or should we say limb-and-limb?—with the cut-work effects and hosiery makers are championing this open secret by furnishing the loveliest hose possible.

It may take some time for these innovations to reach Canada, but they are on their way, and in the meantime leather manufacturers are preparing for a revival of the color fad in shoes.

BUY SHOES AS THEY ARE NEEDED

In a column article which appeared in the Montreal Star last week, a staff writer who has taken the trouble to investigate shoe conditions at the commercial capital, the latter says:

"If you need boots or shoes, buy them now. Prices

are easing off now because the public has stopped buying. But if there is a general holding back, there must be a general buying later; and if everybody buys at the same time, there is likely to be another increase in price."

He quotes an interview with Mr. Joseph Daoust, the well-known shoe manufacturer, who points out the fact that the boot and shoe industry has been showing frequent declines in employment this spring and early summer. This state of affairs still continues, according to Mr. Daoust, who states that the shoe factories with which he is acquainted now are running at about twenty-five per cent. of their normal time. Mr. Daoust does not expect much change in this regard in the immediate future. It will depend, he says, on the reception which the shoe travellers get when they go out on their September tours. If the retail trade is ordering freely then, there will be a quickening up in the factories. But if the public is not buying, there will be no use in the manufacturer running at full speed.

Boots and shoes, as he remarked, are not a luxury but a necessity; and it is in the best interests of the public and of the trade that the business should keep along steadily. If there is a sudden stopping of buying, there must later be a sudden renewal of buying. The result would be an undue slackness now; but later there would be a demand outrunning supply and the natural result of that would be another rise of prices. So Mr. Daoust advises the consumer to buy footwear now, as he sees it, and not to wait for prices to come down, because if every one waits for prices to come down there would likely be a sudden rush to buy and with it a strong likelihood that prices would again soar.

As to the future of the boot and shoe trade, Mr. Daoust is optimistic. It is founded, as he points out, on a basis of necessity. People must have footwear. The foundation is sound. However, prices are admittedly the highest on record; and a scaling down is due. But Mr. Daoust believes that the interests of the consumer, as well as of the trade, will be best served by a gradual reduction and the absence of panic. Therefore he advises the public to continue buying as they need, so that we shall escape both a sudden slump and a later sudden demand. He believes that the prices of raw materials will allow reductions in the finished product. But he points out that the tanner and manufacturer cannot be expected to base their prices on the lowest prices now paid for raw materials. The public, he says, never paid prices for boots based on the top prices for leather, other raw materials and wages, freights and overhead; now they cannot expect to get boots based on the lowest prices. The maker will average his costs in fixing a price for the finished product on the down grade as he did on the upgrade. A ten per cent. reduction in prices is what Mr. Daoust is figuring on for the present.

EXTREME STYLES

Extreme styles may be all right for awhile, but they are dangerous shoes to make at best. They are liable to go out of date at any time and it is this feature that makes them dangerous. If they do go out of style they are left on the hands of the manufacturer, or jobber, or retailer, and any or all of these parties are sure to lose a lot of money as a result.

Most of us can remember the old razor and needle toes of twenty-five or more years ago. Those toes were all the rage for some little time, but the demand for them fell off all at once and as soon as this happened the factories and retail stores could hardly give them away.

Some of these shoes were seen at that time which were worth at least \$4.00, but which had to be sold for \$1.00. Somebody took a great loss on those shoes, and as the same thing is liable to happen at any time, with other extreme styles, it is well to keep the matter in mind.—Shoe Topics.

CLARKE'S PATENT



LEATHER

The Source of Satisfaction

in the MAKING, SELLING and WEARING of Patent
Leather Shoes is represented in

CLARKE'S PATENT LEATHER

Its unvarying excellence has established it in the
most prominent position in patent leather production
—foremost in quality—most in value.

Make every "PATENT" Order a "CLARKE" Order.

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Branches at Montreal and Quebec

Largest Producers of Patent Leather in the British Empire

Because of Their Greater Worth

you can give GREATER CUSTOMER SATISFACTION
and build up better trade for your Children's Footwear
Department by featuring

ECLIPSE SHOES

SOUND VALUE and LONG WEAR in children's Shoes
will win the approval of any parent. ECLIPSE SHOES
have it, in bigger measure than is usually found in juvenile
footwear, and in addition they have the ATTRACTIVE-
NESS and the FITTING QUALITIES that SATISFY
both Child and Parent.

A Complete Range for

**Growing Girls, Youths Misses and Children in
TURNS, McKAYS, STITCHDOWNS**

More and more dealers are constantly coming to realize
the trade-winning advantages to be had in handling and
recommending

ECLIPSE SHOES

TRAVELLERS NOW ON THEIR TERRITORIES

**GALT SHOE MANUFACTURING CO.
LIMITED**

GALT :: :: ONTARIO

THE YALE SHOE CO.

Under the most splendid circumstances the Yale Shoe Co. has been launched in Galt, Ont., a city that is now prominent as a shoe manufacturing centre. This new company has their samples out and quite a number of retailers have called at the plant and left some very nice orders. In fact this is something on which the firm did not count. F. R. Delafield, the secretary-treasurer of the new company, is a shoe man with considerable experience, having been with the Getty & Scott people for considerable time. He is manager of the new company and expects to call on the trade at intervals, but will not be out on the road all the time. F. Englert is superintendent and production manager. They will manufacture high-grade McKays for men and boys and the prospects for a busy season are extra good. All the men connected with the new concern are practical shoe men and pushers.

DEATH OF GEO. H. MURRAY

George H. Murray, of the Murray Shoe Company, for many years a well-known resident of London, Ont., died at the home of his daughter, Mrs. W. F. D. Jarvis, 111 Elmwood avenue, on Monday evening, August 30th. Mr. Murray was born in New Brunswick 66 years ago, and for the past ten years had made his home with his daughter, Mrs. Jarvis. He is survived by two sons, Ken Murray, of the Johnston & Murray Shoe Company, and H. F. Murray, both of London. One daughter, Mrs. W. F. D. Jarvis, also survives.

VANCOUVER NOTES

Summer weather has arrived at last on the Pacific coast, and tropical heat was experienced on several days, which helped to further deplete the stocks of light summer footwear. Many of the stores still have large quantities of white summer footwear on hand.

Several stores held sales. Johnson's Big Boot Store had one of the largest sales that have been organized in this city.

J. Starks, Limited, are also holding their first annual sale in their new quarters. The sale started on Saturday at nine a.m., when several hundred people were waiting for admission and crowds mustering outside to the edge of the sidewalk were admitted as fast as the large increased staff could serve those fortunate enough to get inside the store.

Goodwin Bros. had a closing out sale of their ladies' and children's goods. Previous to the war Goodwins were exclusively men's footwear, and are now again returning to that trade.

Wood & Son, of Hasting street, are holding a sale prior to the dissolution of partnership. Mr. Wood, senior, retiring. Mr. Wood for many years prior to coming to Canada had several boot stores in London, England.

Wednesday the 18th was kept as the retail merchants' day, when every section of retail merchants, boot stores included, closed. The Vancouver merchants joined with those of New Westminster, where a general picnic and sports were held at Queen's Park. The members of the trade who attended say it was a huge success.

The whole of the shoe department of D. Spencer, Ltd., went with the firm to Ganges Harbor, where they met their confreres from Victoria and Nanaimo. Those from Woodward shoe department spent the day with the rest of the firm at Horseshoe Bay.

G. Morris, of the Goodyear repairing, returning from an enjoyable auto trip to Mexico, and again left on Tuesday last for a trip to England via Boston and New York.

W. J. Nevill has opened on Nicola street. Mr. Nevill is a native of Portsmouth, England, and on the outbreak

of war returned to his home and joined for service with the Second Hants Regiment.

The boot repairing trade is a trifle on the quiet owing to many families being away on vacation.

J. Wilburn, of Canada Repairing, has gone on a trip to his home in Mexico, and is expected to return in two months.

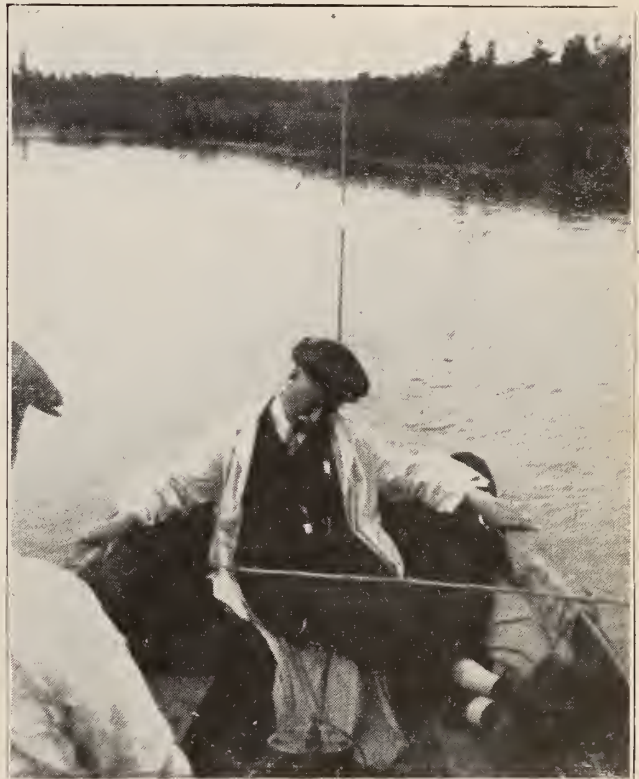
W. Edgley, of the B.C. Leather, is back from his vacation which he spent at the Y.M.C.A. camp at Hopkings Landing. Bill is a great favorite with the boys. Owing to the parental care he gives them he is known as "the Doctor."

THE FALL OF THE FISHERMAN

By F. B. U.

A fisherman went fishing
 After lunge and bass and trout;
 And when he settled in his launch
 He reeled his fish lines out.
 And though he fished all afternoon
 He never made a haul;
 The reason was because the poor man
 Had an awful fall.

Though fish were there in millions,
 Swimming all around the boat,
 They gobbled up the bait and line,
 They gobbled up the float;



He had ten thousand nibbles
 And ten million bites in all;
 But not a one did he pull in—
 Because he had a fall.

He didn't fall out overboard,
 He didn't fall from grace,
 He didn't fall out with his chum
 And want to smash his face;
 I'll tell you how he fell if you
 Will promise not to peep
 The secret to Narcisse Gagnon—
 HE SIMPLY FELL ASLEEP.



“Canadian Footwear” made to sell and wear

These are the days when you need shoes that can be easily sold at a moderate price and at a good profit.

In Women's, Misses' and Children's Fine and Medium McKays you can find just what you are looking for in “CANADIAN FOOTWEAR.”

There isn't a better selling shoe in Canada to-day—and there isn't another shoe with as much “snap” and as much wear.

Be sure to see the new Spring line.

Canadian Footwear Co., Limited
MONTREAL, QUE.



C. S. CORSON

Well-Known Shoe Factory Changes Hands

A New Company Has Been Formed in Toronto that Will Make Regal Shoes in Canada as Well as Several of Their Own New Lines

WAY back in 1896, there lived in Toronto a very ambitious young fellow who had always been bubbling over with "pep" and enthusiasm and had caused his parents considerable heartaches through his always getting into trouble. His dad figured the only way to curb this effervescent youth was to put him to work.

He started in with Garside & White, a shoe wholesale house, as messenger boy. He eventually worked up to the position of shipper with the princely salary of six dollars a week. In 1900 he heard there was a chance to increase his salary from six to nine dollars a week by joining the army. So off tripped Mr. Man for South Africa and the war.

This young man who returned a veteran of South Africa and applied to the J. D. King Company in 1902 for a position was none other than Clayton S. Corson. He remained with J. D. King until 1907, when he took his nerve in his hands (for he had nothing else but experience) and went to Boston and secured the "Regal" agency for Canada.

The steam he put into the business of putting "Regals" across this Dominion got the business and it only took a little over three years to convince the Regal Shoe Company of Boston that Regal shoes for Canada should be manufactured in Canada. So in 1911 the Canadian Regal factory started operating in Toronto, with C. S. Corson in charge.

On September 1st (this day) the entire goodwill, assets, stock, etc., and organization of the Regal Shoe Co., Limited, is taken over by the Corson Shoe Manufacturing Co., Limited, with C. S. Corson president and managing director.

Associated with Mr. Corson as directors of the new company are R. R. Corson, vice-president and treasurer, H. R. Moses, secretary, P. S. Patterson, director, John Rigby, director.

The new company commences operating on the above date in their new premises in the Cowan Building, Sterling road, Toronto. They will have a model factory, all on one floor, with a capacity of eight hundred pairs of men's Good-year welt shoes per day.

They have secured the right to manufacture under license "Regal" shoes for the Dominion of Canada and Newfoundland.

Regal shoes for men have already established a name for themselves, but Clayton says they were not a patch on what the new Regals are going to be. We are sure what he says is right if factory, workmanship and thorough shoe knowledge stand for anything, and we join with the trade in extending to Mr. Corson and his associates our good wishes for the success of the newly established Corson Shoe Manufacturing Co., Limited.



PERTH

PERTH SHOES

SPRING SAMPLES

Featuring

LATEST LASTS
NEWEST PATTERNS
INTERESTING PRICES

*Salesmen now on their
territories*



Perth Shoe Company, Limited
PERTH, ONTARIO

*Largest Manufacturers in Canada of Women's
Fine Welting Shoes Exclusively*

Employment Exchange

Bona-fide advertisements of Situations Wanted or Situations Vacant in shoe and leather trade inserted free of charge. Space limit—one inch.

WANTED—Line of shoes or mitt and glove samples from manufacturer for either wholesale or retail trade, for all western provinces or portion. Address, E. A. Dagg, Manufacturers' Agent, 447 Pender street west, Vancouver, B.C.

WANTED—Traveller for Manitoba, Saskatchewan and Alberta, for Women's Fine McKay Shoes, exclusively. Box 906, SHOE AND LEATHER JOURNAL, 545 King street west, Toronto.

WANTED—Shoe Travellers to carry Little Gents', Youths', Child's, Little Girls', Misses', Growing Girls,' and Boys' McKay Shoes, to cover east and west Ontario, Montreal and western provinces. Box 908 SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

SUPERINTENDENT desires change. First-class executive from office to shipping. Box 907, SHOE AND LEATHER JOURNAL, 545 King street west, Toronto.

WANTED—Traveller for Western Ontario. Leather and shoe findings, Must have connection. Maxwell, Burn & Co., Limited, 58 Wellington street west, Toronto.

WANTED—Reliable man to take charge of correspondence, particularly that relating to orders and sales, and to handle some other office routine, in shoe factory. Preferably a man that has had some experience in the shoe or leather business. Address Box 903, SHOE AND LEATHER JOURNAL, 545 King St., West, Toronto.

WANTED—Manager. An opportunity for a man with executive ability, personality and refinement, with knowledge of handling an up-to-date, exclusive shoe store in Canadian city. Apply, stating experience, and reference, to Box 896, Shoe and Leather Journal, 545 King Street West, Toronto.

WANTED—Men who cover this territory: Manitoba, Saskatchewan, British Columbia and Alberta, also man for Winnipeg. Carrying Famous Canadian Shoes Findings Novelty Co. Merchandise. Side line or by itself. 2 Trinity Square, Toronto.

TRAVELLER WANTED—Nova Scotia and New Brunswick—to sell a line of Women's Fine McKay's. Box 895 SHOE AND LEATHER JOURNAL, 545-549 King Street West, Toronto.

SHOE TRAVELLER—Young man with sixteen years continuous service on the road with one house in northern and central Ontario, including city of Hamilton, contemplates making a change and would like to get in communication with manufacturer who will have an opening for spring trip starting about Sept. 1st, I have a first class connection with the leading merchants and am a salesman. Replies treated with strictest confidence. Box 894, SHOE AND LEATHER JOURNAL, Toronto.

WANTED—The address of L. L. Reed, recently in Victoria, B.C. Please send it to box 904, SHOE AND LEATHER JOURNAL, 245 King Street West, Toronto.

POSITION WANTED—Young man with fifteen years' experience in the retail and wholesale shoe trade desires position as traveller. Replies treated with strictest confidence. Box 902, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Shoe Traveller with a strong connection for territories from Halifax to Vancouver to handle a line of men's and boy's medium priced McKay Shoes. Apply The Yale Shoe Mfg. Co. Limited, Galt, Ontario.

WANTED—Traveller to cover City of Montreal, City of Quebec and Maritime Provinces with Women's Moderate priced Welts. Ontario factory. Trip starts September 1st. Apply Box 900, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—By experienced shoe man. Manufacturers and Jobbers line of Boots and Shoes, For British Columbia Coast. Box No. 898, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WE WANT TWO REAL TRAVELLING SALESMEN—Men who are steady, business getters and who can prove that they have made good. One territory open in Western Ontario. The other is Manitoba and Saskatchewan. Our season opens August 15th. The line is complete—men's and women's Welts and McKays at the right price. Our house has been established for almost 50 years. Box DML 141, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

TO THE RIGHT MAN LOOKING for a permanent position with good opportunities for advancement we have a good opening. Must be experienced shoe traveller, willing to travel part of the time and also act as assistant sales manager and buyer. Must have good connection with wholesale and retail buyers in all parts of Canada. Satisfactory references required. State past experience and age; send photo if possible; also state salary expected to commence. Future possibilities will be worth while. Apply in own handwriting to Box 899, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Position as traveller with company handling medium grades. Preferably on Commission. Ready to make connections September 1st. Address Box 897, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

WANTED—Traveller carrying only men's and women's Goodyear Welts, covering exclusively Montreal and Quebec cities, wishes a side line of some reliable firm. First class references. Large connection. Up-to-date permanent sample rooms. Address Box 10, SHOE & LEATHER JOURNAL, Room 510, Coristine Bldg., Montreal.

SHOE AND LEATHER TRADE JOTTINGS

(Continued from page 24)

countries involved as the leather industry could not use them fast enough and they were spoiling. The embargo was removed some time ago and the source of supply became again available. The result was a sudden over-stocking of the market on this side and a consequent fall in price. The surplus has, however, been fast disappearing and as conditions become equalized the market will steady up. As it is in the higher grades calf is maintaining of late a stability that promises to hold. At all events the market, according to all accounts, has gone about as far as it can go.

About Glazed Kid.—In dongolas the market has been steadying up in the past two weeks and while there has been a reduction of from thirty to forty per cent. in the price of high-grade stock, the situation is now strong at the ruling quotations, which run about a dollar for the best colors. In the commoner grades there is practically no market. Dongola tanners are sitting in close to the game. They say that the demand for colors that is coming in connection with spring and summer lines is going to use up a lot of the best raw stock, leaving the market rather slim on what will be required for high-grade browns and blacks. In dark browns, golden brown and dark blue there promises to be quite a run, and it is expected on this account that blacks in the higher qualities will feel the effect. At any rate the kid people do not seem anxious about the situation and are making no attempts at present to sell top grades by offering inducements. There is almost any quantity of low-grade kid to be had at practically any price.

American Conditions.—In both leather and shoes business continues quiet. Few concerns have as yet, except in the West, gone out with their spring samples, although most will be on the road by September 1st. There is a little increased activity in sorting and this has sent manufacturers making for the wholesale trade into the market for a certain amount of stock. All the reports, however, indicate continued stagnation both in leather and shoes. Both upper and sole leather is quiet, the only section showing any kind of recuperation being high-grade glazed kid. There has been some enquiry for export, but this has not been sufficient to create any appreciable impression upon the market. Politics as well as the untoward retail conditions of the past three months have conspired to make the current three or four months the worst in the history of the trade for many years. The general impression seems to be, however, that the bottom of the grade has been reached and that the upward trend will be felt within the next two or three weeks.

Some New American Ideas.—Speaking of conditions generally in New England the Recorder says: New business is still light, says the Recorder, and most shoe factories running on part time. Quite a number of plants on the South Shore are closed entirely, but several have announced they will re-open soon. Jobbers and shoe wholesalers who have been in Boston off and on during the past two months did limited buying, and most of them have returned to their establishments.

While business is quite dull at the moment, the atmosphere is clearer and conditions on a sounder basis, owing to the long period of liquidation which the trade has passed through. Stocks of shoes on retailers' shelves have been well cleaned out and the way is gradually opening up for new business. Shoe buyers who follow the hide and leather markets feel that prices will go still lower. They are, therefore, in no hurry to buy. Style experts are optimistic and feel that there is enough money in the country to encourage the introduction of new lines.

Among the new styles offered for fall for women, we note several novelties in ten-inch kid boots in black, golden brown and blue, with cut-outs to reveal the hosiery. Some

of these cut-outs appear at the top and others along the lacing. Quite a variety of advanced styles have been produced in low cuts with cut-out effects. Some are single strap slippers with button fastening, also clasp fastening, while others have twin button bands.

Materials are suede leathers, also satin and brocade, in two-tone effects. Buckles and beading are prominent in new colonial pumps. What is known as the "Sabot" pump carries a high band around the instep, beaded and button fastened. Among the extreme novelties we note a strap sandal fastening, with collar buckle around the ankle made in dark tan and golden brown calf, and another is a Roman sandal in kid, with three straps fastened with buttons.

Some of these novelties will, no doubt, attract buyers who wish to have the latest styles. Brogues continue to be in favor, especially in men's lines, and are selling in both high and low-cuts. Prices are easier all along the line and retail shops are also marking down their shoes to figures that are attracting more attention from the public.

English Conditions.—The situation as regards the shoe and leather trades of Great Britain remains unchanged, according to a report just received from there.

In spite of the decreased import of hides, stocks continue to accumulate, the report says, and except for the best light averages of wet salted hides, for which there is a moderate demand, business in sole leather is unusually dull.

Importers of leather from this side have little to offer of advantage to consumers. There is no change in upper leathers, and from all parts of the country a shortage of business is announced in the boot and shoe industry. Thousands of operatives are on part time. The total number unemployed is unusually large. The report further states that the market is flooded with stocks, and except for white footwear orders are very limited. The continued unfavorable condition of the financial exchanges is a barrier to the export trade and in the north of England the position improves very slowly.

Price Conditions in Europe.—Conditions prevailing on this side of the Atlantic are being duplicated in Europe. A report telling of the decline in prices of Czecho-Slovak merchandise says:

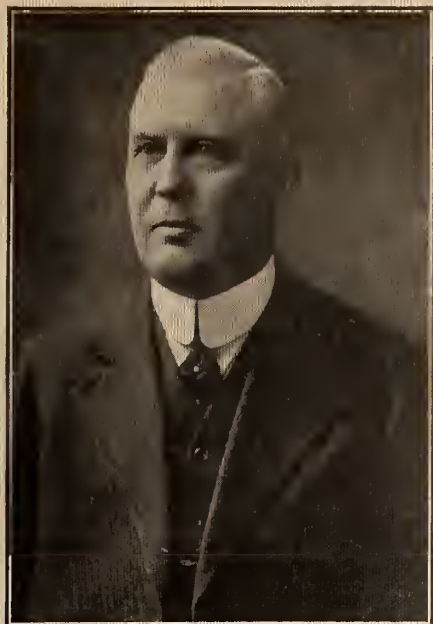
"The largest shoe manufacturing concern in Czecho-Slovakia, T. & A. Bata, has just announced a reduction in the retail prices of shoes. White canvas shoes which formerly sold for 175 Czecho-Slovak crowns (normal value \$0.2026, present value \$0.022 in United States currency) are now 69 crowns; ladies' chevreau, oxfords, which were formerly sold for 345 crowns are now selling for 199 crowns; ladies' and men's tan shoes which formerly sold for 500 crowns are now 299 crowns.

"The business manager of the concern, which has over seventy retail stores throughout Czecho-Slovakia, informed me that this reduction in prices has not had the desired effect of inducing people to buy. He characterized the situation as the consumers' strike. People instead of taking advantage of the bargains offered, figure that since the prices have gone down they must decline still further. He expects increased sales after the crops are harvested.

"The shoe retailers have not been making any purchases and want to dispose of their present stocks and then make purchases of fresh goods at lower prices.

"It is interesting to note that over twenty suits were commenced in the Prague Arbitration Court by manufacturers against dealers to compel fulfillment of contracts of purchase, showing the changed tendency of prices."

There is no road to success but through a clear strong purpose. A purpose underlies character, culture, position, attainment of whatever sort.



WM. CHAMBERLAIN
President and Managing Director
of the Newport Shoe Co., Limited



CHAS. F. MOORE
A turn shoe man with years of
experience in American factories

A New Shoe Factory Started

Wm. Chamberlain Back into the Game—A New Line of High-Grade Turn Shoes to be Manufactured in Toronto

WHEN ambition, knowledge and enterprise link up, the natural result can be only **Success**. Such, we believe, is the cruise upon which Wm. Chamberlain has just started.

Way back thirty-four or five years ago a mere lad made up his mind that the shoe game was well worth playing, so jumped into it to take all the fun out of it that was to be had. His first jump was into the retail end of the business, in which he remained long enough to obtain a thorough knowledge of that part of the play. But having gotten as far as he could in that part of the enterprise and thirsting for expansion he considered that the shoe travellers who came into the retail stores where he was had the one easy time of their lives. So he decided to go a-travelling—selling shoes on the road. Going at this like he did at the retail end of the business, he mastered it thoroughly and his popularity and energy and never-failing desire to work, and work hard, soon made him a premier salesman.

Who was this lad, did you ask? None other than William Chamberlain, one of the best known shoemen in Canada. The natural outcome of his splendid success on the road introduced bigger things and he was slated for a factory position, where his success as a producer of high-grade footwear is so well known that no comment is necessary.

After many years of strenuous activity in the manufacturing and merchandising of both men's and women's shoes in London and Galt, Ontario, he felt that a holiday had been earned and he decided to pull up stakes in both these cities and he moved to Toronto. Having had the desired rest, his head began to think and his hands began to itch to get back into the shoe game once more. A life of this kind of activity had left its indelible results and he was not happy until he was again in close touch with the production of shoes. Those who know him are not surprised that he could not be contented out of the shoe game, for his enthusiasm

for making and selling shoes is such that it would not be downed.

The result is that this past month has seen the commencement of the Newport Shoe Co., Limited, with the ambitious boy of 35 years ago, William Chamberlain, at the helm. The company has certainly selected two excellent trade names for their products—"The Newport" and "Laura Secord," both suggesting women's shoes and both suggesting style and quality. And they will live up to their names, for Mr. Chamberlain affirms they will make nothing but high-grade turned shoes with covered wood heels.

Fortunately this new plant will not be so large but Mr. Chamberlain will be in personal touch with all the details of production as well as the merchandising.

Mr. Chamberlain firmly believes there has been an opening in Canada for a long time for just such a line of high-grade shoes as his company will turn out, and with his splendid knowledge of what these should be there seems no reason why this new company will not start right off under the most favorable circumstances, and at a very opportune time, because it will not have on hand any large stocks of high-priced leathers, but will be able to follow the leather market.

The company is already at work making samples and stock and are hustling everything forward to be ready for the present season's placing orders. The factory and offices are located at the corner of Wolsely and Ryerson streets, Toronto, and the factory is fitted with the latest and most modern machinery for the production of just such high-grade lines as will be made by this new company. As further proof of the success of this new enterprise Mr. Chamberlain has associated with him such experienced men as Wm. Booty, J. P. Clarke, John W. Getliffe and J. Henderson. Mr. Chamberlain extends a hearty welcome to his many old friends to visit the new plant when in Toronto and see the splendid new models he is making for particular retailers.

REVIEW OF PRICE SITUATION

(Continued from page 25)

is perfectly safe in saying that next spring and summer will see more elaborate and expensive shoe styles than have ever been known in the history of either man or woman. The trend of fashion demands it. Women have learned to pay more attention to their feet than ever they did before and will never go back to quiet, colorless shoes any more than they will wear cotton hose and wallowing skirts on the streets. With short dresses and silk stockings there is bound to be not only a continuation but an expansion of the chicness and beauty of the modern shoe. Men will not be a whit behind women in their demand for outstanding character in choice and the ideals will be upheld just as long as the money is there to support it.

What of Spring Styles?—That the price question has not affected this natural development in foot apparel is apparent from the fact that shoe manufacturers are making no effort to abate to any extent whatever these efforts to produce shoes, not only from the best and finest leathers, but from models in keeping with the best ideals of the past four or five seasons. They are convinced that it is not a desire to moderate shoe fashions that has caused the price revulsion and are therefore making no effort to introduce either commoner grades of leather or less ornate styles. The whole trend of samples for the coming season, on the contrary, shows a disposition to develop the very best class of stock and the most up-to-date styles that shoe designing can produce. This is established by the fact that the only lines in leather that may be considered at all stable are the finest grades of upper and sole stock.

Manufacturers' Views.—The SHOE AND LEATHER JOURNAL's special representative made a tour of the principal factories with a view to sizing up the situation for the approaching season. Manufacturers in different lines were interviewed separately with a view to ascertaining a consensus of opinion as to the possibilities and probabilities of the shoe market for the coming season. The idea was to get at the facts at first hand and to so combine these opinions as to give the shoe retailer a fair basis upon which to formulate his buying programme for the season ahead. In discussing the matter with members of the trade in different lines we find considerable variations in estimates of changed costs, but amongst all the feeling that the changes would not be sufficient to make a wide variation in prices. We also found the opinion fairly general that leather had reached a basis from which it was improbable that it would recede, with the counter possibility of some strengthening of the market should a strong demand make itself felt at any time during the next three months.

Fine Goods Trade.—The SHOE AND LEATHER JOURNAL was fortunate in having a frank discussion of the situation and future prospects with three of the foremost manufacturers of fine shoes in both men's and women's lines. Without either knowing the views of the other, their opinions coincided as to the outlook. One of these men said that his firm had decided to take its loss on leather purchased for the coming season's trade and would figure its costs on the present basis of the leather market. As the stock used by this firm embraces the very best grades of calf and kid, upon which prices are fairly well maintained, he thought that considering other increased costs, such as linings, labor and overhead, would cut the otherwise possible reduction in prices to between five and ten per cent. On some lines they would be able to get leeway to the latter extent, but on others he did not see that they could make very much variation. He was of the opinion that the bottom had had been reached in leather as far as his requirements were concerned, but, of course, no one could tell. If the demand for colored kids developed as it might during the coming season this would

of course effect all classes of best grade stock and there might be a stiffening of the market. With all this the opinions of the others agreed. One manufacturer who has just returned from a trip to the American market said that when it came to getting selections of stock such as he required, the easing off in the kid situation was not such as noted in the market reports. He found it both difficult and expensive to buy top grades. He believes that the exploiting of colors such as greys and blues is bound to make first-class kid stock scarce. He judged that five per cent. reduction in high-class kid shoes would be the limit of possibilities.

Medium Class Shoes.—In this section of the trade the variation of leather prices permits of greater freedom. Calf has, of course, in recent months sagged more possibly than any other leather. First grade calf is selling around 75c., as compared with \$1.25 a year ago. Fair grades of calf are obtainable considerably under this figure. Of course there will be a natural tendency to substitute a lower grade. In side leathers there has also been considerable reduction, although not as great as calf, possibly a shrinkage of a third all around. But the best grades of side leather in colors sell at pretty good figures, which do not represent more than twenty per cent. reduction on last season's prices. From a comparison of views of those selling medium and better class footwear, in both men's and women's, we would say that the reduction in prices for the coming season's samples will show an average of about fifteen per cent reduction. Sole, generally speaking, is selling at about ten per cent. under last season's quotations and shows no evidence of further abatement.

Staple Lines.—There has not been much change in recent seasons in the prevailing prices of stock used in this class of shoes, so that there is little room for much change in the figures at which they will be shown. We should judge that the reduction will be between ten and fifteen per cent., represented by the lower attitude of the sole leather market. There may be further changes later affecting the situation, but it is safe to assume that the prices that are announced for staple lines will remain quite steady. The spring season is essentially a fine goods period, so that attention is fixed on this class of shoes almost exclusively. There is noticeable, however, a general smartening up of staple lines to meet present-day conditions. The demand for cheaper shoes has put considerable life into this end of the business for the past six months and dealers may expect to see marked improvements in most of the lines.

The Leather Situation.—There is almost universal stagnation in the leather business. Leather men, during the past few weeks, have found time weighing heavily on their hands. It has been useless to attempt to interest shoe manufacturers and leather men themselves have latterly realized the wisdom of sitting still and awaiting developments. In sole leather there has been a general reduction amounting to about ten per cent. Tanners say they have little or no stocks, but offerings made within the past two weeks seem to contradict this story. It is generally believed by both tanners and shoe manufacturers that there will be little easement in sole leathers.

In upper stock calf is still selling at low prices, although top grades command still from 70c. to 75c. Lower grades go begging. The market shows, however, some signs of strength, and in high grade colors and blacks will doubtless remain firm. In side leathers there is considerable weakness and manufacturers are beginning to make offers that tanners are considering. The general weakness in this market may encourage further reductions to the extent of five or ten per cent. In kid manufacturers are standing pat. They are letting buyers seek them rather than offering stock. Top grades run from 90c. to \$1.00 as against \$1.25 to \$1.50 a year ago. Kid men seem more confident of the situation

(Continued on page 51)



HENWOOD & NOWAK INC.
95 SOUTH ST. BOSTON, U.S.A.

AT THE FRONT "Famo" Glazed Kid

WHEREVER good shoes are known and genuinely stylish leathers appreciated, there you find FAMO KID at the front.

FOREMOST in cutting economies, in style effect, and in durability, it stands pre-eminent as the all-round practical leather to bring credit to your product.

HENWOOD & NOWAK, INC.

Tannery at Wilmington, Del.

General Offices: 95 South St., Boston

Why will Tetrault Welts Continue to Lead?



QUALITY

Our whole organization (recognized as the best shoe makers in Canada) will concentrate its efforts upon making a shoe **even superior** to the Tetrault high standard of the past.

PRICE

Our capacity as in the past, coupled with our buying power, will enable us to produce shoes at prices which have made Tetrault's the Standard Welt Shoe of Canada. Popular priced shoes are the back-bone of your business.

SERVICE

We will be so organized as to resurrect the service of pre-war days when our deliveries were made as guaranteed. Furthermore, attention to every detail of **your** business with **us** will be our primary consideration.

Tetrault Shoe Mfg. Co., Limited

AIRD AVE. (MAISONNEUVE)

MONTREAL, QUE.

Largest Shoe Manufacturers in Canada

The Shoe Repair Man

LONDON SHOE REPAIRERS' PICNIC

And now the London shoe repairers have gotten the fever. We mean the picnic fever. Strange how contagious these little social and sporting events become, and it is well that they do. The association held its first annual picnic at Springbank, which is easily accessible by trolley from the city. It is a really delightful place at which to hold a picnic. They had a monster crowd for them, for over two hundred took advantage of the event. The committee had arranged an excellent program of sports and athletic events, in which provision was made for almost every one to take part and have a chance to win a prize. Even the wee, little tots were lined up and ran races, and the big tots also had ample opportunity of testing their skill and strength.

The ladies were especially provided for in these events. They could try what they could do at throwing a baseball, at walking, at kicking a football, at hat, coat and shoe races, at egg races, and a number of other equally as interesting events. Then there were wheelbarrow races and three legged races, and donkey races, and the whole affair ended with a baby show, at which Patsy Lynna and Vera Corin tied for first place. This young couple are starting young at being "tied."

During the afternoon music for dancing was furnished by Messrs. J. Crisci and M. G. Merenda, members of the association, and the whole affair turned out to be a feature event.

TORONTO SHOE REPAIRERS MEET

The repair men of Toronto met on Thursday evening, August 26th, which was their regular association meeting night, and did considerable business in winding up the affairs of the picnic which took place on the 11th of August. The collecting of unsold tickets, and the money for those sold, means considerable work, but it was all cleared away before the night was over.

The association recognizes the great benefit these picnics are, and it also remembers that some of the friends did not want to hold the picnic this year at Niagara Falls, so, for the benefit of those who felt that way, another picnic has been arranged to take place at the Island immediately after the Exhibition, which closes on the 11th this year. This will be for the members, their wives and friends and will likely draw a big crowd.

The association also received a challenge from the Gutta Percha Co.'s baseball team to play a game of ball some Wednesday afternoon at the Island. This was accepted and the Gutta Percha fellows had better watch out, for if Canning and Robertson pit their all-star bunch they will likely show the G-P boys where baseball originated.

After the business meeting the boys had a sing-song that was much enjoyed by the members. President Burnett is away on a holiday and was absent from the meeting, which is possibly the first meeting he has missed since the organization of the association. Vice-president Carley occupied the chair and demonstrated that he knows how to conduct a meeting.

The association wishes to thank those who donated toward the prizes for their annual picnic, among whom were Beardmore & Co.; The Breithaupt Leather Co.; C. H. Hyman

Anglo-Canadian, P. B. Wallace & Son, Jos. King, Adams Bros., C. Parsons & Son, I. T. S. Rubber Co., Gutta Percha, Limited, Miner Rubber Co., and several others.

NEOLIN DEMONSTRATION

The Neolin Sole Co. has been demonstrating their soles in a practical way in the several shops of the Practical Shoe Repair Co., and last week were giving the demonstration in the H. & C. Shoe Repair Shop in West Toronto. This is the store and shop of H. K. Hayward, one of the past presidents of the Toronto Repairmen's Association.

MEETING OF VICTORIA REPAIR MEN

At the annual meeting of the Victoria, B.C., District Shoemaker's Association held recently at 636 Johnson street the members present expressed themselves as being well satisfied on the hearing the secretary's report of the financial status of the association. They voted unanimously for a banquet and social to be held on September 2nd, at which a cordial invitation will be extended to the graduating pupils of the S.C.R. School of Cordwainery.

PRACTICAL SHOE REPAIR CO. EXTENDING

The Practical Shoe Repair Co., Limited, of Toronto, of which Arthur Butterworth is president, has added another repair shop to their chain. This one is located at 274 College street, and will be all refitted with new electric equipment throughout. They expect to add two more in the very near future. When these two new ones are added that will make six links in the chain.

FAREWELL TO TORONTO REPAIR MAN

Mr. Prior, a member of the Toronto Repairmen's Association, has sailed for England, where he will visit his friends for three or four months. His business here in Toronto will be run just the same all the time he is away. A number of the members of the association went to his home on the night he went away and had a little social time, and wished him a safe journey. The evening was spent with music and cards and a general social time, then a number of the boys accompanied him to the train and saw that he had a proper send-off.

Oil spots can be taken off with cement by applying and rolling the cement over the spot. Heat will draw oil out of leather and then is the time to apply the rubber cement and roll off the oil. On colored shoes oil must be taken out by that or some other method. In outsole stitching oil will fly out, and that is the time that the work is damaged by oil. If the oil drops on the bottom, as it is most likely to do, the oil spots will not permit the bottom finish to stick, and the result will be evident in the finished bottom, so that the only way is to force out the oil first and then, with chalk or rubber cement, do away with it altogether. Rubber and oil do not go well together, so watch out when sewing rubber sole shoes. Heavy oil is less liable to fly out of the machine. The best oil has a greenish hue when held up in the sunshine, but remember nothing is ahead of castor oil.



"There is but one Slater Shoe"

Good Canadian Shoes equal the product of any country in both style and wear. Then, buy shoes made in Canada, keep your money on this side.


This will give work to our own labor and provide a home market for our farm products. It will help to solve the high cost of living by increasing the buying power of our own Dollar instead of having it discounted in a humiliating manner.

Our shoes are the honest products of an honest Canadian firm, employing Canadian labor for upbuilding our great Canada.


A Clean Slate for 60 Years

The Slater Shoe Co. Ltd.

MONTREAL, CANADA



AMONG THE SHOE MEN.



Mr. Scott, late of Philip Jacobi, Toronto, is now with the McFarlane Shoe Co., Montreal.

Mr. Kramp, of Eby-Kramp Co., Kitchener, was a business visitor in Toronto recently.

N. B. Filkin, of the B. F. Ackerman Sons Co., Peterboro, was in Toronto this week visiting the Exhibition.

R. A. Saunders, who was in business in Blackheath, Ont., has bought the Mills' Shoe Store in Beamsville, Ont.

R. B. Anderson, of John Lennox & Co., Hamilton, has been in the old country on a business trip in connection with his firm.

F. J. Weston, of F. J. Weston & Sons, wholesale shoe dealers of Toronto, is visiting England on a business and pleasure trip.

Jas. Clark, of Clark Bros., St Stephen, N.B., was in Toronto and Montreal on business in connection with his firm last week.

Geo. Swallow, assistant sales manager for the Davies Footwear Co., of Toronto, has just returned from a trip to the old country.

L. F. Jackson is back on the job after being away on a holiday trip. Mr. Jackson is with the Blachford Shoe Mfg. Co., Toronto.

Dr. Hill, demonstrator of the Scholl Manufacturing Co., has been demonstrating their lines at the Robert Simpson Co.'s during the last week or so.

F. A. Bell, who represents the Blachford Shoe Mfg. Co., of Toronto, spent the last few weeks at Prestuile, simply having a real nice time holidaying.

F. X. R. Lanchier, of Kingsbury Footwear Co., Montreal, and his son Fred have just returned from a business trip in England, France and Belgium.

Aubrey Collins, who has been representing the Davies Footwear Co. in the Maritime provinces, is now representing Philip Jacobi, of Toronto, in the west.

The many friends of T. E. Bennett, who is with the Blachford Shoe Mfg. Co., Toronto, will regret to learn of the death of his brother, which took place recently.

A shoe manufacturer said last week that some of the retailers had apparently not yet gotten over the Big Convention. He received a cheque for \$500, unsigned.

An excellent illustration of the interior of Chisholm Bros. Shoe store in West Toronto, appears this week in the Foot Specialist, published by the Scholl Manufacturing Co., Chicago.

Stanley Larke, who is with the H. & C. Blachford Co., shoe retailers of Toronto, has been a patient in the Oshawa hospital for four or five weeks, but is reported to be coming along nicely now.

Lorne Savage, who has been representing the Davies Footwear Co. in Montreal for some time, has taken over a number of American lines which his father had and is handling these in Montreal.

Henry Freschette, who knows more about the Canadian Footwear Co.'s shoes than any one else, has recently been in Toronto and other Ontario shoe centres looking after the interests of his company.

Harvey McKean, of the Blachford Shoe Mfg. Co., Toronto, has just returned from a very pleasant summer outing with Mrs. McKean, where he spent the time fishing at Loon Lake. Harvey now has the usual amount of fish

stories, but the funny thing about them is he declares they are true.

Harry London, a shoe machine operator in the Milton Shoe Factory at Milton, Ontario, met with a painful accident to his right hand by having it caught in a heeling machine he was running.

The Wilson Shoe Store, which suffered a loss by fire which wiped out a big portion of the business section of Port Coquitlam, B.C., has now started again in the Mars block on the Schoolhouse road.

Howard C. Blachford, of H. & C. Blachford, Toronto, the genial secretary of the Canadian National Shoe Retailers' Association, has just returned to business after a stay at the family cottage in Muskoka.

Mr. Ritchie, of the shoe department of the Regina Trading Co. of Regina, has been in Toronto and other eastern points on a little business trip combining it with pleasure. Mrs. Ritchie accompanied him.

Ben Martin, that reliable smiling traveller of the John Ritchie Co. Limited, has been calling on his western Ontario business friends, wearing that same good old smile that won't even wear off, much less come off.

On St. Clair avenue, Toronto, a sign of the "Fit U" shoe store didn't believe in going it blind, so took a tumble through the plate glass window of the Toric Optical Co. near-by. The question is, did this "Fit U" sign want to be fitted with glasses?

Amongst those who have visited Montreal during the past week from the west have been Messrs. G. A. Blachford, of the Blachford Shoe Manufacturing Co.; Chas. L. Owens, of Owens-Elmes Co.; Chas. Alby, Myles Shoe Co.; James Heffering, all of Toronto.

Mr. Henry Kavanagh, secretary of the Shoe and Leather Fair, has left for a two weeks' vacation up the Ottawa Valley. He did not mention fishing, but it may be taken for granted that the bass and other game inhabitants of the Ottawa will feel the power of his wrist.

Mr. Peter Doig has returned after a sojourn of three weeks at the "Bigwood Inn," Muskoka, where he managed to accumulate considerable tan as well as some of the flesh he lost during the Shoe and Leather Fair. He is in great fettle for the coming spring campaign.

Tom Brown, manager of the American Shoe Store in Edmonton, Alberta, will spend a few months in England and Scotland, visiting his old home. Mrs. Brown accompanies him. They passed through Toronto one day last week, on their way to take the steamer.

Mr. Walter Sardon is visiting American centres looking over the field, and especially getting in touch with the fine leather market. His trip overseas did him good physically and otherwise. He had an opportunity of studying at close range the shoe situation in Great Britain.

Mr. Jas. Daoust has just returned from a trip to Fredericton, N.B. He reports conditions in the Maritimes as most encouraging. He is optimistic in regard to spring trade, and says that as soon as the present temporary flurry is over business will settle down to a sensible basis.

On August 18th, F. E. Partridge, of the Northern Rubber Co., Guelph, entertained the rubber footwear manufacturers of Canada at luncheon at the Caledon Club. The representatives were in convention in Guelph, taking up



Tenax Soles

Are Ideal for Repairer and Wearer

You can make quick, neat repairs with Tenax Soles. They give stubborn resistance to wear and genuine comfort. It is a wise plan to recommend Tenax Soles to your customers. Noiseless, waterproof, pliable and easy. They give absolute satisfaction to users. Your jobber will supply you.

Gutta Percha & Rubber, Limited

HEAD OFFICES AND FACTORY - TORONTO
Branches in All the Leading Cities of the Dominion.

Splendid Profits, Satisfied Customers and Constant Repeat Orders
are Secured when you Sell our Shoe



EMBOSSED LEATHER HEEL PADS
Splendid advertising medium. We emboss name on with a burned impression that will be conspicuous as long as the shoe is worn. Live repairers among your customers cannot afford not to use these embossed heel pads. Packed 100 pairs to a box.

FINDINGS THAT SELL



"LEATHER GRIPPER"
NON-SLIP HEEL LININGS
Made of Genuine Leather.



"SELWEL"
Heel Lining
Repairers
Made of Extra Quality Russet Sheepskin

WRITE FOR CATALOGUE AND PRICE LIST

L. G. & S. S. CO., 76 and 81 High St., Boston, Mass., U.S.A.

matters in connection with the rubber footwear manufacturing business.

Charles A. Davies, president of the Davies Footwear Co., Limited, formerly the Blachford, Davies Co., Limited, Toronto, has just returned from an extended business trip lasting four months in England, France and Belgium. Mr. Davies is quite enthusiastic about the trade over there, and says things are coming along nicely.

Nine pairs of shoes were stolen from Smith's shoe store on King street, Toronto, recently, which were valued at from twelve to eighteen dollars a pair. Four pairs were found in the street not very far from the robbed store, apparently having fallen from the rig in which they were being taken away. Burglars should be more careful.

Jas. Heffering, who will handle Globe Shoe Co's firm line of children's shoes, as well as Tetrault Welts for the coming season, was in Montreal to look things over. He is taking a couple of weeks' breathing spell before hitting the trail. He says the work of the Shoe and Leather Travelers' Association is progressing favorably.

Out in Vancouver someone, or ones, have contracted a disagreeable habit of entering shoe stores after hours and extracting certain amounts of shoes. This time it was the Popular Shoe Store, on Hastings street, that was entered and no less than forty pairs of shoes taken, according to a report by R. P. Forsyth, the manager of the store.

Here is the way a subscriber writes when he wants his address changed: "My address, until further notice, will be 75 Maple street. Please make note of this, for my last SHOE AND LEATHER JOURNAL went to my old address and I had to go there and get it, so be sure and change it, because, you know each issue is a meal, and I do not care to miss a meal in either place, head or middle."

Amongst the visitors to Montreal this week was Mr. Jas. Scott of Quebec, who came to make a reconnaissance of the trade here. He says everybody seems to be sitting tight, but the prospects are good for spring trade. He says it is bound to be a good season for kid—especially Citadel. They are making exhibits both at Toronto and St. John shows, as well as several western shows.

MR. SLATER SAILS FOR EUROPE

Mr. C. S. Slater, son of Mr. Geo. A. Slater, Montreal, sailed on the C.P.O.S. "Corsican" recently, en route to

England for the purpose of visiting the large shoe factories in the Mother Country. Mr. Slater is connected with the manufacturing end of the Invictus Shoe factory, and is desirous of sizing up the English factories at first hand in order to note the system of manufacturing high grade shoes that is followed by the overseas firms. It is probable that Mr. Geo. A. Slater, who is now in France studying the shoe and leather situation, and who has been overseas since January last, will return with his son early in the autumn.

NEWSPAPER ADVERTISING FOR RETAILERS

(Continued from page 23)

McRobbie's is a good style of ad too. The description is there and so are the prices. This ad will attract, for the price range will meet the different purses.

Down in Newfoundland, Parker & Monroe are advertising dance pumps. We do not know why dance pumps are advertised in summer, unless for boat and pavilion dancing, and these are not used very much for this class of summer dancing in Canada, but in Newfoundland it may be different. However, this ad is quite classy and will appeal most to the dapper young fellow who is an extreme dresser.

Wilson's Twin Store ad, while not large, is good. These people have a good trade mark in the twin idea and they do some good advertising. This ad and the others run with it should have brought some good trade.

REVIEW OF PRICE SITUATION

(Continued from page 44)

than those in any other branch of the leather business. They say that popular demand will run in the following order for colors for the coming season:—Dark brown, golden brown, gray, dark blue and sky blue. There will, they claim, be a marked revival of colored shoes, in which kid will have the principal share. This will mean higher prices for blacks in top grades.

The Summary.—Taking it all around the conclusions are that shoe prices will average a reduction of from ten to fifteen per cent. The leather market is about as far it will go down with possibly slighter reductions in sole and some classes of upper stock. Shoe buying, as soon as the first timidity disappears, will assume satisfactory proportions and by the end of the year we will have forgotten the unfortunate summer of 1920.

J. HARDY SMITH & SONS HIDE and LEATHER FACTORS

CABLES: HIDES LEICESTER.
CODES: MARCONI, BENTLEY, LIEBER.

Belgrave Gate, Leicester, Eng.

Shoe Selling Wisdom



should compel every shoeman to devote a big share of his merchandise to

The Lagace & Lepinay Line

They accord with the sound footwear judgment of everybody, from the expert maker to the most critical wearer.

**Men's Goodyear Welts
and Women's McKays**



LAGACE & LEPINAY

22 St. Anselme Street - Quebec, P.Q.

THE NEWPORT SHOE



Announcing Newport Turns

NEWPORT TURNS represent all that is good in Women's shoes. Of the finest quality and exclusive in design, they will instantly appeal to the Merchant who has a place in his shop for the best shoe that can be made.

The product of men making fine shoes for over a quarter of a century in Canada.

The Newport Shoe Co. Limited
WM. CHAMBERLAIN, Pres.
TORONTO, CANADA

Address:
Cor. Ryerson and Wolsey Streets



SPEED KING

Tennis and Outing Shoes

Season

1921

To realize that Speed Kings will again lead in Outing Footwear Selling for 1921, you have only to look over our samples for the coming season. In Quality and Value they set Speed King standards even higher than ever, and the extensive selection will make it an easy matter for you in choosing your lines.



Place Your Orders Early

Speed Kings are the safest investment you can make and early ordering will assure you of having your needs properly taken care of—the lines you want and the quantities you want.



Get in touch with our wholesalers **NOW** about your next season's **SPEED KINGS**.

INDEPENDENT WHOLESALERS

Amherst Boot & Shoe Co., Limited	-	Halifax, N.S.	C. Weaver	- - - - -	Trenton, Ont.
Amherst Boot & Shoe Co., Limited	-	Amherst, N.S.	The London Shoe Co., Limited	- - - - -	London, Ont.
Brown, Rochette, Limited	- - - - -	Quebec, Que.	T. Long & Brother, Limited	- - - - -	Collingwood, Ont.
Fraserville Shoe Co., Limited	- - - - -	Fraserville, Que.	Kilgour Rimer Co., Limited	- - - - -	Winnipeg, Man.
James Robinson Co., Limited	- - - - -	Montreal, Que.	H. G. Middleton Co., Limited	- - - - -	Winnipeg
Dufresne & Galipeau	- - - - -	Montreal, Que.	Amherst Central Shoe Co. Limited	- - - - -	Regina, Sask.
A. W. Ault & Co., Limited	- - - - -	Ottawa, Ont.	E. A. Dagg & Co.	- - - - -	Calgary, Alta.
J. A. McLaren Co., Limited	- - - - -	Toronto, Ont.	Dowers Limited	- - - - -	Edmonton, Alta.
White Shoe Co., Limited	- - - - -	Toronto, Ont.	The J. Leckie Co., Limited	- - - - -	Vancouver, B.C.

The Independent Rubber Co. Limited

Merritton

Ontario

Biggest & Best

Anglo-Canadian Leather Co., Limited

MAPLE LEAF BRAND

OAK, UNION & HEMLOCK

SOLE LEATHER

Sides & Crops

Backs & Bends

Shoulders, Heads & Bellies

TAPSOLES & TOPLIFTS

Tanneries: Huntsville & Bracebridge

**Head Office: 218 Notre Dame St. West
MONTREAL**

**Warehouses: 566 St. Valier Street
QUEBEC**

**and at 665 King St. West
TORONTO**

Anglo-Canadian Leather Co., Limited

The Largest Sole Leather Tanners in the British Empire

Are You Prepared

for an extensive Fall and Winter Trade in

SLIPPERS

Anything you need to complete your line and
give them the strongest trade attraction can
be had at

LENNOX'S

Our range features the most saleable line in
English and Canadian make----in

**Felt, Velvet, Plaid,
Arctic Cloth and Colored Suede**

and is complete in JULIETS, COZYS and
all the popular models.

You will find our values the best obtainable.

Order now and feature them early for a big
season's business in slippers.

JOHN LENNOX & CO.

Hamilton - - Ontario



New Castle

The name that means unvarying
QUALITY and top VALUE in

=KID=

a name that is known wherever
good shoes are made and sold.
A leather with the texture and
finish that produces shoes of
outstanding appearance and ex-
ceptional durability.

Made in

**Fancy Colors, White, Black,
Glazed or Mat**

In addition to our own lines
we are Canadian Selling Agents
for American Tanners of Splits,
Heavy Leathers, Calf, Indias,
Cabrettas, Skivers, also for
Cotton and Cloth.

New Castle Leather Co., Inc.

NEW YORK

Canadian Branch: 335 Craig St. W., Montreal

Factory: Wilmington, Del., U.S.A.

Tipperary Shoes

For Athletic and Summer Wear

SEASON
1921

In September our salesmen will be out with the most attractive range of canvas footwear for Business, Social and Athletic wear we have yet shown.

By ordering early, you will ensure prompt delivery.

The Columbus Rubber



Co. of Montreal, Limited



Robinson Service

Robinson's Service for the Fall Season can be your most valuable asset.

There is no doubt that stocks all over the country are depleted. We are prepared to meet this condition with a Fall stock ready for immediate shipment at the right price.

You can get everything you want from Robinson.

Our new Spring lines will be shown you in the near future, representing the best values that the Trade has seen.

JAMES ROBINSON CO., LIMITED
MONTREAL, QUE.

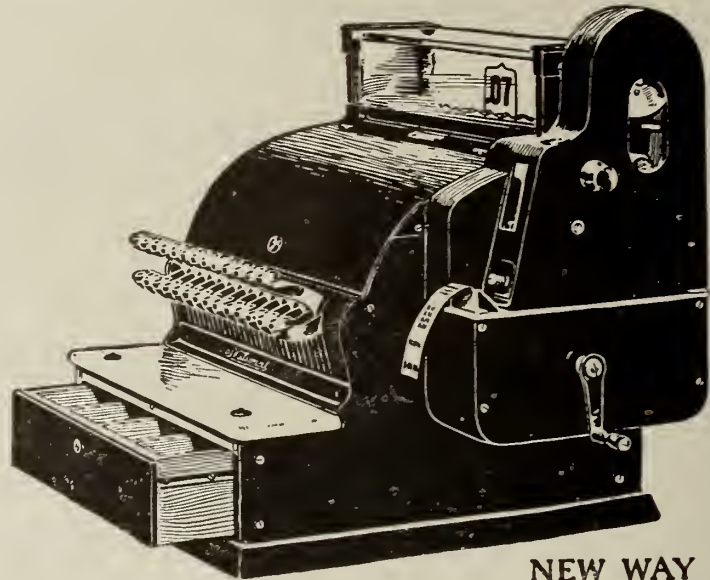
No more mistakes in adding up the items of a sale



OLD WAY

By hand and brain and
pencil.

Makes mistakes.
Causes losses.
Causes worry.



NEW WAY

**This new receipt-printing cash register
adds the items by machinery.**

1. It prints a receipt for each customer. →
2. It prints the price of each article.
3. It indicates the price of each article. →
4. It prints the total of all items. →
5. It retains an added and printed record.

J. SMITH
COMPANY
10 MADR ST.

0.07

0.32

0.48

0.19

TOTAL

\$01.06

Copy of receipt,
with merchant's
name, printed for
each customer.

It also does many other things which have made
National Cash Registers a business necessity.

We make cash registers for every line of business

NATIONAL CASH REGISTER CO.

OF CANADA LIMITED
TORONTO, ONT.



Sept. 1st.

—starting date for
 “Made in Canada” Shoes
 Advertising Campaign

Every detail of the MADE-IN-CANADA SHOE
 ADVERTISING CAMPAIGN now being perfected
 —it will be launched to the General Public on

September 1st, 1920

Address
 Communications
 to Secretary
 National Advertising
 Committee,
 Shoe Manufacturers
 Association
 of Canada,
 Bank of Hamilton
 Building, Toronto.

The Shoe Manufacturers' Association of Canada ask the co-operation of the retailers —without whom the campaign cannot be the success it should be. But your hearty co-operation, and that of every dealer in Canada, will mean SUCCESS by bringing about a new attitude on the part of the General Public towards every branch of this important industry—the MAKING and SELLING of Shoes.

SHOE MANUFACTURERS' ASSOCIATION OF CANADA

Mention "Shoe and Leather Journal" when writing an advertiser

The TWENTY-FIRST INTERNATIONAL
Shoe and Leather Fair

THE Fair was established in 1894 as a private enterprise, but its policy and control are now vested in a Society, the Council of which represents every department of the Shoe and Leather Industries of the United Kingdom.

The Fair of 1920, while retaining its International character, will aim to give special prominence to British Leather and Leather Products.

To serve this end, the United Tanners' Federation of Great Britain and Ireland, the Federation of Curriers and Light Leather Dressers, and the Incorporated Federated Associations of Boot and Shoe Manufacturers of Great Britain and Ireland have actively co-operated, and the Department of

Overseas Trade has kindly offered to bring the Fair to the notice of Overseas Buyers through its Overseas Officers. Colonial and Foreign visitors are cordially invited, and a large attendance, both of Home and Overseas Buyers, is expected.

A very large number of British Firms engaged in the manufacture and distribution of Leather, Boots and Shoes, Machinery and Trade Accessories will show their Goods at the Fair, while Machinery in motion, both for Tanners and Boot Manufacturers, will be an important feature.

More than all the space available for Exhibits has been applied for, and will be occupied by Firms representing every department of the Trade.

The Fair is managed on behalf of the Society by The Shoe and Leather Record, 40, Finsbury Square, London, E.C.2, to whom all communications should be addressed.

Shoe and Leather Fair
Royal Agricultural Hall, London
OCTOBER 4, 5, 6, 7, 8 and 9, 1920



GOODYEAR SERVICE BEGINS WHERE OTHERS LEAVE OFF

When a machine is sold outright, all interest taken by the vendor in most cases suddenly ceases.

**WHEN GOODYEAR MACHINERY OR
SHOE REPAIR OUTFITS ARE INSTALLED
OUR INTEREST AND SERVICE BEGINS**

We maintain a large number of experts to install and keep in operation all Goodyear machinery, and a stock of parts, so as there will be no delay in the case of a breakdown. This is

REAL SERVICE

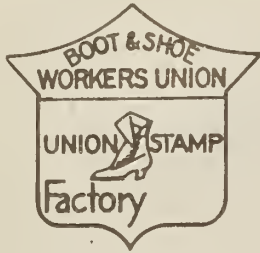
United Shoe Machinery Company of Canada, Limited

MONTREAL

TORONTO

KITCHENER

QUEBEC



For Everyone, Every Time!

SHOES bearing the one and only stamp of the Boot and Shoe Workers' Union alone are accepted by everyone every time.

NOT only do they **appeal** to Mr. Average Customer, but they are the only shoes **acceptable** to the Union man and his family.

THE retailer who fails to keep a complete stock of Union Made footwear is disregarding the demands of good business.

Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 SUMMER STREET

--

BOSTON, MASS.

COLLIS LOVELY, Gen'l Pres.

CHAS. L. BAINE, Gen'l Sec.-Treas.



THE YALE SHOE

For MEN and BOYS



Boys' Sizes 1-5½

Boys' Brown or Gun Met. Side bal. or blue. \$5.25
 Boys' Vici, Ko Ko Calf or Gun Met. Calf bal. or blue. 5.75

Men's Sizes 6-11

800 Ko Ko Side bal. or blue.	\$6.35
801 Gun Metal Side " "	6.35
802 Ko Ko Calf " " "	7.00
803 Vici Kid " " "	7.00
804 Gun Metal Calf " " "	6.75
Bal. Oxfords	50c per pair lower than above price



Oak outsole and solid leather innersoles used in all our shoes,
 also fast colored eyelets—leather or rubber heel as desired.

Terms 5% 10 or Net 30 days 1st following month.

SOLID CONSTRUCTION THROUGHOUT

The Yale Shoe Mfg. Co., Ltd. = Galt, Ont.



Buy "ESMAY" when you order SPATS

FELT

Perfect Fitting

CLOTH

Smart Patterns

SILK

Highest Quality

Made in Montreal

Esmay
Patented

Domestic Sales Department

INDUSTRIAL EXPORT COMPANY
 OF CANADA, LIMITED

16 St. Sacramento St.

MONTREAL

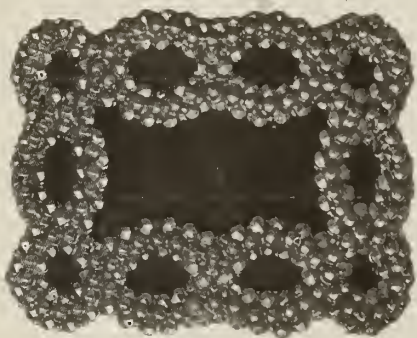


WHEN this mark is stamped on a shoe it expresses a great deal more than being a name of a particular brand. It means the shoe may be depended upon to give long wear service, comfort and general satisfaction. Furthermore, back of this mark is over fifty years of experience and knowledge in staple shoemaking.

You will make no mistake in placing "Yamaska Brand" in your stock. They are a wonderful trade promoter.

LA COMPAGNIE J. A. & M. COTE

St. Hyacinthe - Quebec.



No. 5321

"DALCO" Buckles of Distinction

The buckle illustrated shows one of the latest patterns in Cut-Steel Effects. They possess all the brilliancy and fine cut points of the high grade imported buckles, and positively will not rust. Will retail for popular prices. Our booklet showing all the best patterns in metal, beaded and rhinestone buckles should be in the hands of every retailer.



Make Pumps and Ties Easily Salable

All "Dalco" buckles supplied with fillers and patented "Dalco" device ready for attaching to shoes. Simplifies work for the merchant and makes possible the instant changing of buckles by the customer.

A proven success for a year

DALRYMPLE-PULSIFER COMPANY

Haverhill, Mass.

R. B. GRIFFITH CO.

Sole Distributors for Canadian Retail Trade
HAMILTON, ONT.



We Have a Surprise for You

What is it? The high excellence of our welting and the low figures we quote you. Send to-day for prices and samples and compare them with other welting and the price you pay. Our welting is of unusual interest to every manufacturer seeking to get the best, and yet cut his production costs.

BROCKTON WELTING COMPANY

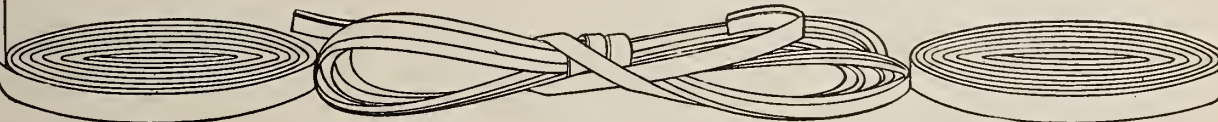
—INCORPORATED—

69 Crescent St., Brockton, Mass.

Department of HILLIARD & MERRILL, Inc., 210 Broad St., Lynn, Mass.

SALES OFFICES: BOSTON, 185 Essex St.; PHILADELPHIA, S. W. Cor. 5th and Arch Sts.; CINCINNATI, 410 East 8th St.; MILWAUKEE, 258-260 Fourth St.; ST. LOUIS, 1419 Olive St.; ROCHESTER, N. Y., 22 Andrews St.; NEW YORK CITY, 33 Spruce St.

FOREIGN REPRESENTATIVES: ENGLAND, Messrs. Pearson Robinson & Arterton, 4 Albion St., Leicester.
FRANCE, Louis Dubois, 47 Rue des Petites Ecuries, Paris.
GREECE, Hercule P. Issidorides & Co., P. O. Box 12, Athens.



REAL

Pattern Service

A genuine desire to do a good job has, in a surprisingly short time, resulted in building a large, substantial business.

Our service includes supplying up-to-the-minute styles and making patterns that show their expert workmanship in every line—and all this promptly.

We will be glad to hear from any manufacturer looking for better patterns and better service.

Conaway-Wadsworth Pattern Co. Limited

223 MCGILL STREET

Rooms 11 and 12

MONTREAL, QUE.

GUS LOSSMAN, Manager



HYDRO CITY

Staple Shoes
of Real Worth

WORTHINESS is built right into Hydro City Shoes—
shoemaking that is thorough in every detail—
material of absolute dependability—styles that are sure to
win the favor of all staple shoe buyers.

Hydro City Shoes sell remarkably well because they offer
remarkable values.

Our Travellers are now out with Spring Samples.

Hydro City Shoe Manufacturers

KITCHENER, ONTARIO

Limited

Colored Repairing Crayons

We make Crayons in all colors
and of the highest quality

Gun Metal Repairing Crayons
Patent Leather Repairing Crayons
Vici Repairing Crayons

BOSTON BLACKING CO.

152 MCGILL STREET

MONTREAL, QUE.

When a Tanner wants a Color, he wants a color that is PURE, UNIFORM, RELIABLE, CONVENIENT, PERMANENT AND ECONOMICAL

The dyes offered by L. B. Holliday & Company, Limited, are noted for their fast qualities, and are adaptable to a wide variety of uses, covering every requirement of the Tanner

Chrome Leather Black G.
Chrome Leather Tan 2G.
Chrome Leather Brown G.
Basic Tan O.
Basic Dark Brown P.
Magenta Powder
Methyl Violet 2B. Conc.

French Black 2938
Chrysoidine R. Conc.
Bismarck Brown R. Conc.
Fast Red A.
New Phosphine R.
Auramine O. Conc.
Orange 11.
Ponceau G.

Brilliant Bordeaux 2B.
Acid Prune V.
Naphthol Blue Black 10B.
Naphthylamine Black H.
Light Acid Brown L.
Dark Acid Brown L.R.
Nigrosine W.S.

SAMPLES ON APPLICATION

STOCKS MAINTAINED

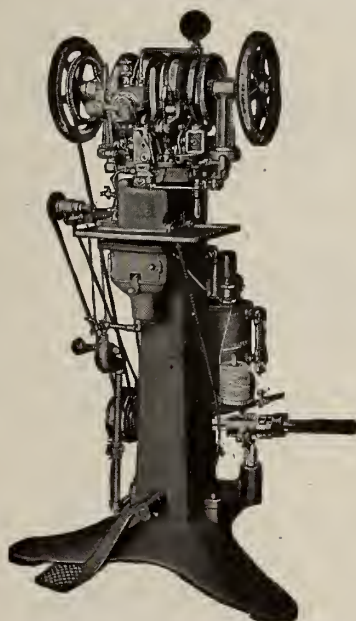
L. B. Holliday & Company, Limited

HUDDERSFIELD, ENGLAND

CANADIAN OFFICE AND WAREROOMS: 27 ST. SACREMENT ST.,
Cable Address: "DYEWARES," MONTREAL
Telephone: MAIN 8105

MONTREAL, P.Q.

Landis Outfits are Money Makers



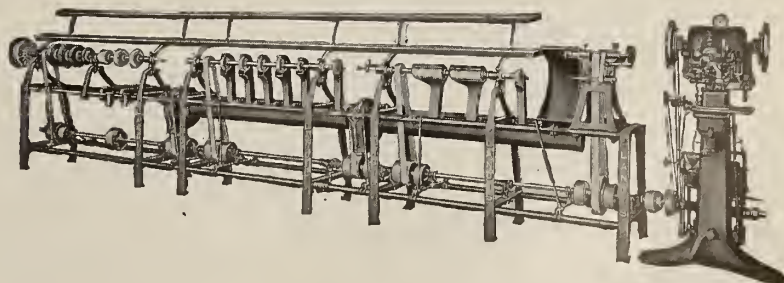
Landis No. 12 Shoe Stitcher
Sold Outright. No Royalty

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

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

We have many models of Stitchers and Finishers. Write for complete Catalogue with price and terms.

Landis Machine Co. No. 1515 25th St.
ST. LOUIS, U.S.A.





CHROMOIL

Shoepacks
Larrigans
Farm Shoes



98X
Men's 12-inch Leg Farm Shoe
Sole and Tap

Are you prepared for the coming Fall and Winter Trade in Palmer McLellan Chromoil goods? Each season, their popularity reaches a higher mark. Everywhere they are the **WANTED** line in oil tan footwear. Don't offer excuses, have **CHROMOIL** goods to **SATISFY** your customers.



No. 040 1/2

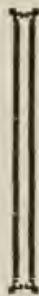
Men's Knee High
Draw String Pack

Palmer-McLellan, Fredericton,
N.B.

Shoe and Glove Leathers

GLOVE HORSE

Creemore
Boulevard
Smoked
Alaska
Pearl Grey



SIDE, NECK & HORSE SPLITS

Creemore
Boulevard
Black
Alaska
Smoked

PFISTER & VOGEL
85-87 South St. Boston, Mass.

Solid Satisfaction

in footwear comes only from PERFECT FIT and LONG WEAR.

PERFECT COUNTERS

are the counters of SOLID SATISFACTION because they mean correct fitting, long wearing shoes. Don't limit the life or cut down the value of your shoes by using anything but best grade counters. PERFECT COUNTERS *ARE* PERFECT in every way.

PERFECTION COUNTER LIMITED

699 Letourneux Ave.

-

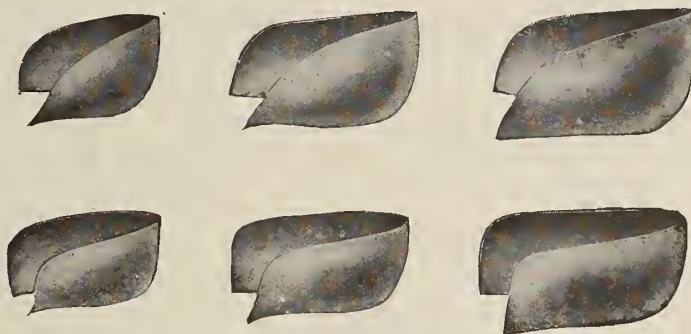
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Montreal

FAIRE BRO^S & CO., LIMITED

RUTLAND STREET, LEICESTER, ENGLAND

Manufacturers of **STIFFENERS**



TO BOOT MANUFACTURERS

Our well-equipped modern factories are adapted to meet all your requirements in high grade

SOLID GRAIN STIFFENERS
GRAIN BACKED STIFFENERS

SOLID SPLIT STIFFENERS
TWO PIECE SPLIT STIFFENERS

THREE PIECE SPLIT STIFFENERS
LEATHER LAYER STIFFENERS

In all sizes.

Men's, Army, Women's, Children's and Golosh Shapes.

BE SURE AND SEE OUR SAMPLES BEFORE RE-ORDERING.

IT WILL PAY YOU TO DO SO

FAIRE BRO^S & CO., LIMITED, Manufacturers of Shoe Mercery, LEICESTER

C. A. Spencer & Son Co.

183 ESSEX ST., BOSTON, MASS.

Manufacturers of

Acme Brand Quebracho Extract

Deliveries in Barrels and Tank Cars

QUERMOS

A Special Extract for
Retanning Fancy and
Colored Leathers



CAMESCO
SULPHONATED
OIL

SULPHONATED NEWFOUNDLAND COD OIL

Branch Offices: 11 Tithebarn Street, Liverpool, England
Cable Address: "CASPEN," Boston
Telegraph Address: "HESPWILL," Liverpool

"DEPENDABILITY"

A WATCHWORD throughout our organization that applies alike to the quality of our materials and of our service.

SOLUBLE COTTON

PATENT LEATHER SOLUTIONS

AMYL ACETATE

COTTON SOLUTIONS

SOLVENT THINNERS

ETHYL ACETATE

REFINED FUSEL OIL

Prompt Shipment from Chicago or Boston

VAN SCHAACK BROS

CHEMICAL WORKS
3358 AVONDALE AVE - CHICAGO - U.S.A

Mention "Shoe and Leather Journal" when writing an advertiser

We Make a Specialty of All Kinds of

FELT

for the SHOE TRADE

Upper Felt	Lining Felt	Sole Felt
Insole Felt	Cushion Felt	Heel Pad Felt
Shoe Toppings	Shoe Roll Felt, etc.	Filler Felt

SUPERIOR LINE OF FELT FOR BOX TOES
THE BEST FELT FOR EVERY PURPOSE

Write for samples of our Special Innersoling
Artificial Leather for Shoe Purposes

Write us for Samples and Prices

Boston Felt Mfg. Co.

112 Beach Street Boston, Mass.

CLARKE & CLARKE Limited
Established 1852

Manufacturers of SHEEPSKINS Of all kinds

Our sheepskins have been
the standard for quality
and colors in Canada for
over thirty years

Clarke & Clarke Limited
General Offices & Works
Christie Street, Toronto

BRANCH WAREHOUSES
252 Notre Dame St. W., Montreal
553 St. Valier Street, Quebec
RICHARD FRERES, Agent

Tanners' Oils & Greases

Sulphonated Cod Oils
Sulphonated Neatsfoot Oils
Sulphonated Castor Oils
Acid Fat Liquors
Moellon Degras

□

MADE FROM CANADIAN PRODUCTS AND
MANUFACTURED AT FARNHAM, QUEBEC.

□

Salem Oil & Grease Co.,
of Canada, Limited
Farnham, Quebec



TORONTO HEEL CO.

MANUFACTURERS OF

All styles of Heels in Leather
and Composition

WE ARE ALSO MAKERS
OF THE HAVERHILL

Write for Samples and Prices. These will
interest you

THE
TORONTO HEEL COMPANY
13 JARVIS ST. TORONTO



An attractive Window is a valuable asset.
Our Fixtures make windows attractive.
Send for our FREE Catalogue of Fixtures and
Suggestions how to use them.

Artistic Wood Turning Works

Formerly Polay Fixture Service

515 N. Halsted Street, - CHICAGO, Ill.

Fixtures with a National Reputation

Our SHOE ILLUSTRATIONS and DESIGNS

are found in the
catalogs of the most
up-to-date adver-
tisers everywhere.

Originality of style
and the highest
grade of workman-
ship are among the
distinguishing
features which we
employ in promot-
ing the sale of your
merchandise.

Write to us before
starting your next
copy.

H. Handelan & Staff

Woods Bldg.,

Chicago, Ill.



GOOD PATTERN DESIGNING

IS AN ACQUIRED ART

Fitting the lines of a last is not
a Mechanical Operation but a
Matter of Skill—a result of years
of Study and Training

PATTERN MAKING demands Rare
Judgement to give Style and Grace-
full Lines and assure conformity
to the Original Last Outlines
FITTING QUALITY DEMANDS ACCURACY

WHEELER & CUMMINGS

179 Lincoln St. Boston Mass U.S.A.

MORSE - REDDEN

(INCORPORATED)

50 South Street,
Boston, Mass., U.S.A.

SOLE LEATHER

Backs—Bends—Shoulders
Bellies and Heads

Cut Lifts Top Stock—Heel Stock
Rough Splits—Sock Lining Splits

Careful attention given
the foreign trade.

Cable Address : "MORREDCO."

Edwards & Edwards Limited

TANNERS OF

SHEEPSKINS

FOR

- SHOES GLOVES
- SADDLERY
- UPHOLSTERING
- BAGS AND SUIT CASES
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- FANCY AND
- NOVELTY GOODS
- SKIVERS
- EMBOSSED LEATHERS
- ETC., ETC.

Edwards & Edwards Limited

Head Office

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Toronto

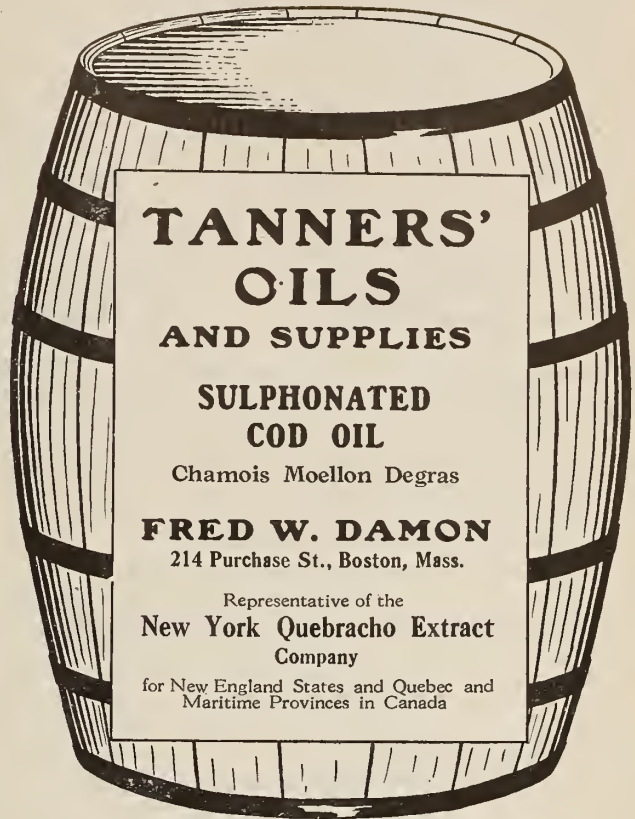
Tanneries

Woodbridge Ont.

Quebec and Maritime Provinces

Represented by

John McEntyre, Limited - Montreal, Que.



CEMENTS

Some of Our Lines

- "Waxol"
- Shoe Felts
- Polishing Wax
- Sewing Wax
- Fish Glue
- Dry Paste
- Blackings
- Dressings
- Box Gums
- Patent Leather
- Repairer
- "Carbicon"
- Felt Box Toes
- and

A Complete Line of Shoe Findings

Eliminate all worry during hot weather by using our CEMENTS. They are guaranteed to maintain their high quality under all climatic conditions.

A trial will convince you of their merits.

Ask for quotations, you will find our prices right.



Selling Agents for

PERTH FELT CO.

Perth, Ont.

Makers of the Finest Line of Shoe Felts made in Canada.

Parker, Irwin, Limited

Leading Shoe Manufacturers' Supply House in Canada

MONTREAL



Cabinette
Wooden Heels
for
Ladies' Shoes



Manufactured by

CANADA CABINET WORKS Limited

91 Mansfield St., Montreal,
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The Montreal Heel Co.

The Largest Heel Manufacturers
in the Dominion.

Combination Heels of all kinds.

Specialty LOG HEELING

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Phone Lasalle 778

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A. FICQ en ZOON

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Skin Merchants*

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IMPORTERS OF AMERICAN LEATHERS

SOLE LEATHER, PATENT LEATHER
AND GLAZED KID

Buyers on Commission of Indian Tanned Goat and
Sheep at London Sales

CHAS. E. ROY & CO.

(REG.)

DEALERS IN

New and Second-Hand Machinery

Leather and Shoe Findings

Let us know your requirements

We may have what you want

31 Colomb St. QUEBEC CITY

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URNS

A. E. MAROIS, LIMITED

Makers of Shoes for

MEN BOYS YOUTHS
WOMEN MISSES CHILDREN

To Jobbers Only

Capacity 5000 pairs a day, enabling us to
make 10 Days Delivery on Rush Orders

McKAYS, Standard Screw.

QUEBEC, P.Q.

H. Ingle & Sons, Limited

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Buyers of all classes of

Sole and Upper Leather

ALSO AT

Leicester, Bristol, Rushden and Northampton

Cable Address "INGOT" Consignments Solicited.

ESTABLISHED 1863

THE KING BROTHERS COMPANY, LIMITED, WHITBY, ONT.

Manufacturers of CHROME, COMBINATION AND BARK TANNED SIDE UPPER LEATHERS

OOZE, FLEXIBLE AND WAX SPLITS FOR HOME AND EXPORT TRADE

KANGAROO

We are Headquarters for all Finishes,
Grades and Kinds

Sheepskins Skivers "Ryco" Matt Kid

RICHARD YOUNG CO.

36 and 38 Spruce Street - NEW YORK, U.S.A.

Branch: 54 South Street, BOSTON, MASS.

**YOU CAN BEAT COMPETITION
AND GIVE FULL VALUE**

by using—



Shoes made of Surface Kid have all the comfort giving qualities and the Durability of Shoes of Genuine Kid. They are as handsome in appearance and they Cost Less. They are More Saleable because they give Greater Value.

**GLAZED, DULL
and
GUN METAL**

**Made in
BLACK and COLORS**

**GLAZED KID
SHEEPSKIN
CABRETTAS**

Quebec Office: 491 ST. VALIER ST. **LUCIEN BORNE** Montreal Office: 225 Lemoine St.

NIGROSINE

STANDARD
Jet and Blue Shades

Our manufacturing facilities enable us to guarantee regular and prompt deliveries in any quantity.

Dyestuffs, Extracts,
Chemicals and
Tanning Materials

D. J. LARKIN CO.
93-95 Broad St., Boston, Mass.

BULL'S EYE CORDOVAN
(SIDE LEATHER IN BLACK AND COLORS)

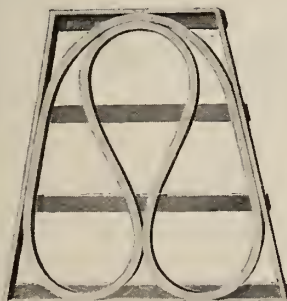


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**CALF, KIP AND SIDES
HORSE FRONTS AND CORDOVAN
PIGSKINS**
(For Welting and Innersoles)

SIMPSON LEATHER CO.
67 South Street, BOSTON, MASS., U. S. A.

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Splitting Machine Belt Knives

Made in Classes :
Lime Splitting
Pickle Splitting
Chrome Tan Splitting
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When ordering, state class wanted.

J. W. Aulson & Sons, Inc.
Salem, Mass., and Waukegan, Ill.

36" - 57" - 72" - 84" - 106"

INFANTS' FOOTWEAR

INFOOT BRAND
BRITISH - MADE
SOFT-SOLE SHOES
in Kid, Silk, Poplin, Wool, etc.
HARD-SOLE SHOES
Sizes 1-6, Black and Tan Leathers

INFANTS' FOOTWEAR LTD.

London, England
GREENE-SWIFT BUILDING
LONDON - CANADA



"ALL ABOARD!" Direct Through Connections from **"HOOF TO BEAMHOUSE."**
 Only stops to improve quality and selection. Depots at all principal Hide Centres, including
 CHINA, INDIA, JAVA, BRAZIL, CUBA, COLOMBIA, COSTA RICA

SCHMOLL FILS & CO.

International Hide Merchants

PARIS

HAVANA

BASLE



NEW YORK

CHICAGO

"We deliver what you buy"

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USMC

MADE IN CANADA

CUTTING DIES
FOR
ALL PURPOSES

SHOE
HARNESS
RUBBER
ENVELOPES
PAPER BOX
LEATHER AND PAPER NOVELTIES

We guarantee satisfaction

A trial order will convince

United Shoe Machinery Company of Canada, Limited
MONTREAL

TORONTO
90 Adelaide St. West

KITCHENER
46 Foundry St. South

QUEBEC
28 Demers St.

The Best Value in Canada



Woman's Bal.
MILITARY OR CUBAN HEELS

THIS season, Clark's Shoes have enhanced their reputation for both style and good-shoe-making. In addition, we are able to offer all lines priced in line with the leather market.

Our Spring Samples will show you the best values to be found anywhere in Women's Fine McKays.

CLARK BROS. LIMITED

St. Stephen, N.B.

Permanent Sample Room, 20 Windsor Hotel, Montreal

THE

SHOE & LEATHER JOURNAL



LARGEST PRODUCERS OF PATENT
LEATHER IN THE BRITISH EMPIRE



PATENT LEATHER FOR THE WHOLE FAMILY

A. R. CLARKE & CO., LIMITED

TORONTO, CANADA

ACTON PUBLISHING CO. LIMITED

TORONTO

MONTREAL



Quality
Quantity
Service

HEMLOCK UNION OAK SOLE LEATHER

We have purchased in February of this year the plant of the Maganetawan Tanning and Electric at Burk's Falls, Ontario, where we are now manufacturing

High-Class Dry Hide Oak Sole Leather

With the addition of this large and extensive Tannery, we are in a better position than ever to look after your requirements in Sole Leather.

We have a tannage for every demand, from finest turn to heaviest staple.

FIVE TANNERIES each specializing
in the manufacture of
The Standard of Canadian Sole Leather

The Breithaupt Leather Co. Limited

SALES OFFICES

Kitchener Toronto Vancouver Montreal Quebec

TANNERIES AT

Penetang Hastings Kitchener Woodstock Burk's Falls



Calf Customers Count



They are the best paying, most permanent, and therefore, the most satisfactory buyers of shoes.

STIMULATE your business by carrying as full a line as possible in both men's and women's. They make a WINDOW APPEAL that is irresistible.

DAVIS CALF

Is the product of three generations of investigation and experience. It has that lustre, texture and wear so essential in a good shoe. Shoes made of Davis Calf keep their appearance and shape to the end—which makes for SATISFIED CUSTOMERS.

Order Your Spring Lines

Made of DAVIS CALF. The new Browns and dark shades are certain to make a hit with discriminating buyers. Build up your trade with DAVIS CALF in black and colors. Ask to see

Davis Matt Calf and Davis Negro Calf

DAVIS LEATHER COMPANY

Limited

NEWMARKET - ONT.

KID KIP

KID Kip is as soft, as velvety and as dressy as Kid—and will give far more wear.

Manufacturers who have seen it and cut it are enthusiastic about it. It bids fair to become one of the most popular leathers this season.

This new achievement is our own—and we are proud of it. Its qualities are unequalled.

Made in two weights, one for men's and one for women's shoes.

Samples and Prices submitted

DUCLOS & PAYAN

Tanneries and Factory:
St. Hyacinthe

Sales Office and Warehouse:
224 Lemoine Street
Montreal

REPRESENTATIVES:

For Ontario:—E. R. Lewis, 45 Front St. East, Toronto
For Quebec City:—Richard Frere, St. Valier Street, Quebec



D & P Counters are always uniform

THE high quality of the raw material always used for D & P Counters, the standardized method of production and our rigid inspection, keeps the quality always uniformly good.

This reputation for uniformity has built the largest counter manufacturing business in the British Empire.

You can be sure that a shoe with a D & P Counter will always be easy to fit and will always hold up.

DUCLOS & PAYAN

Tanneries and Factory:
St. Hyacinthe

Sales Office and Warehouse:
224 Lemoine Street
Montreal

REPRESENTATIVES:

For Ontario:—E. R. Lewis, 45 Front St. East, Toronto
For Quebec City:—Richard Frere, St. Valier Street, Quebec



Bell

*Finer Shoes
For Women*



*Style
is Supreme*

Because BELL SHOES have earned a reputation for always being correct in style, progressive Merchants have sought and bought them for more than a century.

After such length of service, it is only natural to find that Bell lasts are the latest vogue—the patterns bringing out the beauty of the lasts. As the leathers shown are always those in popular demand, the shoes can always be depended upon to appeal to your better trade.

Don't Overlook Bell Shoes For Your Spring Trade

Shoemakers for over a century to the particular Men and Women of Canada

J. & T. Bell, Limited

MONTREAL, QUE.

Manufacturers for Canada of Dr. A. REED Cushion Sole Shoes

Shoes

*Better Shoes
For Men*



*Shoemaking
is Perfect*

The more critical Merchants like BELL SHOES because they have all the earmarks of good shoemaking. Properly designed, they are carefully made by expert workmen.

Your better trade may not know all that goes to make up that comprehensive term "good shoemaking," but they will instinctively say of a BELL "That's a lovely Shoe."

Bell Shoes For Spring Are Better Than Ever

Shoemakers for over a century to the particular Men and Women of Canada

J. & T. Bell, Limited

MONTREAL, QUE.

Manufacturers for Canada of Dr. A. REED Cushion Sole Shoes

CANADA'S



BENNETT

TRADE MARK

DEPENDABLE COUNTERS

A Bennett Counter—the foundation of a good shoe—is BUILT on the right foundation, absolutely uniform fibre. Making our own fibre, we control the quality of the counter. That enables us to guarantee “Bennett Counters” in every particular.

BENNETT LIMITED
MAKERS OF SHOE SUPPLIES
CHAMBLY CANTON, P.Q., CANADA

ONTARIO OFFICE
108 AHRENS STREET WEST, KITCHENER

SALES OFFICE
59 ST. HENRY ST., MONTREAL

Made in Canada by the largest shoe fibre makers in the British Empire

BEST



BENNETT

TRADE MARK

DEPENDABLE HEELING


is devoted solely to serving the manufacturer interested in better material for his heels.

BENNETT LIMITED
MAKERS OF SHOE SUPPLIES
CHAMBLY CANTON, P.Q. CANADA

ONTARIO OFFICE
108 AHRENS STREET WEST, KITCHENER


SALES OFFICE
59 ST. HENRY ST., MONTREAL

Made in Canada by the largest shoe fibre makers in the British Empire



MINER'S
GREYHOUND

1921

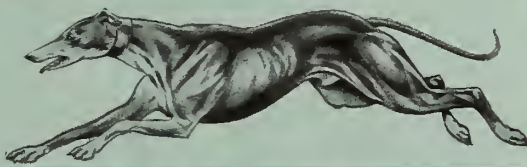


**GREYHOUND
WORKSHOES**

Mention "Shoe and Leather Journal" when writing an advertiser



1921



GREYHOUND CANVAS SHOES

Mention "Shoe and Leather Journal" when writing an advertiser



Tell Your JOBBER

that you insist on having

TILLSONBURG SHOES

to supply your trade for
MEN, BOYS, YOUTHS
and SMALLER LADDIES
also. Tell him they are to
be had in

**High Grade, Medium
and Staples**

If he does not handle
them then write us direct.

The Tillsonburg Shoe Co.
TILLSONBURG, ONTARIO **Limited**

Mention "Shoe and Leather Journal" when writing an advertiser



Good Shoes to Sell
because they are
Good Selling Shoes

TILLSONBURG SHOES

To get sales, shoes must
give value in service.

Tillsonburg Shoes have
been steadily getting a
larger share of the staple
shoe trade because they
are made to SERVE as
well as to SELL.

Don't forget "Tillsonburgs"
when doing your Fall Plac-
ing. You can't beat them
for trade-building qualities.

The Tillsonburg Shoe Co.
TILLSONBURG, ONTARIO **Limited**

Mention "Shoe and Leather Journal" when writing an advertiser

FOR YOUR PROTECTION, FOR YOUR
CUSTOMERS' BENEFIT "SPECIFY"



KNOW what materials enter into your merchandise—"Specify." Use this word. It has become the watchword for buyers of shoes. It is their protection. Why not yours? Quality will be in every pair of shoes you sell, if you insist on "EMPIRE" GLACE KID being used in the shoes you order.

*Fifty years' experience
goes into "EMPIRE" GLACE KID*

PAUL GALIBERT

26 WELLINGTON - - - MONTREAL

The originator of GLACE KID in Canada

Mention "Shoe and Leather Journal" when writing an advertiser



OURS IS A WELL-KNOWN NAME

But it is not the name which makes our Leathers good; it is the Leather which makes the name good. Quality has made famous our Tannages of:—

“ACTON OAK” and “MUSKOKA” SOLE LEATHERS

throughout the world and these Leathers are still made on the same policy.

It was not our name which built our reputation for Quality; it was the Quality of the product which made the name good.

It requires Quality first, last and all the time to keep a house in the front ranks in the markets of the whole world.

BEARDMORE AND COMPANY
Tanners

TORONTO

CANADA

MONTREAL

A. C. LAWRENCE LEATHER CO.
BOSTON U.S.A.

Originators & Exclusive Tanners

<p>NUBUCK (Trade Mark Regd.)</p> <p>Absolutely dominates the field of suede side leathers.</p> <p>White and the Style Shades</p>	<p>BLACK DIAMOND (Trade Mark Regd.)</p> <p>Chrome Patent Sides</p> <p>The most extensively sold Chrome Patent Sides.</p>	<p>WEILDA (Trade Mark Regd.)</p> <p>The acknowledged premier in suede-finished calf leathers.</p>
<p>ACLOSUEDE TOPPING (SUEDE LAMBSKIN) (Trade Mark Regd.)</p> <p>Unequaled for moderate-priced shoe requirements.</p> <p>White and Colors</p>	<p>GUN METAL CALF (Trade Mark Regd.)</p> <p>The Old Reliable</p> <p>No other calf leather has ever approached the degree of popularity enjoyed by Gun Metal Calf.</p> <p>Colors and Black</p>	<p>COLORED GUN METAL SIDES (Trade Mark Regd.)</p> <p>Full Grain, Chrome Tanned. For Men's and Women's shoes. Smooth and Boarded. Tan, Brown, Cherry, Chippendale, Coco, Mahogany.</p>
<p>"HUB" (Trade Mark Regd.)</p> <p>Pigskin Welting</p>		<p>"HUB" (Trade Mark Regd.)</p> <p>Pigskin Sole Leather</p>

NEW YORK

CHICAGO
ROCHESTERST. LOUIS
GLOVERSVILLE

CINCINNATI



Lawrence Leathers

Are Known and Used the World Over

A. C. LAWRENCE LEATHER CO.

BOSTON, MASS., U. S. A.

Cable Address: JUNIPER, BOSTON

LANG'S
LEATHER
LASTS

LANG'S
LEATHER
LASTS

Lang's
**REAL
SCOURED
OAK**
Leather Lasts

LANG'S
LEATHER
LASTS

LANG'S
LEATHER
LASTS

Mention "Shoe and Leather Journal" when writing an advertiser



"There is but one Slater Shoe"

Good Canadian Shoes equal the product of any country in both style and wear. Then, buy shoes made in Canada, keep your money on this side.

This will give work to our own labor and provide a home market for our farm products. It will help to solve the high cost of living by increasing the buying power of our own Dollar instead of having it discounted in a humiliating manner.

Our men are on the road with the Spring Samples. Our reputation for service and our fair prices have already brought us good placing business. See the Slater Shoe and you will buy.

A Clean Slate for 60 Years

The Slater Shoe Co. Ltd.

MONTREAL, CANADA



Mention "Shoe and Leather Journal" when writing an advertiser

McKays, Turns, Slippers for the Jobber

The majority of the Jobbers have learned that Aird & Son Shoes, prices and deliveries can be depended upon.

Specializing on a line of McKays, Turns and Slippers sold to the Jobber, we have, in a comparatively short time, won the confidence of the trade on the merit of our shoes.

*For the Spring Season you
will find no Better Value*

Aird & Son, Reg.
MONTREAL



Chums
REGISTERED

The Advertised Line
The Known Line
The Wanted Line

in

Shoes for Boys and Girls



Chums have proven their merit so convincingly that dealers from coast to coast make them their leading Juvenile Line.

In their production nothing is overlooked that will produce complete satisfaction for Merchant, Child and Parent. They are CORRECT in their form-fitting features, and while made to give the maximum COMFORT and DURABILITY, they also present attractive trade-winning styles.



Charles A. **AHRENS**
limited
KITCHENER, ONT.

Chums
REGISTERED

Choose from the Chums' Line When Placing for Spring

You cannot be too careful in the lines you select for your Juvenile Department.

Chums are absolutely reliable from every standpoint. You can order them extensively knowing that you are getting the best values obtainable and with fullest confidence that they will build profitable trade.

Our New Production

A WELT SHOE FOR GROWING GIRLS AND MISSES, built on a Chums Last, outstanding for Style as well as Quality and Fit. Ask to see it.

We carry 150 Styles of Chums Shoes in our in-stock department.

Charles A.
AHRENS
Limited
KITCHENER, ONT.



Be sure to see these for Spring



A turn shoe for women that is the surest selling line you can have in your store. Well made of the best leather.



A line of Men's and Women's fine Welts and McKays. Made right up to snuff for your best trade.

—Metropolitan—

Men's and Women's Welts and McKays that win trade because you can sell

them profitably at happy moderate prices.

You will recognize that every sample represents first, the best value your money can buy and secondly, a shoe that you can sell at a good profit at the right price.

Daoust, Lalonde & Co., Limited
MONTREAL, QUE.

Every sample is correct in every particular

On the basis of changes in wearing apparel for men and women, some few new style changes become necessary in Shoes—new leathers, new colors, new lasts and new patterns.

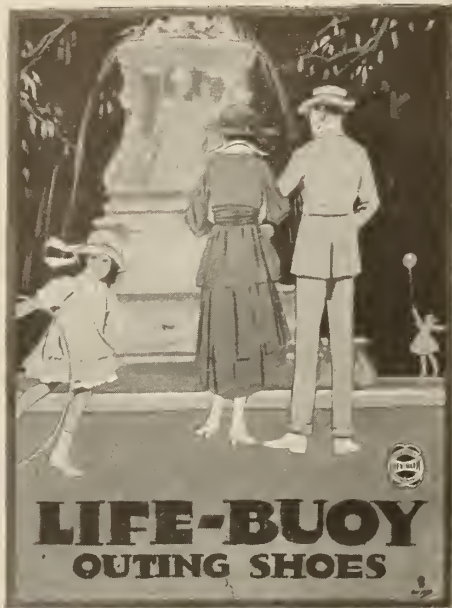
You will find that Daoust, Lalonde Spring Samples will meet with your approval in this particular.

But more than that, the attitude of the people toward high priced shoes has changed.

Fine shoes, well made but at moderate prices, will have the call.

In this particular, you can bank on our whole line.

Daoust, Lalonde & Co., Limited
MONTREAL, QUE.



Outing Shoes

MAKE

“LIFE-BUOYS”

Your Favorite Summer Line

The continued popularity of Rubber Soled Canvas Shoes for summer wear makes it obligatory to anticipate your next season's requirements so that you will be in a position to care for a maximum demand.

DECIDE

“LIFE-BUOYS”

1921

A “LIFE-BUOY” SALESMAN WILL CALL SHORTLY.
WAIT FOR HIM OR WRITE NEAREST WAREHOUSE.

The Kaufman Rubber Co., Limited

KITCHENER, ONTARIO

Vancouver, Edmonton, Calgary, Saskatoon, Regina, Winnipeg, London, Toronto,
Ottawa, Montreal, Quebec, St. John, Truro, Charlottetown



A HIGH-GRADE QUALITY PRODUCT

Universally used wherever Welt Shoes
are manufactured.

Made in all colors, including the popular No. 4
Mahogany.

GROOVED PERFECTLY, according to YOUR
Specifications, and provided with the economical
scarfed ends.

Adverse exchange charges are eliminated through
our special remittance arrangements.

May we submit samples and prices?

BROCKTON RAND COMPANY

BROCKTON, MASS., U.S.A.



“LEVOR LEATHERS”

The trials, the disappointments, the *successes* of forty years of experiences back the brand, bulwarked by a long-standing well-guarded good reputation.

Levor Leathers Lead!

Ask Your Neighbor

LEVOR MAT KID - The Black Mat Shoe Topping

Economical—durable—satisfying.

LEVOR GRAIN KID - - - Colored and White

Firm and upstanding leather.

Stylishly snug on the foot.

Colors? All that Dame Fashion demands.

White? Yes; *pure* white—the *whitest* white.

LEVOR BUCK - - - An Ooze (Suede) Finish

Black—white—browns—greys—as good as the best at a lower price.

All tanned from only the best classes of Cabretta raw stock the world provides by

G. LEVOR & CO., Inc.

AT GLOVERSVILLE, N.Y.

BOSTON
ST. LOUIS

Export Department
88-90 Gold St., New York

NEW YORK

Invictus

The International Shoe

If Invictus Shoes are considered very desirable merchandise by the firms listed below—outside of Canada—surely they possess infinitely greater value for the up-to-date merchant in Canada.

UNITED STATES

Abercrombie & Fitch
Lord & Taylor
Coward Shoe Co.

GREAT BRITAIN

Selfridge's
Manfield & Co.
Junior Army & Navy Stores

FRANCE

Pinet et Cie

Shipments are being made regularly to
SOUTH AMERICA, AUSTRALIA, SOUTH AFRICA

Our Canadian sales have never been so large,
nor our distribution so wide as to-day.

GEO. A. SLATER LIMITED

Manufacturers

MONTREAL



(TRADE MARK)
(Registered U.S. Patent Office)

Largest Manufacturers in the World of Black Glazed Kid

SPECIALTIES

“Surpass”
Brown Kid

“Dahlia Kangaroo”
Mat and Glazed Finish

“Daisy Cabretta”
Mat and Glazed Finish

SURPASS LEATHER CO.

FACTORY
Philadelphia, Pa.

EXECUTIVE OFFICE
17 Battery Place, New York, N. Y.

FACTORY
Gloversville, N. Y.

Cincinnati
SURPASS LEATHER CORPORATION
Boston, Mass.

Chicago

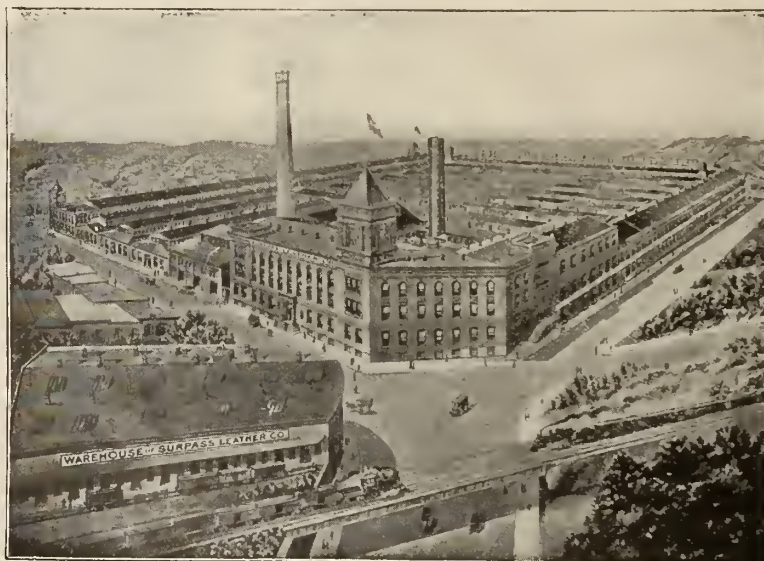
Boston

St. Louis

Philadelphia

London

BOOTH & COMPANY (London) Ltd.
London, Eng.



PHILADELPHIA FACTORY CAPACITY, 2000 DOZEN DAILY

Mention "Shoe and Leather Journal" when writing an advertiser

MYLES SHOE CO LIMITED

*The
Barbara
Pump*

*A Smart Shoe
for
Afternoon Wear*

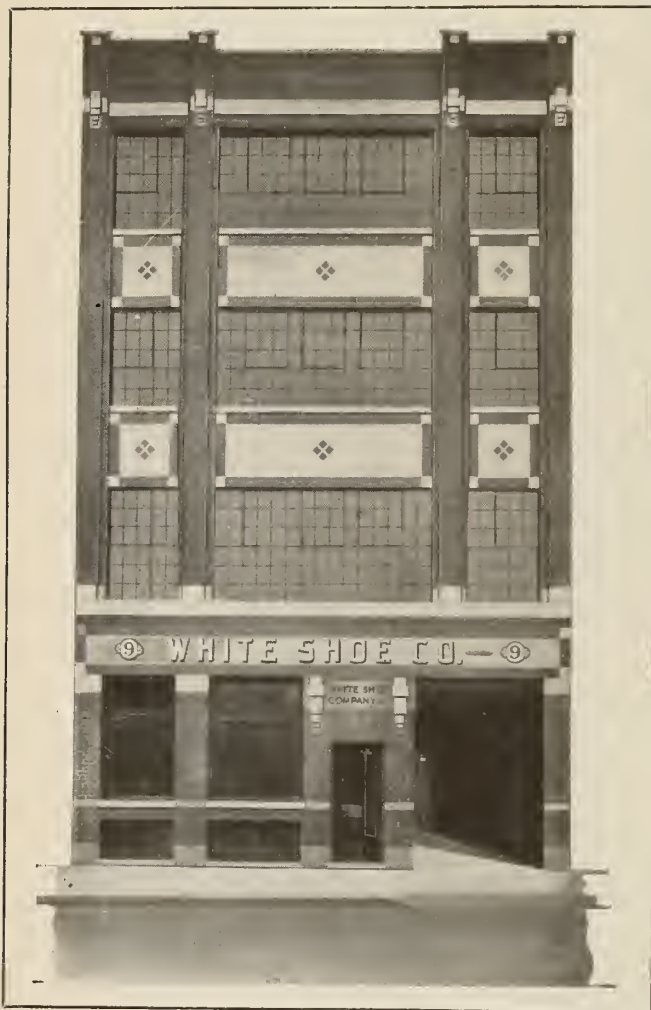


Mention "Shoe and Leather Journal" when writing an advertiser

WHITE SHOE COMPANY, LIMITED TORONTO.



W H O L E S A L E S H O E D I S T R I B U T O R S



Fall Assorting

Our travellers are now out with a full range of Fall Lines and at special prices for immediate trade.

We have just received a consignment of the famous

English Scrum Football Boot

for which we are sole Canadian Distributors.

Speed King Tennis Shoes

for Season 1921 now being shown.

White Shoe Co., Limited

Wholesale Shoe Distributors

9 Wellington St. West - Toronto

ROBERT H. FOERDERER

PHILADELPHIA

INCORPORATED

PENN., U.S.A.



Mention "Shoe and Leather Journal" when writing an advertiser



CALF AND KIP SIDES
STORM CALF

ALL COLORS

H. B. JOHNSTON & CO.
TORONTO, CANADA

La Duchesse

The Jobbers have Confidence in "La Duchesse"



*Women's 8" Welt Boot
Tan Calf, Fashionable Last
An Excellent Fitter*

*"La Duchesse" Quality
is uniformly
up to the Sample shown*

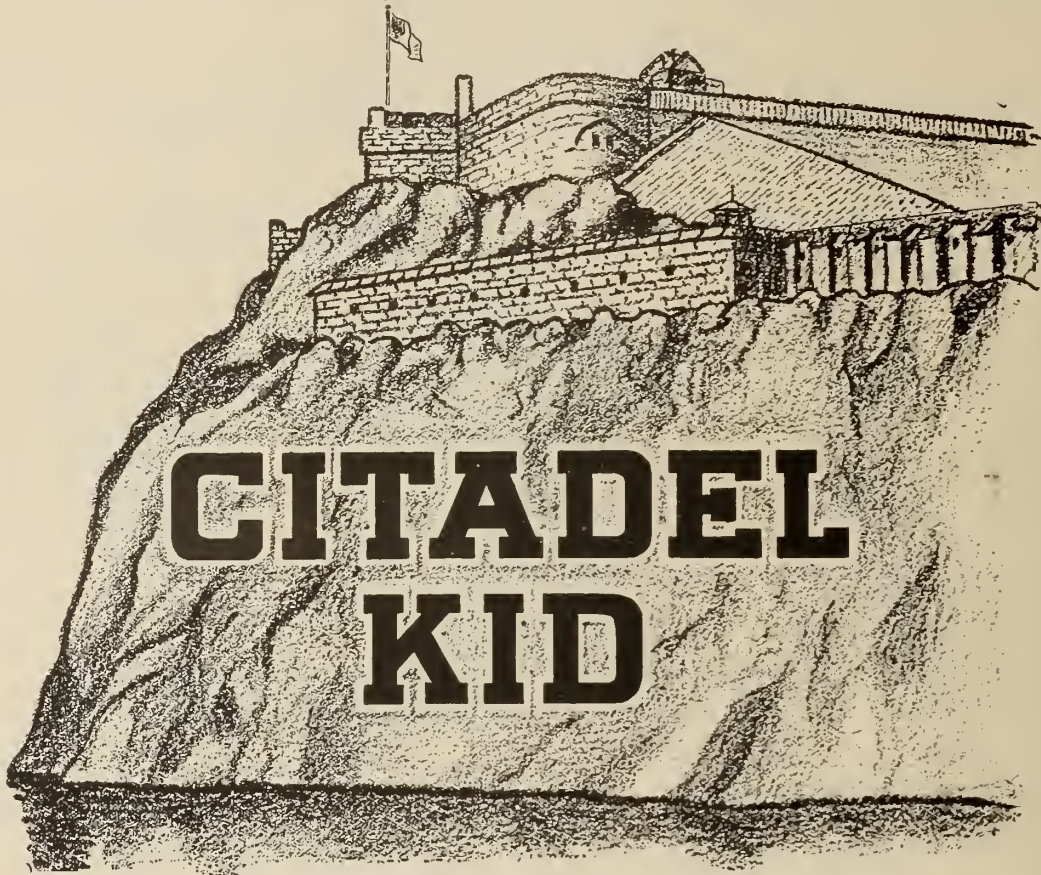
It has always been the ambition of this organization to produce shoes so honestly up to sample that the trade would have every confidence in any statement we might make.

When we announced our Welt Line recently we were pleased with the reception given them.

We now tell you that LA DUCHESSE quality is just a little better for Spring.

Keen Jobbers will appreciate that the line is priced correctly.

"La Duchesse" Shoe Co., Registered
MONTREAL, QUE.



During the coming season, when Kid in black and colors will have the call for finer shoes, remember that nowhere is there a better selection than you will find in CITADEL KID.

Citadel Leather Co. Limited

TWO WAREHOUSES:

QUEBEC : 566 ST. VALIER ST.
MONTREAL : 218 W. NOTRE DAME ST.



The
Citadel Girl
in her gown of
Citadel Kid

The charming Citadel Girl dressed in Green and White Citadel Kid has been appearing at various Fall Fairs, advertising first the Manufacturer who desires her services, secondly Kid Shoes, thirdly CITADEL KID.

Citadel Leather Co. Limited

TWO WAREHOUSES:

QUEBEC : 566 ST. VALIER ST.
MONTREAL : 218 W. NOTRE DAME ST.



A Plant That Produces The Shoes That Produce The Profits

Lagace & Lepinay Shoes come from a plant in which expert shoemaking is applied to high-grade material in a way that stamps **SALE-ABILITY** on every shoe and puts **RELIABILITY** into it. You cannot do better in the way of sound merchandising than to select a big portion of your stock from the output of this factory. No other line will give you better results day in and day out from season to season.

LAGACE & LEPINAY
22 St. Anselme Street :: Quebec, P. Q.

MEN'S GOODYEAR WELTS AND WOMEN'S McKAYS

A Strong Trade Building Line

Inspect the Quality, compare the Values in our

SAMPLES FOR SPRING

and you will not hesitate to buy. They have all the Style and the good shoemaking that you have learned to expect in Lagace and Lepinay Shoes.

Arrange to see them early and play safe by ordering.

LAGACE & LEPINAY

22 St. Anselme Street :: Quebec, P. Q.

Black
Tan
Toney Red
Dark Brown
White



That
NUGGET
Smile

Thank You

The generous manner in which the trade have supported us has been extremely gratifying. The tangible expressions of Good-Will have enabled us to build a business with a reputation throughout the Dominion for value and service for which we feel we have just cause to be proud.

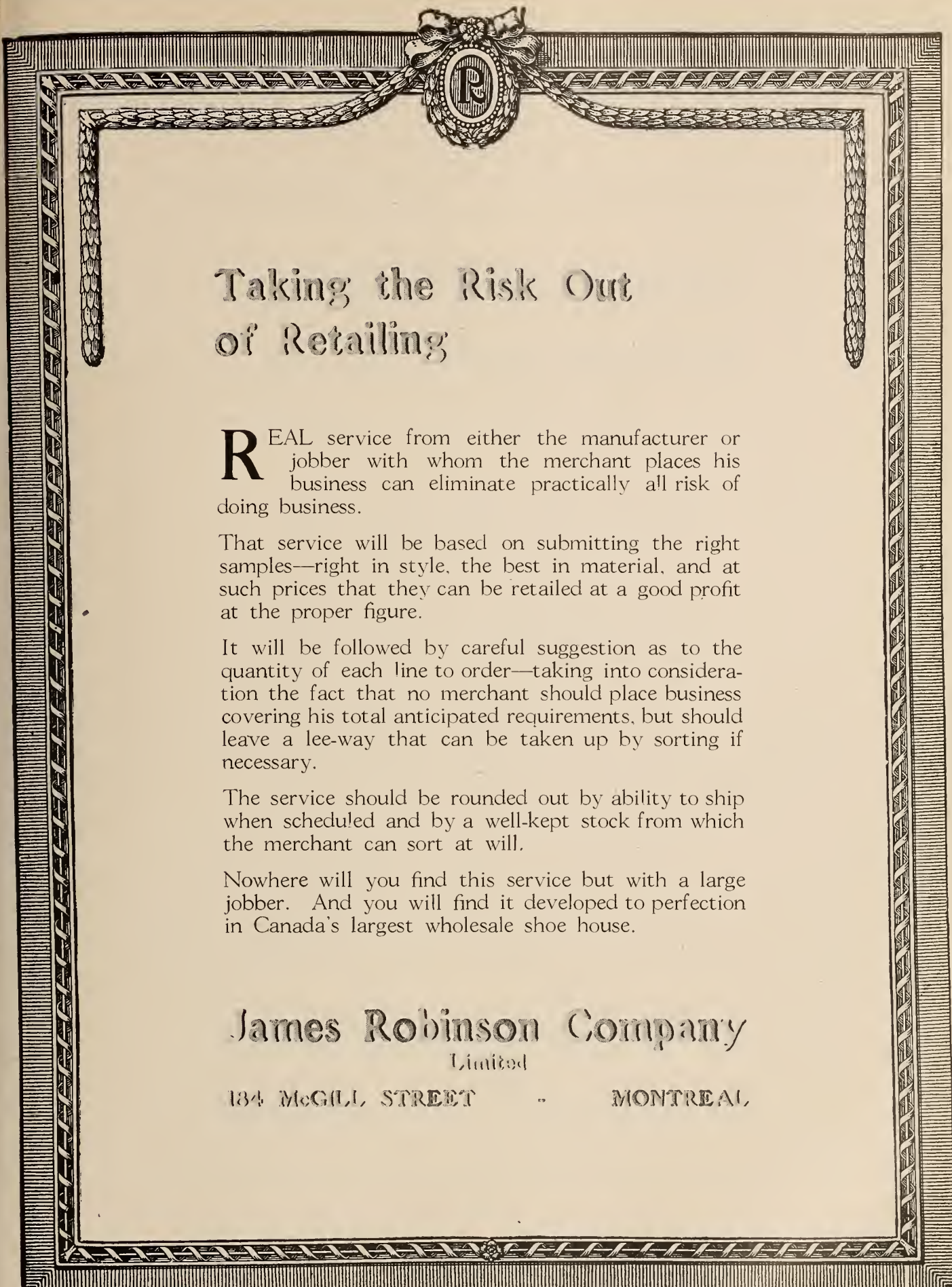
Having reached a point where expansion was absolutely necessary and in order to better enable us to continue the high standard of quality and service, which it is our endeavor to give at all times, we have moved to larger and better quarters.

Our New Address Is

215-217-219 Victoria Street
TORONTO

Telephone Adelaide 2657

The Nugget Polish Company, Limited
TORONTO - **CANADA**



Taking the Risk Out of Retailing

REAL service from either the manufacturer or jobber with whom the merchant places his business can eliminate practically all risk of doing business.

That service will be based on submitting the right samples—right in style, the best in material, and at such prices that they can be retailed at a good profit at the proper figure.

It will be followed by careful suggestion as to the quantity of each line to order—taking into consideration the fact that no merchant should place business covering his total anticipated requirements, but should leave a lee-way that can be taken up by sorting if necessary.

The service should be rounded out by ability to ship when scheduled and by a well-kept stock from which the merchant can sort at will.

Nowhere will you find this service but with a large jobber. And you will find it developed to perfection in Canada's largest wholesale shoe house.

James Robinson Company
Limited

134 MCGILL STREET - MONTREAL



Moderate Priced Shoes Have the Call

THIS season's shoe prices are reduced from 5% to 20%—depending upon the material and upon the make.

But the fact that the public are expecting a much greater reduction is going to drive them to the more moderately priced shoes.


We have combed the country for the best values in Canada, and when it comes to solid leather shoes, full of style, made to perfection to retail at a moderate price

Robinson Has Them

James Robinson Company
Limited

184 MCGILL STREET

MONTREAL



Buy Where Styles are
Right and Where You Can
Always Sort Quickly

THE styles of Robinson's Shoes for Spring are *bound to be correct*. We have had all the lasts, patterns and leathers of the United States and Canada to choose from.

No sample has been placed in our line until it first stood the test of style. Then came shoemaking, materials and price. Each sample, then, is right in every particular—right ready for you.

You can safely buy any Robinson Shoe that fits into your trade and know that when you need to sort in a hurry

We have them in Stock

James Robinson Company
Limited

134 MCGILL STREET

MONTREAL



You will Always be Right Buying from Canada's Largest Jobbers

BECAUSE our business is sought by every manufacturer in the country. we see practically every sample offered to the trade.

As we sell more shoes than any other wholesale house from coast to coast, we are continually in touch with market conditions in every locality.

Our business is to know the shoe that the people will buy, to sell you from sample and in your interest to carry ample stocks.

Nowhere will you find better shoes.
Nowhere will you find better values
Nowhere will you find better stocks.
Nowhere will you find the equal of

Robinson Service

James Robinson Company
Limited

134 MCGILL STREET - MONTREAL

IN STOCK
Ready for Shipment



Regent Last

136 Kid Bal.....\$6.25
148 Brown Kid..... 7.25



Regent Last

120 Black Kid.....\$4.50
152 All Patent..... 4.50
Also on Student Last



Student Last

409 Kid Bal.....\$6.15
422 G. M. Calf..... 6.00
421 Black Colt..... 5.50
403 Brown Kip..... 5.65

Also on Academy Last



The Famous
Aunt Mary Outsize

85 Patent Bal, dull top..\$6.00
86 Kid, fat ankle..... 5.85
88 Kid, Stand. leg..... 5.85
89 Kid, Stand. leg, T.C... 5.85
90 Kid Oxford, pl. toe... 4.65
91 Kid Oxford, pat. tip.. 4.75

All Cushion Sole, Rubber Heel
EE Widths



Regent Last

109 Black Kid..... \$4.85
111 Patent 4.85
Also on Student Last



Student Last

411 G. M. Calf.....\$4.50
412 Black Kid..... 4.50
415 Brown Kid..... 5.00
418 Brown Kip..... 4.50
419 Patent 4.50



The W. E. Woelfle Shoe Co. Limited, Kitchener

THE IN STOCK HOUSE



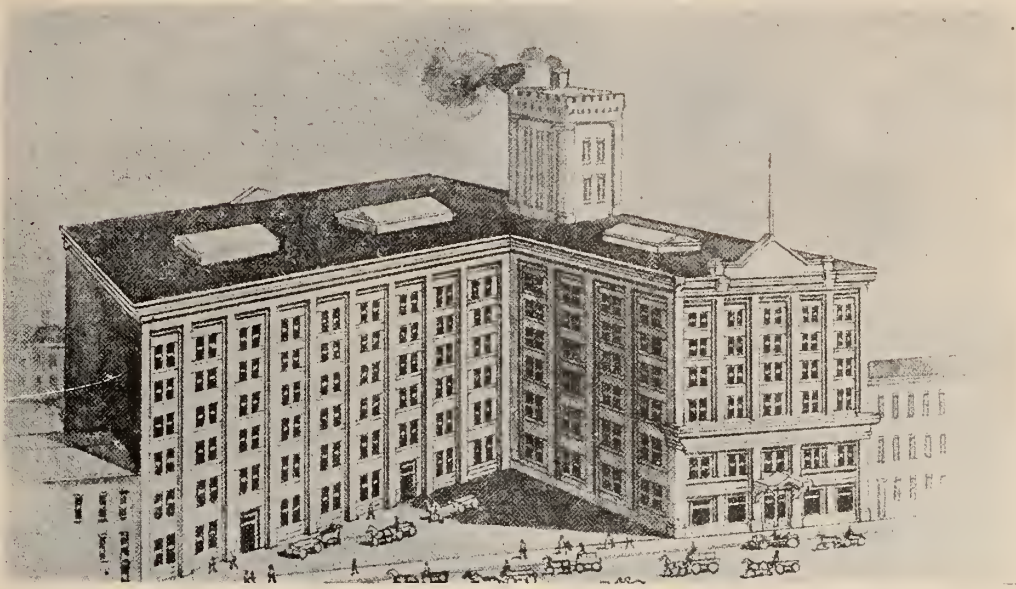
MAROIS MONEY MAKERS



Hundreds of Canadian shoe merchants are making money handling Marois Shoes. They are not only reaping a steady satisfying profit, but they are gaining that customer-goodwill that is a guarantee of future business. The splendid results obtained from featuring them is the logical result of the sound shoe-making put into them.

A. E. MAROIS, LIMITED

463 St. Valier St., Quebec



WELTS,
McKAYS,
STANDARD
SCREW

for Men,
Women,
Children

Boys, Misses,
Youths

OUR SPRING SAMPLES

are ready and in their production we have placed Marois Merit at even a higher standard than ever.

Style, Quality, Variety, Value

as embodied in this range make it worthy of your careful attention.

You are safe in placing your orders extensively from this reliable line.

A. E. MAROIS, LIMITED

463 St. Valier St., Quebec

Soles are More Important Than Price

Every shoe merchant knows that if he could sell shoes with longer wear, there wouldn't be so much talk about price.

Suppose a man needs 4 pairs of shoes in 2 years at \$10 a pair—\$40, or \$20 a year.

If he can get shoes at the same price, but longer wearing, so that he only needs 3 pairs—that's only \$30 in 2 years—or \$15 a year. Quite a saving.

Every shoe merchant knows what is the big factor in shoe wear—soles. So the answer seems to be longer-wearing soles which don't increase the price.

Neolin Soles!

You know that you can sell shoes with Neolin Soles at the same price as shoes with leather soles.

And the longer wear of Neolin Soles has been proved times without number by people in every walk of life.

Every shoe merchant who sells his customers shoes with Neolin Soles accomplishes two things.

He helps them overcome the high expense of shoes by giving them longer-wearing, more comfortable shoes.

He helps to keep down the high cost of shoes by easing the demand for high-grade leather—because only the best and most expensive sole leather can hope to compete with Neolin Soles in wear.

GOOD  **YEAR**
MADE IN CANADA

It is Easy to Sell Shoes With Neolin Soles

People are glad to buy shoes with Neolin Soles. They don't rush into shoe stores loudly demanding them. But when Neolin-soled shoes are offered, they accept them gratefully.

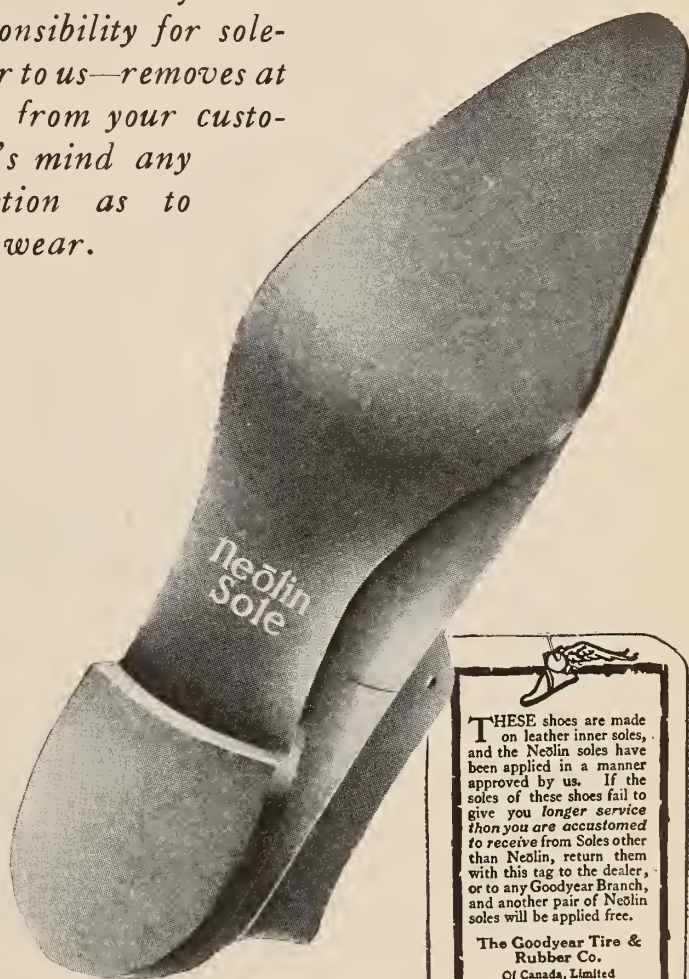
This bears out our claim that any merchant who will stock an adequate range of shoes with Neolin Soles and offer them to every customer with a word of recommendation can now sell them to about half of his trade.

You can get such a range of shoes from any jobber or manufacturer by specifying Neolin Soles on all Goodyear McKay welt, or nailed shoes for men, women and children.

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

TORONTO - ONTARIO

Read the Neolin Sole Tag below. It is the strongest sole guarantee ever written. It guarantees Neolin Soles to out-wear any other kind of sole. It shifts the responsibility for sole-wear to us—removes at once from your customer's mind any question as to sole wear.



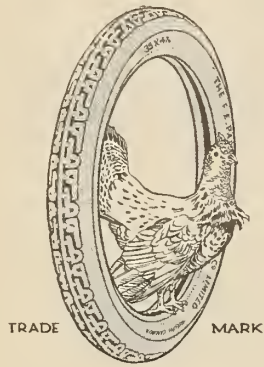
THESE shoes are made on leather inner soles, and the Neolin soles have been applied in a manner approved by us. If the soles of these shoes fail to give you longer service than you are accustomed to receive from Soles other than Neolin, return them with this tag to the dealer, or to any Goodyear Branch, and another pair of Neolin soles will be applied free.

**The Goodyear Tire &
Rubber Co.
Of Canada, Limited**

Halifax, St. John, Quebec,
Montreal, Ottawa, Toronto,
Hamilton, London, Winnipeg,
Regina, Saskatoon, Calgary,
Edmonton, Vancouver.

KEEP THIS TAG

Neolin Soles



PARTRIDGE RUBBER FOOTWEAR

Our Excellent Line of TENNIS and OUTING SHOES

Jumped right into favor this season and will be bigger sellers than ever during 1921.

Our samples are now in our representatives' hands, and these goods, in addition to being big sellers, will give absolute satisfaction.

Be sure you see the Partridge Line before placing.

The Northern Rubber Co., Limited
GUELPH, ONTARIO

MEN'S WELT



\$4.00

NO 4706
BLACK GLAZED
CORDOVAN,
GOODYEAR,
SOLID INSOLE,
AS
ILLUSTRATED

PART OF
PURCHASE
OF 23000 PAIRS
FROM A.E. MAROIS, LIMITED.

4701—Men's Recede Bal., Goodyear, solid insole, black glazed cordovan - - - 4²⁵

4703—Men's Straight Tread Bal., Goodyear, solid insole, black glazed cordovan - - 4²⁵

We Invite Request for Samples-----

NATHAN CUMMINGS, MONTREAL, QUE.

YES SIR !!

PLENTY OF THEM

JUST BOUGHT 7800 PAIRS
FROM DUPONT & FRERE :

MADE RIGHT FOR EXPORT
EXCHANGE WENT WRONG
WE BOUGHT 'EM RIGHT :

PRICE TELLS STORY
WRITE, WIRE, OR PHONE
OUR EXPENSE :

IMMEDIATE DELIVERY
SIZES.. 5½ - 10½
15, OR 30 PAIR LOTS

We Invite Request for Samples

NATHAN CUMMINGS
MONTREAL, QUE.

All Welts

Here's the
Line U

- S 398—See illustr
..... \$4.5
- S 344—Same as al
Fibre Sole \$4
- S 346—Gun Me
side. Straight
Blu..... \$4.5
- S 342—Mahog.
Bal. Recede
Slip Sole.. \$4.5
- S 339—Davis No
Mahog. Calf
Slip Sole as i
trated..... \$5.
- S 340—As above
Havana Brow
..... \$5.
- S 345—Black Sto
Veal Blu. Es
Heavy. Unli
..... \$5.
- S 397—Gun | Me
Side Bal. Medi
Recede Tce, S
Sole..... \$4.

Order by
Number

\$4.75

*NO. S. 398.
MAHOGANY SIDE
GOODYEAR WELT
W. H. FOX
SLIP-SOLE
BLUCHER*



\$5.50
*NO. S. 339
SAME SHOE
BUT MADE
FROM
DAVIS and
MAHOGANY
CALF*

**NATHAN CUMMINGS.
MONTREAL, QUE.**

GET THIS !!

\$3.60

FOR A
WOMEN'S
WELT



No. 715
NINE INCH GLAZED
CORDOVAN, BAL.
LOUIS HEEL,
SOLID
INSOLE.

::

::

No. 721 Same shoe as \$3.60
above made
with wave
top.

No. 717 1/2 Same as il- \$3.60
lustrated but
with an imi-
tation tip.

Made by:-
A. E. MAROIS, Limited.
The BEST VALUE WE HAVE
OFFERED IN WOMEN'S WELTS !!
PART OF 23000 PAIR PURCHASE.

NATHAN CUMMINGS. MONTREAL, QUE.

The "Maryon" Shoe



In Stock

Be ready for the early Fall Trade by having these lines.

Havana Brown and Black Kid 8½ inch Bals., Wave Tops, Louis and Military Heels.

Write for Stock Folder.

WOMEN'S McKAYS
in the Better Grades
made by

LACHANCE & TANGUAY

70 Bigaouette Avenue - - Quebec, P.Q.



ALWEAR



**SPEED KING
OUTING SHOES**
for 1921



SCOUT

Speed King

SOLVE THE PROB

Spring and Summer constitute the great opportunity of the Shoe Retailer. You need lines that **sell quickly and sell at a profit.** The Public demand **Snappy, Seasonable and Sensible Shoes** at reasonable prices.

*Speed King Shoes Meet
The Popular Demand*

REPRESENTATIVES:

- | | |
|---------------------------------------|----------------|
| Amherst Boot & Shoe Co., Limited..... | Halifax, N.S. |
| Amherst Boot & Shoe Co., Limited..... | Amherst, N.S. |
| Brown, Rochette, Limited..... | Quebec, Que. |
| James Robinson Co., Limited..... | Montreal, Que. |
| Dufresne & Galipeau, Limitee..... | Montreal, Que. |
| C. Weaver..... | Trenton, Ont. |
| White Shoe Co., Limited..... | Toronto, Ont. |

**THE
Independent Rubber Co.
LIMITED**
Merritton, Ont.

uting Shoes

SUMMER SELLING

Order early so as to make sure you will be ready for the opportunity. Thousands of Profitable Sales are lost through failure of the Dealer to have Enough Speed Kings and have them in time.

Speed King Shoes are Business Insurance

REPRESENTATIVES:

- J. A. McLaren Co., Limited.....Toronto, Ont.
- The London Shoe Co., Limited.....London, Ont.
- T. Long & Brother, Limited.....Collingwood, Ont.
- The Kilgour, Rimer Co., Limited.....Winnipeg, Man.
- Amherst Central Shoe Co., Limited.....Regina, Sask.
- Dowers, Limited.....Edmonton, Alta.
- The J. Leckie Co., Limited.....Vancouver, B.C.

**THE
Independent Rubber Co.
LIMITED**

Merritton, Ont.



GEM



ATHLETE



ROMPERS



VACATION

The Source of HIGH-GRADE SHEEPSKINS



By specializing we excel. An extensive well-equipped plant, long experience and the most modern methods utilized in the production of our sheepskin make them outstanding for quality and value. We produce sheepskin for all purposes and in quantities that enable us to meet all your demands. Get our samples and prices.

SHEEPSKINS

for Shoes, Gloves, Saddlery, Upholstering, Bags and Suit Cases,
Bookbinding, Fancy and Novelty Goods, Skivers,
Embossed Leathers, Etc.

EDWARDS & EDWARDS

Head Office:
27 Front St. East, Toronto

Tanneries:
Woodbridge, Ontario

Quebec and Maritime Provinces represented by - John McEntyre, Ltd., Montreal, Que.

THE MARSH SHOE



"VIMY" LAST

WOMEN'S WELTS AND McKAYS

Made in all leathers, including our new shades of full grain colored sides.

"TENA"—A new 14/8 Cuban Heel Pump Last is a most attractive addition to the Marsh line.

"DOT"—One of the latest shapes in an Oxford and Boot last with 3½" vamp will be very popular.





Samson's Shoes are Steady Sellers

There is real satisfaction in handling shoes that enjoy the confidence commanded by "Samson's."



It is the confidence of the keenest dealers and it is won by these shoes through their exceptional value and their worthy service.

The trade has nothing better to offer in Staple Footwear than these reliable shoes.



A complete factory (our No. 3) specializing on Misses', Child's and Infants' medium-grade McKays and Standard Screw can serve you with shoes that are made to sell.

Ask Your Jobber for Samson Shoes

J. E. Samson Enr.
QUEBEC, QUE.



Samson's Sporting Shoes

A Specialty with a Splendid Record

We are known throughout the trade as producers of an exceptionally fine line of

**Hockey, Rugby
and
Baseball Shoes**

By specializing we can give you better values and better shoes. They will win the Sporting trade for you.



Medium McKays and Standard Screw

Our line of Men's, Women's, Boys' and Youths' medium McKays. Standard Screws made in our No. 1 Factory represent the best values in Bread and Butter Shoes that you can find.

J. E. Samson Enr.

QUEBEC, QUE.

CHROMOIL



FOOTWEAR



98X

Men's 12-inch Leg Farm Shoe
Sole and Tap

That Chromoil Tannage is the ideal material, superior in every way, for the production of

Shoepacks, Larrigans Farm Shoes

has been convincingly proven by every test. It "stands up" under hard wear and exposure to moisture in a way that means complete satisfaction to the wearer. With all its strength it has the flexibility that means easy, comfortable fit.

In the Palmer-McLellan Line all the many good qualities of Chromoil Footwear have been developed to their highest state of perfection. This is the line from which to choose your heavy footwear—the line you should feature prominently, because it is the one you can recommend strongly. Its popularity grows each season, and the coming Fall and Winter will bring a big demand which you should prepare yourself NOW to meet.

When you order Oil Tanned Footwear insist on Palmer-McLellan Chromoil.



No. 040

Men's Knee High
Draw String Pack

PALMER-McLELLAN

Fredericton, N.B.

*The best line ever shown
to the trade for Spring—*



THAT IS WHAT YOU WILL SAY OF THE
MINER LINE

THE LINE naturally has become more complete every season; but for Spring 1921 we have surpassed ourselves in showing the most complete range of Men's, Women's, Misses', Boys' and Children's Shoes ever shown to the Canadian trade.

THE PRICES ARE ROCK BOTTOM

The Miner Shoe Company
LIMITED

Montreal Ottawa Quebec Toronto

AGENTS FOR THE CELEBRATED MINER RUBBERS

BUYING RIGHT FOR SPRING 1921

Keeping Pace With the Progress of the Seasons

No shoeman can hope to keep pace with rapidly changing demands of his customers each season unless he has a good "head start," in knowledge of those demands and in the stock to cover them. Our lines for the coming Spring Season are "pace makers" as to STYLE, VALUE and general SALEABILITY. By selecting from them now you will get away to such a good start that the keenest competition cannot distance you.

LEADERS IN LEATHER LINES

We are showing a range of Fine Footwear for Men and Women that features all the up-to-date styles and latest ideas in Lasts and Patterns. Their high-grade quality and sound value are such as you have come to expect from the House that carries the goods the people want.

Imperial, Maple Leaf, Little Canadian

are McLaren Lines that hold an enviable reputation for RELIABLE Merchandise.

WINNERS IN WHITE FOOTWEAR

The special attention we pay to our White Goods' Department gives us every advantage in catering to your needs in this line. Snappy Styles that are a REAL INCENTIVE TO BUY, backed up by a quality that means SATISFACTORY WEAR SERVICE, are features that make our lines Popular and Profitable. They cover your every requirement in Oxfords, Pumps, Strap Slippers and High Cuts—Goodyear Welts, Turns and McKay Sewn. You can count on getting the call for Outing Footwear if you feature

The Speed King Line

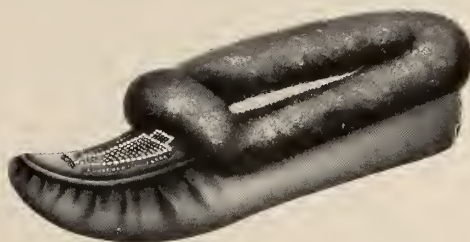
Our samples will help you solve many a problem in buying for the coming season. Be sure to see them.

J. A. McLAREN Company Limited

Wholesale Shoe Distributors

30 Front St. West - Toronto

HYAWATHA SLIPPER MOCCASINS



The quaint, comfortable style that belongs to Hyawatha Slipper Moccasins attracts the eye of every woman.

They need only a window showing to make many new customers.

Made in Suede, Buck and Splits, an examination will convince you that their wearing qualities leave nothing to be desired.

Get them now before the season advances further. The most attractive and comfortable Boudoir or House Slipper made. There is good profit in their sale.

Samples mailed on request

The Montreal Moccasin Co.

LIMITED

10 Shamrock Avenue

MONTREAL

Lumber Kings

FOR THE Outdoor Worker

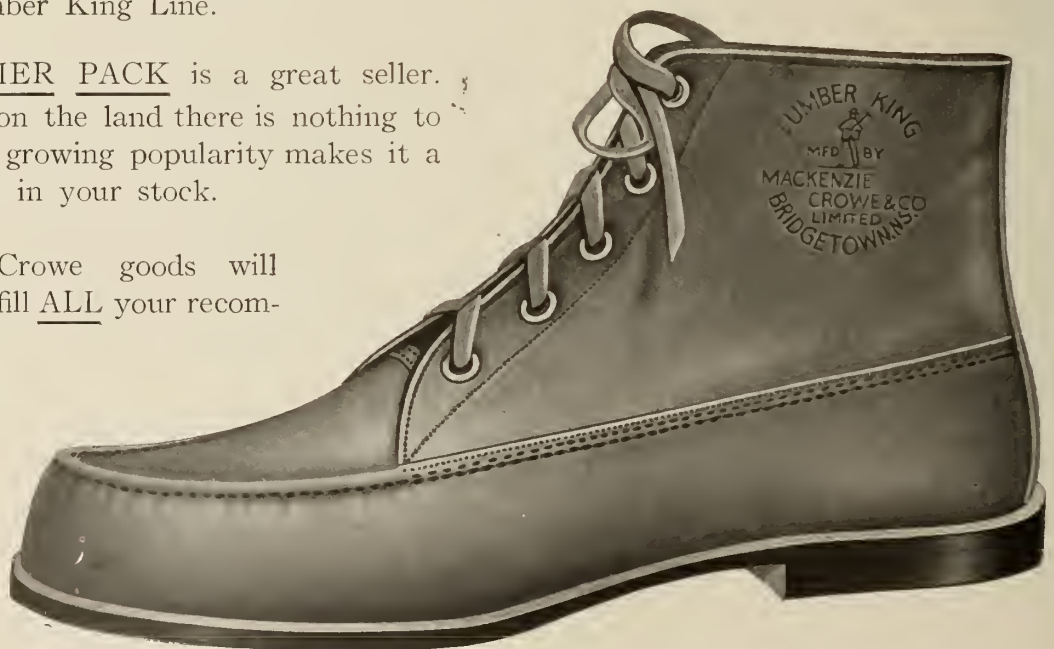


WHEN QUALITY, MATERIAL and FAULTLESS WORKMANSHIP are combined as they are in the production of LUMBER KINGS the result is actual SUPERIORITY in Oil-Tanned Footwear.

LUMBER KING SHOEPACKS and LARRIGANS have the STAYING POWERS under the hardest usage that wins the wearer's permanent favor. Select your Oil Tans from the Lumber King Line.

OUR SUMMER PACK is a great seller. For the man on the land there is nothing to equal it. Its growing popularity makes it a NECESSITY in your stock.

MacKenzie Crowe goods will ALWAYS fulfill ALL your recommendations.



Write for Prices and Discounts

MACKENZIE CROWE & CO. LIMITED
BRIDGETOWN, :: NOVA SCOTIA

Mention "Shoe and Leather Journal" when writing an advertiser

NOW



Buy "ESMAY" when you order SPATS

FELT
CLOTH
SILK

Perfect Fitting
Smart Patterns
Highest Quality

Made in Montreal

These are the days
to sell them!

Domestic Sales Department

INDUSTRIAL EXPORT COMPANY
OF CANADA, LIMITED

16 St. Sacramento St. - MONTREAL



Borne's Maple Leaf Surface Kid Wears Longer

That is a positive fact—due to the very nature of the skin itself (Glazed Horse).

This, coupled with the beautiful finish and the "soft velvety" feel of BORNE'S MAPLE LEAF SURFACE KID, has brought it into great favor with many manufacturers anxious to produce a shoe which the merchant can safely recommend at a price to net him a fair profit.

LUCIEN BORNE
QUEBEC, QUE

THE NEWPORT SHOE

“Newport”

“Laura Secord”



Specializing exclusively in Women's High Grade, Popular priced Turn Shoes is a new adventure in Canadian Shoe manufacturing. This is the policy laid down by The Newport Shoe Company, Limited, of Toronto, which is an organization of experienced and efficient shoemakers concentrating their energies on one process and one line of shoes. The result will be perfection in every operation and quality, style and service will be the keynote of the corporation. The price of our samples is based on the new low level cost of raw materials. Our lasts and patterns are the finest procurable on the continent, the efforts of expert style designers and foot fitters.

The samples are now in the hands of our representatives,
 MR. G. H. FERGUSON, Port Arthur to the Coast.
 MR. R. E. WILSON, Toronto, Western and Northern Ontario.
 MR. A. E. ELMER, Eastern Ontario, Montreal and the Maritime Provinces

The Newport Shoe Co., Limited
 Toronto

Cor. Ryerson Ave. and Wolseley St. Wm. Chamberlain, Pres.



FLEET FOOT

FLEET FOOT is a necessity for summer wear. It provides every member of the family with sensible summer footwear, combining comfort, style and economy in a most satisfying way.

To the shoe dealer, FLEET FOOT proves an asset for summer trade, because it promotes sales activities and extra profit during an otherwise dull season.

FLEET FOOT Shoes for 1921 are the best we know how to produce. More than ever, the shoe trade of Canada will recognize FLEET FOOT as the standard by which to judge values, qualities and styles in rubber-soled canvas footwear.

To meet the ever increasing demand for FLEET FOOT, a large new factory has been bought and is now being equipped for making FLEET FOOT Shoes. This means three large factories will be devoted exclusively to manufacturing FLEET FOOT Shoes, and an increase in the daily production by thousands of pairs. In view of this largely increased production, shoe dealers throughout Canada can safely anticipate their demands for 1921 by placing liberal orders NOW.

Dominion Rubber System Limited

Head Office - Montreal

DOMINION RUBBER SYSTEM SERVICE BRANCHES

located at

HALIFAX ST. JOHN QUEBEC MONTREAL OTTAWA TORONTO
 HAMILTON BRANTFORD LONDON KITCHENER NORTH BAY
 FORT WILLIAM WINNIPEG BRANDON REGINA SASKATOON
 EDMONTON CALGARY LETHBRIDGE VANCOUVER and VICTORIA

Shoe and Leather Journal

Published Twice a Month

\$1.50 a Year

Foreign, \$2.00

Office of Publication

545-549 KING STREET WEST, TORONTO

Acton Publishing Company, Limited

JAMES ACTON, President

Montreal Office:

510 Coristine Building

Boston Office:

161 Summer Street

TO ADVERTISERS

The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

RETAILING A SCIENCE

A LARGE number of casualties in the retail field may be attributed to the fact that the impression too widely prevails that it is anybody's game. Farmers, who have gotten together a bit of money, take up storekeeping as a means of making an easy living. Mechanics, and especially their wives, see in it an open door of independence and social advancement. Clerks who have never developed buying or selling ability, launch with their small savings and smaller experience into an enterprise that these days calls for the utmost of brains, aptitude and energy.

It is not lack of capital that is responsible for the majority of retail failures, notwithstanding the frequent statements to this effect made from time to time. It is the lack of experience and knowledge of the fundamentals of business and the absence of that tireless thought and effort which enables some men with limited means to out-do their competitors with standing and means.

The recent business crisis is one of the best evidences of the total unfitness of many of those running retail establishments for modern business. The men who got "cold feet" first were those who had been carried away by conditions they had not carefully considered. While the going was good they kept merrily buying, but just as soon as there was any appearance of a pause in the demand they made for the woods.

Retail business is a science. It calls for as much careful thought, wise planning and adaptation of law as the most intricate undertaking in the laboratory or factory. The man who thinks he can succeed today by merely furnishing a shop, filling it with goods and waiting for customers will get a rude jolt.

This fall is going to provide a test for the true merchant and weed out the inefficient. Conditions promise to be trying for everybody. The public is in a mood to expect cheaper goods. It has been getting them for the past couple of months at the expense of retailers' profits, and the restricted output of the manufacturer. Goods cannot be produced to replace those sold at prices that will compare with the sales figures of July and August. Dealers are beginning to realize this.

Buying and selling have become problems, calling for the highest merchandising ability. Already those alive to real conditions are commencing campaigns that seek to enlighten the public as to price conditions. They have carefully planned their buying campaign for the coming season so as to avoid stock accumulations, and have their lines as liquid as possible. Concentration and a determined effort to increase the frequency of turnover by closer margins and more persistent publicity are the means depended upon for getting business back to a more settled and profitable basis.

Scientific methods are the remedy for business unrest.

Stray Shots From Solomon

Wisdom Crieth Without;
She Uttereth Her Voice in the Street

Give some people the earth and they will want the moon thrown in. Nothing will satisfy the greedy man. Greed is the greatest curse that has fallen in man's path. It has ruined more lives than all other evils combined.

It is not always lust for gold. There is greed of power, fame, place, praise, love and plenty of things that are good enough in moderation. The more a man gets the smaller he usually becomes. Few men can stand prosperity. It took a big dose of adversity to bring out the true man in Job, and he, according to the testimony of the Almighty, was one that feared God and eschewed evil. There was never in the history of the world a time when there was so much "grab" going on as right now. Everybody seems to have his hand out. The result is a shrivelling up of that which is best in us all—the impulse to be generous, good, true, God-like. If the thing keeps up the old story of Diogenes and his lantern searching the streets of Athens for a "man" will be repeated.

The man who is loose-tongued about women is rotten at the bottom. No man with a good mother, a decent sister, and a clean heart himself will accept the doctrine that women are crooked.

HONOR
WOMEN

When you hear a fellow bragging about his conquests, or when you hear him talk lightly of woman's virtue, cut him off your list of acquaintances. "The poison of asps is in his tongue." He not only corrupts all with whom he comes in contact, but will certainly undermine your confidence in everything that is good. The morality of a man like this is such that your pocket-book is only safe when you pin it to your inside vest pocket. The man who steals character will steal money if he gets the chance. The vulture that preys on innocence will suck the life blood of anyone who gives him the least chance. The hope of humanity lies in its faith in womanhood. Put the width of the street between you and the leper who goes about crying "unclean." The Apostle said "Honor all men." It is important these days that men should be enjoined to especially include women in this command.

The fellow is a very little "spud" who is forever looking for a chance to get even. In the asylums are many men who have been violently seized with the illusion that someone is "after them." They have to be watched lest they do bodily harm to those who are quite innocent of any intention to hurt them. There are thousands upon thousands of people outside the asylums who are as crazy on this subject as those under detention, only their malady is not pronounced enough to have their liberty restricted.

SQUARING
ACCOUNTS

There are men reading "these presents" who are insane on the subject. They are looking for motives in everything that anybody does to them. Sights develop from mere oversights; innuendos from the simplest comments; deliberate injury from unintentional or purposely friendly acts. We call such people suspicious, jealous, touchy, queer, morbid. The disposition is sometimes a disease, but oftener it is a perversion growing out of egotism. Its basis is selfishness, and the process of development meanness. When you are tempted to impute motives or to "get even," don't. You are laying the foundation for "megalomania," which will land you in the dump heap if not in the asylum. "Re-compense no man evil for evil."

We may or may not accept the Darwinian theory but there is so much monkey or dog in some men that one is sometimes in doubt whether "God made man upright," as Solomon said, or not.

MEAN
DOGS

Certainly he had "sought out many inventions." Said a traveller the other day, "I've given up calling on old C— of K—. He snarls like a dog when he sees you coming in the door." Yet this man is an elder in good standing in the Presbyterian Church, and it is said makes long prayers at the mid-week service. Said another traveller: "I have to get so-and-so's order in black and white or the firm won't take it. He always claims a difference in price when the goods are shipped." This man is a minister's churchwarden in the Anglican Church at W—. But the meanest dog of all is the man in Western Ontario who looks over the traveller's samples when he calls, sees nothing he wants, but orders by mail a week later and asks to have the traveller's commission deducted from the price. This bird is a leading light in a local Baptist chapel. But the Almighty is not responsible for men going "to the dogs." He says in summing up the characteristics of the Holy City: "For without are dogs, whoremongers, etc." The dogs go with their kind eventually.

Are we light headed? Plenty of people these days who could hardly be accused of letting their heels run away with their heads seem to be in a perpetual whirl. In fact we might all ask ourselves if we have not become a little touched with the airiness that has seemed to follow in the wake of the crushing responsibilities and fearful possibilities of the late war. We have rushed from one extreme to the other—from tears to laughter, from fears to recklessness, from wisdom to folly. You can see it in the ordinary newspaper, which, after all, is the mirror of popular thought. Sensation has taken precedence over news, the comics over editorials and sports over politics. The magazines are flooded with the trashiest, silliest and most banal stuff that has ever been put in type. It seems as if people had kicked wisdom out the back door and welcomed folly at the front. It may look like croaking, but it seems as though it would take a good wallop of adversity to even things up and make everybody realize that "Wisdom excelleth folly as far as light excelleth darkness."

Fashions in Men's Shoes

Trend Towards Simple Styles—Low Cuts Popular—Broad Low Heels Have Preference—Lighter Shades More Used

FROM what can be gathered at the principal American centres there are not a great many or very radical changes in the styles of men's shoes for the coming season. The tendency is towards simplicity in shape, materials and finish. The high shoe will predominate notwithstanding the large number of oxfords that are shown. While the brogue still holds sway in fall goods and brogue effects hold their own, both in high and low cuts, there is a disposition to ease off in this style. In the samples for spring there is a decided trend towards the elimination of loud effects in such things as wing tips, perforations and pinking, and most of the samples show modifications that reduce these to a minimum in both men's and women's.

The "Brogue" seems to be selling well for Fall, in both men's and women's, but there is apparently a feeling that the fad has about spent itself. The expensiveness of wool stockings has had something to do with it, although there is no doubt that the general demand for something light and chic in shoes has done its part. There are quite a number of brogue effects in high and low cuts but they are not so pronounced in decorative effect at least.

The bal. or high cut maintains its supremacy in men's, although there is a good showing, as we have said, of Oxfords. The blucher cut in both high and low cuts has made its

appearance and is particularly strong in the medium class varieties. There is some effort to revive the button boot, but it does not promise to be a factor except in dress shoes. In styles throughout the plain predominates the most stylish, shoes being quite plain with whole fox and straight tips.

In lasts the English shape maintains its popularity, but the trend is towards rounder and broader toes, the narrow toe being almost eliminated. The recede effect is seen in many stylish lines and there is a tendency in the lasts to more spring, both in the instep and sole. Some are given quite a "rocker" effect. Square toe styles are seen mostly in Oxfords, although some appear in bals.

In leathers the darker shades still predominate in browns, although there seems to be a determined effort to popularize the lighter tan with a touch of the reddish shade. There are quite a few lines shown in combination of light and dark tans, and some with dark vamps and buck tops, but these will largely be regarded as novelties, the predominance being in the direction of plain medium tones and black, which has been encouraged in the last season or two by the dark shades of brown used. Another feature is the extended use of kid in men's shoes. Calf is popular and with the present prices of this stock will find itself very largely into lines that were made last season from side leathers. Cordovan is waning but boarded calf and veals promise to become popular.

Heels are mostly inch but some an eighth to two eighths higher, and the tendency is towards breadth, especially at the seat. Edges are trimmed round and close, although there are some extended edges and white stitching in some of the samples which goes clean around the shoe. Bottoms are finished in white or waxed, the dark bottoms being tabooed. Rubber heels are noticeable on medium and fine lines.

In sport shoes white buck is extensively used and is found also in combination with colored leathers.



Some men's styles from American shoe centres

PASSING THE BUCK

“**W**HAT the shoe trade of Canada needs just now more than anything else is the application of the scriptural admonition “Forgetting those things that are behind and reaching forth to those things that are before let us press on.” There has been too much recrimination during the past two or three months; there is too much “passing the buck” even now. What everyone realizes as a prime necessity if we are to have continued prosperity in the shoe trade is more steadiness in every department of the trade.

Tanners First. The hide man has been drawn forth from his cellar to cover a multitude of sins—and sometimes of profits. But let that pass. The attitude of the leather man should be just now, what is best not for my immediate gain but for the good of the leather trade in the long run? Some tanners have already taken this larger view and have left off harping on the “dear hides” string. They have made up their minds to take their loss on high priced hides and have got down to the level ground of existing conditions. Of course they have to take into consideration the fact that costs of operation have considerably increased, but that ought not to interfere with a genuine effort to get down to bed rock with present market prices as a basis.

Then Shoe Manufacturers. From what we have been able to gather shoe manufacturers are already pretty well down to brass tacks and are basing their present prices upon the actual cost of materials and production at the present time without regard to what the leather they are carrying has cost them. At least most of them have been compelled to figure down to this basis and those who are unwilling are being compelled to follow suit. The shoe manufacturer seems to be between the upper and lower millstones and the process of eliminating high costs becomes usually with him the very simple one of “have to.” All the same some of the trade need the warning as much as anyone to bury the past and start afresh.

Also the Retailer. The retailer has become so accustomed to adding a profit to his shoes equal to the former retail price that it is difficult for him to see that he is able to take any hand in the game. There was a time when a good man’s well shoe sold at \$3.50, and to-day in order to make the regulation percentage the dealer has to add that amount to the wholesale cost of a very ordinary shoe. Of course he has to, in order to get out whole with the cost of doing business as it is. He has also to watch closely his shoe costs on account of those who may not have as high ideals in doing business or in paying their creditors. It is, therefore, quite natural that he should be ready to “pass the buck” on the price question. He is inclined to regard every legitimate advance in the cost of shoes as another attempt of the manufacturer to ride him. It ought to occur to him that there are the same safeguards against over-reaching amongst manufacturers as retailers, and perhaps greater, for the competition is usually much keener. There will need to be less of the unwarranted antagonism and more of the spirit of give and take.

Steady All Around. Instead of “passing the buck” to the customer and blaming the leather and shoe men, the distributor of footwear should make up his mind to stand his ground. Demoralization of prices gets the trade nowhere. Public confidence means quite as much to dealers as the tanners and manufacturers, and if by pushing for volume the retailer can establish a basis of closer profits he should take this line as that of less resistance and one of the needs of the hour. He can do much to steady the boat by informing shoe buyers of the fundamental conditions of shoe production that make for the present status quo.

As To The Public. The process by which people reached the conviction that prices of shoes were unnecessarily high was by education through the daily press. Sensationalism has been one of the unfortunate aftermaths of the war. People’s minds have become inflamed by such epithets as grafter, profiteer and so forth, so that they will not see that the price situation is the natural outcome of two things—the tremendous expansion of credits followed by the inflation of the currency and, on the other hand, the scarcity of raw materials and labor. There is no doubt that things will gradually settle down to “normal,” although that normal will be considerably above pre war times. It is the duty of the retailer as much as the tanner and manufacturer to bring home to the buying public the fact that a gradual return to normal conditions and the avoidance of panic is to the advantage of everybody. We have had an example in the past two months of the possibilities of evil that lurk in this “pass the buck” policy. Thousands of shoe operatives have been walking the streets when they should have been making shoes. When the time comes for turning out foot wear to meet the needs of the country, there will be a jam in production and possibly a development of prices in the direction that does not suit either the retailer or the public.

Shoe and Leather Trade Jottings

Fact and Fancy in Leather and Shoe Circles—Gossip of the Street in Relation to Business Present and Future—Outlook for Spring and Summer Trade—Fall Business Picking Up—Retailers Beginning to Feel Buying Spirit—Hides Still Drag

REPORTS from all over the country appear to indicate a reaction from the frenzied selling of last month and its two immediate predecessors. In spite of the continued warm weather there has been a decided tendency during the past two weeks to purchase seasonable goods. This is especially true concerning children's footwear, the opening of the schools necessitating the refitting of the family after the summer holidays in preparation for the demands of everyday wear upon the rising generation. Apart from this, dealers say there is less of the attitude of mind on the part of the public, which prevailed during the summer months, expecting to purchase their footwear a good deal cheaper, waiting until things get down to rock bottom. Of course, there are a certain number of people who still come in and haggle over the prices of shoes, and there are also a good many stores that are keeping up this spirit by pandering to it with special sale inducements, but the rank and file of the trade are now pretty well satisfied with the clearance made of lines they were afraid to carry over and are settling down to regular business which they are seeking to promote by quiet, steady and aggressive publicity.

Wholesale Situation.—Jobbers have already begun to feel the effects of the sales campaigns and the accompanying slack buying. The majority of the large houses are busy on sorting which, they claim, will be unusually large this month. One large wholesale shoe house claims that August was very considerably ahead of last year in volume, and so far September promises to follow suit. The extra activity has been due, without doubt, to the demand for goods to meet the large number of sales. This particular house has an unusually large number of Hebrew customers who have been working the sale game to the limit. The majority of jobbers say that there has been a steady demand for regular goods of the cheaper class, and particularly for summer footwear, which has cleaned up stocks at the various centres pretty thoroughly. It is well known that wholesale shoe houses are carrying unusually large stocks for this time of year, and although most of them have been holding back, not a few have been putting forth inducements in order to bring down their financial obligations to a comfortable and safe point. This has to some extent accentuated the trying character of the present situation, for the opportunity has been seized by many of that class of retailer who are here today

and gone tomorrow, and who, by putting up flaring signs and making flamboyant announcements keep up the feeling on the part of the public that hitherto they have been paying through the nose for their footwear.

Leather and Shoes.—There is nothing really new in the situation since the last issue of the SHOE AND LEATHER JOURNAL. Tanners and shoe manufacturers maintain the same "stand pat" attitude to which we have already referred. The leather men have been buying a few more hides according to reports, but not sufficient to give any firmness to the markets for raw stocks. Shoe manufacturers have been following Joffre's tactics of "nibbling" and here and there some fair amounts of leather have changed hands. In the higher grades of upper leather there is no change in price, the only strengthening noticeable being in the choice grades of black and colored kid which command a price. Shoe manufacturers are sending out their samples based on prices which they are quoted to-day for finished stock. They seem convinced that there will be no further recession of leather prices and have made up their minds to take any loss on orders taken, should the leather market show any definite recuperation later. One manufacturer who purchased stock for the current season's run says he is going to take his medicine and put his prices on a replacement basis. He says: "From now on the shoe manufacturer and dealer can make his plans and pursue his operations upon a much sounder basis of values than has been possible for the several previous seasons. In other words, I believe that values are now settling upon a sound basis and that the next movement in the primary markets—raw materials and leather—is more likely to be upward than downward." From travellers who have gone out with new lines the report is that buyers are taking hold gingerly. Dealers are very conservative in their buying as a rule, although some of the largest seem to have confidence enough in the future to take the plunge and are ordering very close to their possible requirements for spring and summer.

Hides and Skins.—Tanners and hide holders are apparently farther apart than ever in their ideas of values. There has been some movement in country hides, but the situation remains practically unchanged, with a difference of about three cents in prices asked and those offered. There have been a few sales of packer hides which are now about on a twenty-five cent basis, but there has not been enough doing to make the fact worth recording. There has been a slight reaction in calfskins, which are reported as somewhat firmer than two weeks ago, but the fact that European sources have opened up to the requirements on this side of the Atlantic is an indication that the supply of good calfskins will not be sufficiently restricted to add strength to the market. The whole situation depends upon the demand for leather. Just as soon as tanners begin to show any activity there is hardly any doubt but that holders of hides will endeavor to secure what they consider adequate

(Continued on page 97)

A Modern Shoe Store and Modern Merchandising Methods

A Montreal Establishment Up-to-date in System as Well as Equipment—What Good Stock Keeping Means to the Retailer—Pleasure as Well as Profit in a Well Run Shoe Store—Departmentalizing the Shoe Store

HARRY Gibbins, of Montreal, is an enthusiast on modern merchandizing, and would sooner talk about the fine points of the shoe game than on golf or billiards. He has, as may be seen from the accompanying illustration, one of the finest establishments of its kind in Montreal, or even in the whole of Canada. In a former issue we gave a reproduction of the exterior of his premises on St. Catherine street about sixteen months ago, and we herewith present our readers with an equally good view of the interior.

When the representative of the SHOE AND LEATHER JOURNAL called, Mr. Gibbins was perusing an article in the last issue on the subject of turn-over and stock-keeping, which led to a discussion on this subject. "I don't see how a man can get any pleasure out of his business, not to speak of profit, who does not run it so as to know every day just what he is doing. In this store we know every morning just what has been done the previous day in stock as well as profit. I have placed on my desk every morning at ten o'clock a statement of sales tabulated so as to show just what the volume has been, the cost and the profit in each department of the store."

Departmentalizing the Business

We run our store in sixteen departments or sections, which are designated by letters of the alphabet running from A to P. The sales slips are designed so as to give this information so that when one is made out it contains the section, stock number, size, number of pairs and price. Each morning the cashier delivers these sales slips to the stock keeper, who classifies them and they are entered on the

stock sheets, also specially arranged so as to enable us not only to tell at a glance just what has been sold, and, therefore, what goods are most in demand, but what stock is still in hand in every individual line in the place.

"I have seen stock systems that call for more time and expense than the effort is sometimes worth, but the plan we follow is so simple that it is handled by one person, who not only does this but is able to assist at the cashier's desk in the store—and we do not do a small business by any means.

We can tell any day what goods are moving and detect any accumulations of stock that may occur before it becomes necessary to adopt drastic methods to remedy the condition. In our stock numbering we have adopted a system which distinguishes the length of time the goods have been on the premises. We divide our stock for this purpose into three parts—shoes that have been six months and under in the store; those up to twelve months, and those over twelve months. For instance, those in the first class are marked from one up to 100, those in the second from 100 to 199, and in the third from 201 to 299. As we have only been in our present premises sixteen months we have had no occasion to use other series to indicate older stock, even if this were necessary.

Blotters are cheap, and with the simplicity with which our stock is kept we simply hand our clerks a small blotter when we wish to verify the stock sheets from time to time and the work is completed in a few moments. The stock taking enables us not only to verify our stock sheets but it also helps to avoid mistakes. It is a check on irregularity of any hand on stock keeping.

The Only Way

The department plan is the only sane, satisfactory way to run a shoe store. It enables the merchant to decide his buying as well as selling policy and is a sure remedy for many of the ills to which the shoe retailer is so prone. It is certainly a preventer of overstocking, as the merchant knows exactly the lines he is long on, as well as the lines that have sold the best. It so simplifies things that a good, smart clerk could do the buying equally as well as the average proprietor, and much better than the merchant who conducts his business on the hit or miss plan.

To be thrown upon one's own resources is to be cast into the very lap of fortune.



Attractive store front of H. Gibbins
St. Catherine Street, Montreal.

The Interior of H. Gibbin's shoe store in Montreal.



VANCOUVER NOTES

H. Wilson has purchased the plant and stand of J. L. Morgan on Broadway west.

T. Milner, of Kerresdale, who has been in hospital and underwent a serious operation, is now convalescing.

A. Borrough, late of the C.E.F., has been in hospital and operated upon for appendicitis, and is now progressing favorably.

W. Chater, late of Los Angeles, has purchased the plant and business of D. Murray, Lonsdale Road, North Vancouver. Mr. Chater is putting in a full plant of Goodyear finisher and stitcher.

Our congratulations are extended to A. Bibby, who has entered the holy order of Benedicts. A. B. joined up with the Canadian navy and was with the submarine staff and then transferred to the 47th C.E.F.

The long spell of bright, fine weather was broken last week for a few days by a lowering temperature and slight showers, which were greatly appreciated both by the public and shoe retailers; the change brought in extra business for the latter.

The public schools opening the first Tuesday in September has caused a rush on school boots, which has materially helped to keep business up to the volume of past years.

Mr. Webb, late of Victoria, B.C., who has just returned from a visit to his home in England, has purchased the plant and stand of the Standard Shoe Repairing on Robson street. Mr. Skuse, the late owner, is anticipating taking up land for small fruit and poultry raising.

K. Parsons, late manager of the repair department of P. Paris, the World's Shoe Store, has opened a repairing depot on Carrol street under the name of the New Method Repairing, has installed a 22 foot Goodyear finisher and stitcher, supplied through the local agents the B. C. Leather & Findings Co.

W. Erickson, manager of the McRobbie shoe, is again at his post after an extended visit to his home in England. Mr. Erickson visited London and other boot centres and found manufacturers were working to capacity and had little or no inclination to open up business in Canada.

The whole of the staff and employees of Messrs. Story

& Campbell spent an enjoyable day and picnic at Seaside Park. The trip was made by boat and after luncheon games and races were indulged, and afterwards a dip in the briny and a walk through the woods, and an enjoyable moonlight trip home brought the day to a close.

Dr. Stork has again been visiting this city and left a bouncing son and heir at the home of W. Goddard, of Kitslano. He also visited the home of W. Falconer, of North Vancouver, and left a son and heir. Mr. Falconer is one of our returned boys who has taken up shoe repairing as his vocation. He was seriously crippled in the spine while in France.

A robbery of some 60 to 70 pairs of shoes was made at the Popular shoe store on Hasting street, entrance being made through a window at the back of the store. in the early hours of the morning. This store has only been opened a short time. Other than the window being found open by the manager the theft may not have been found out for some time, as the thief abstracted the shoes and cunningly replaced each carton upside down, as is the usual custom with empties. A suspect was arrested for the above and duly lodged in jail, but made his getaway through the roof of his prison cell.

One of our Oriental craftsmen, who has taken another vacation during the slack season, has the following notice upon his store for his prospective customers: "I be home after 6 o/c, so you come after 6 o/c, afternoon," except on Saturday I be back at 2.30 sharp. "Please."

SPLITTING MACHINE BELT KNIVES

J. W. Aulson & Sons, Inc., Salem, Mass., are giving a lot of satisfaction to the trade these days with their splitting machine belt knives. They are made in four classes, lime splitting, pickle splitting, chrome tan splitting and vegetable tan splitting, and every knife contains the highest percentage of carbon.

This old-established house has been supplying the tanners of the continent and overseas with not only splitting machine belt knives, but also tanning machinery of all kinds for a great many years. They are a most reliable house to deal with.

Peterboro's Dollar Day

The Dollar Day Can be Made a Big Success — Peterboro Merchants Know the Knack of Winning Trade with This Idea

DOWN in Peterboro, Ontario, the merchants know how to pull off a dollar day event in a manner that brings in the dollars. It is a twice-a-year affair with them and practically every merchant in the city goes into it. That is the clothing and other merchants as well as the shoe men. They also know that people like to get something for nothing so they give a real substantial prize or two of real cash, which stirs up talk and incidentally is good advertising. In other words the amount of cash prizes given is worth every cent in advertising. The results this year seem to have eclipsed any thing in the past according to reports sent us.

It is worthy of note that the Examiner does a very great deal of the preliminary work in connection with the adver-

tising of the Dollar Day without charge to the merchants. That is the distributing of prizes and collecting of guesses, etc.

Possibly we can not do better than to give the opinion of a couple of the merchants who have written us about the event just past. The letters follow:

Answering yours of the 25th re Dollar Day, would say that on Wednesday of this week we had a very successful Dollar Day. We have been running this about three years, semi-annually, in January and August. This was the most successful one we have had, and I think it was pretty general with all the business houses of the city.

In case you do not understand how this is conducted would say we get up a treasury fund of about One Hundred and Seventy-five Dollars, (\$175.00). This is deposited, to be drawn out by the winners. The campaign is conducted along the following line: Each business house, whether it be drygoods, groceries, boots and shoes, etc., is asked to contribute to this treasury fund. If they do so, they are supplied with pennants to be hung in the window which indicates to the public they are giving bargains, and are entitled to tickets which are used, one ticket for every full dollar's worth of goods. Any purchaser getting one or more of these tickets fills out as an estimate how many of

The DOLLAR DAY STORES

The Stores Listed Here are those who have organized Dollar Day. You will know them by the Red-Lettered Pennants in their Windows. They all give Free Estimating Blanks with every Dollar of your purchases on Dollar Day Next Wednesday

- DEPARTMENTAL STORES—**
 - Cresman's
 - Richard Hall & Son
 - J. C. Turnbull Co.
 - Robert Fair & Co., Ltd.
 - Elliers
 - 'Dickson'
 - H. Abrahamson
 - Nelson Rowley
- LADIES' WEAR—**
 - H. Miller
 - A. Beards
 - P. Black
 - Bonnie's Bros.
 - W. Abbott
 - W. Abrahamson
 - W. Fair
- OPTICAL ROOMS—**
 - A. Taylor
 - W. H. Lacey, B.O.
- PRINTING—**
 - The Estimator
- FURNITURE—**
 - Henry Zacks
 - Home Furnishing Co.
- LADIES' TAILORING—**
 - Bayou Bros.
- FLOWERS, ETC.—**
 - Peterborough Floral Co.
- BOOTS AND SHOES—**
 - J. M. Green
 - J. T. S. S. S.
 - J. W. Miller & Sons
 - Model Shoe Store
 - Rocky-Brand, Ltd.
 - Edwards
- FLOUR AND FEED—**
 - Edwards
- AUTOMOBILES—**
 - Duffie Motor Sales
- GROCERS—**
 - P. Connell & Son
 - Super's White Co.
 - E. P. Mason
 - The Co-Operative
 - Fuller's Grocery
 - D. H. Keresztes
 - Walton & 271 Broad Avenue
 - Boyle's Dry Goods Store
- MATS AND RUGS—**
 - Bertha, Ltd.
 - Wm. Lamb & Sons
- PIANOS AND MUSICAL INSTRUMENTS—**
 - J. M. Green Music Co., Ltd.
 - Perthmouth Music Co.
 - Ye. Olds Firm, Hintonman & Co.
 - Royal Music Co.
 - P. Whitehouse & Son
- ELECTRICIANS—**
 - Green & Thorne
 - Miller, Powell & Wesson
 - Corwin Electric Co.
- CHINA, WRELPAPER AND STATIONERY—**
 - C. B. Rowley
- FRESH MEATS—**
 - J. W. Edwards
- OLIVE'S CLOTHING—**
 - D. H. Hickey & George Be
 - Crifton & Co.
 - Oak Hall
 - Merrill & Meredith
 - Falcon-Craft (J. Brimhall)
 - N. LeBrun & Co.
 - Regent Tailors
- JEWELLERS—**
 - Warr's Bros
 - Schneider Bros
 - Alex. Gibson

You Will Find the Biggest Shoe Bargains at Zacks' on DOLLAR DAY

Although our prices were exceedingly low the week before, still we are making special reductions on Dollar Day. Unlike most stores, we have no old, out-of-date merchandise to clear out but we are offering our new fall lines at reduced prices as well as clearing out all our pumps, Oxfords and white goods at first-hand cost.

Remember, everything in the store is Reduced in price.

Lot Number 1 consists of LADIES' WHITE CANVAS BOOTS, with high tops and high crumpled heels and leather soles. Sizes 2 to 6. Dollar Day Bargain \$1.00

Lot Number 2 consists of LADIES' BLACK KID BOOTS, with high tops and either high or low heels. Regularly sold up to \$7.00. Size 2 to 6. Dollar Day Bargain \$3.00

Lot Number 3 consists of LADIES' HIGH-GRADE BOOTS, in black, brown and black with grey suede tops. Also a large number of sample boots. Dollar Day Bargain \$5.00

Lot Number 4 consists of CHILDREN'S WHITE CANVAS SLIPPERS and ROMAN SANDALS, in all sizes from 4 to 2. Dollar Day Bargain \$1.00

MEN'S BLACK AND BROWN BOOTS— all styles, with brogue toe, welted leather soles. Regularly sold \$7.00 to \$9.00. Dollar Day Bargain \$4.00

MEN'S HIGH-GRADE BOOTS— all styles, with brogue toe, welted leather or rubber soles. Regularly sold \$7.00 to \$10.00. Dollar Day Bargain \$6.00

MEN'S GUARANTEED WORK BOOTS— all styles, with brogue toe, welted leather or rubber soles. Regularly sold \$7.00 to \$9.00. Dollar Day Bargain \$5.00

MEN'S CALF OXFORDS— made of black or tan Russia calf, with leather soles and laces. All sizes. Regularly sold \$4.00 to \$5.00. Dollar Day Bargain \$3.00

D. ZACKS - 424 George

20 DAYS SHOE SALE NOW ON

These are good news for real friends of Peterboro—
Substantial Reductions on Shoes

While a stock certainly nothing but first grade, no matter what the price. This opportunity to secure such first-class footwear at less than selling price will be eagerly taken advantage of by those who want the best value for their dollar.

Special price cuts on all our highest priced boots.

Extra Specials for Dollar Day.

WATCH OUR WINDOW

J. W. MILLER & SONS

406 George Street - High Street

Peterboro's Busiest Shopping Day of the Year

On Wednesday Next, Aug. 25

The Examiner Contest

Each Dollar Day the Examiner conducts an Estimating Contest that results in a great deal of excitement and is quite profitable to those fortunate ones winning prizes.

The Merchants' Treasury Box will distribute \$185.00 in cash prizes, and the Examiner, as usual, will offer independently \$150.00 in cash prizes, to be distributed as follows to the person making the correct estimate to the number of copies in the glass holder in the window of the Peterborough Bookstore, next door south of the Peterborough Examiner.

First Correct Estimate	\$10.00
Second	5.00
Third	4.00
Fourth	3.00
Fifth	2.00
Sixth	1.50
Seventh	1.00
Eighth	1.00
Ninth	1.00
Tenth	1.00
Our Special Prize of	\$25.00
	\$35.00

HOW TO ESTIMATE

For each dollar paid into the Merchants' DOLLAR DAY Treasury Box, August 25th, for an account for printing or advertising a subscription to the Daily Examiner at \$3.00 delivered, or \$4.00 if you prefer, plus a 10% commission, or \$1.00 per copy, we will give the following amounts to our own contest of \$25.00 and for the Merchants' Treasury Box of \$185.00, and we are also giving a Special Prize of \$10.00 extra if the guess is within 1% of the correct answer. The Merchants' Treasury Box Prize of \$25.00 is awarded the Estimating Book through the Examiner.

It is possible that for a first prize winner who has secured Examiner Estimating Blanks to each:

Merchants' Treasury Box Prize of \$25.00
Our Own First Prize of \$10.00
And Special Prize of \$10.00

A Total of \$45.00

Come along and participate in the Big Values that are offered on DOLLAR DAY, WEDNESDAY, AUGUST 25th.

A Windowful of Men's, Women's, & Children's

DOLLAR DAY BARGAINS

SHOES

For Dollar Day

Two Pairs for the Price of One

The value of your Dollars Doubled in many cases on Dollar Day. Stop! Look! and come in and pick out your size. Here are a few of the Genuine Big Bargains. Estimating Blanks given with every Dollar's worth purchased on Dollar Day.

- FOR \$1.00 Worth up to \$2.00 CHILDREN'S SLIPPERS White and black Black and White Boots and Rain Sandals
- FOR \$2.00 Worth up to \$4.00 LADIES' WHITE BOOTS Bristled and T. cord, and Oxfords
- FOR \$3.50 Worth up to \$7.00 BLACK KID OXFORDS High and Low Heel
- FOR \$6.00 Worth up to \$12.00 MEN'S BLACK AND BROWN Calf OXFORDS Grouse and Welt

Estimating Blanks Given With Every Dollar's Worth Purchased on Dollar Day

MODEL ELECTRIC SHOE SHOP

Simcoe Street, West of Turnbulls

M. VENERANDA

DOLLAR DAY BARGAINS

In the matter of reductions, big with us are the shoes and slippers. We are giving the best value for the money. We are offering our new fall lines at reduced prices as well as clearing out all our pumps, Oxfords and white goods at first-hand cost.

WOMEN'S BOOTS \$1.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$2.00 to \$3.00. Dollar Day Bargain \$1.00.

WOMEN'S SLIPPERS \$1.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$2.00 to \$3.00. Dollar Day Bargain \$1.00.

WOMEN'S OXFORDS \$2.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$4.00 to \$6.00. Dollar Day Bargain \$2.00.

WOMEN'S SANDALS \$1.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$2.00 to \$3.00. Dollar Day Bargain \$1.00.

WOMEN'S BOOTS \$3.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$6.00 to \$9.00. Dollar Day Bargain \$3.00.

WOMEN'S OXFORDS \$4.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$8.00 to \$12.00. Dollar Day Bargain \$4.00.

WOMEN'S SANDALS \$2.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$4.00 to \$6.00. Dollar Day Bargain \$2.00.

WOMEN'S BOOTS \$5.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$10.00 to \$15.00. Dollar Day Bargain \$5.00.

WOMEN'S OXFORDS \$6.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$12.00 to \$18.00. Dollar Day Bargain \$6.00.

WOMEN'S SANDALS \$3.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$6.00 to \$9.00. Dollar Day Bargain \$3.00.

WOMEN'S BOOTS \$7.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$14.00 to \$21.00. Dollar Day Bargain \$7.00.

WOMEN'S OXFORDS \$8.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$16.00 to \$24.00. Dollar Day Bargain \$8.00.

WOMEN'S SANDALS \$4.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$8.00 to \$12.00. Dollar Day Bargain \$4.00.

WOMEN'S BOOTS \$9.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$18.00 to \$27.00. Dollar Day Bargain \$9.00.

WOMEN'S OXFORDS \$10.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$20.00 to \$30.00. Dollar Day Bargain \$10.00.

WOMEN'S SANDALS \$5.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$10.00 to \$15.00. Dollar Day Bargain \$5.00.

WOMEN'S BOOTS \$10.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$20.00 to \$30.00. Dollar Day Bargain \$10.00.

WOMEN'S OXFORDS \$12.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$24.00 to \$36.00. Dollar Day Bargain \$12.00.

WOMEN'S SANDALS \$6.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$12.00 to \$18.00. Dollar Day Bargain \$6.00.

WOMEN'S BOOTS \$11.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$22.00 to \$33.00. Dollar Day Bargain \$11.00.

WOMEN'S OXFORDS \$14.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$28.00 to \$42.00. Dollar Day Bargain \$14.00.

WOMEN'S SANDALS \$7.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$14.00 to \$21.00. Dollar Day Bargain \$7.00.

WOMEN'S BOOTS \$12.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$24.00 to \$36.00. Dollar Day Bargain \$12.00.

WOMEN'S OXFORDS \$16.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$32.00 to \$48.00. Dollar Day Bargain \$16.00.

WOMEN'S SANDALS \$8.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$16.00 to \$24.00. Dollar Day Bargain \$8.00.

WOMEN'S BOOTS \$13.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$26.00 to \$39.00. Dollar Day Bargain \$13.00.

WOMEN'S OXFORDS \$18.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$36.00 to \$54.00. Dollar Day Bargain \$18.00.

WOMEN'S SANDALS \$9.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$18.00 to \$27.00. Dollar Day Bargain \$9.00.

WOMEN'S BOOTS \$14.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$28.00 to \$42.00. Dollar Day Bargain \$14.00.

WOMEN'S OXFORDS \$20.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$40.00 to \$60.00. Dollar Day Bargain \$20.00.

WOMEN'S SANDALS \$10.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$20.00 to \$30.00. Dollar Day Bargain \$10.00.

WOMEN'S BOOTS \$15.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$30.00 to \$45.00. Dollar Day Bargain \$15.00.

WOMEN'S OXFORDS \$24.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$48.00 to \$72.00. Dollar Day Bargain \$24.00.

WOMEN'S SANDALS \$11.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$22.00 to \$33.00. Dollar Day Bargain \$11.00.

WOMEN'S BOOTS \$16.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$32.00 to \$48.00. Dollar Day Bargain \$16.00.

WOMEN'S OXFORDS \$30.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$60.00 to \$90.00. Dollar Day Bargain \$30.00.

WOMEN'S SANDALS \$12.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$24.00 to \$36.00. Dollar Day Bargain \$12.00.

WOMEN'S BOOTS \$17.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$34.00 to \$51.00. Dollar Day Bargain \$17.00.

WOMEN'S OXFORDS \$36.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$72.00 to \$108.00. Dollar Day Bargain \$36.00.

WOMEN'S SANDALS \$13.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$26.00 to \$39.00. Dollar Day Bargain \$13.00.

WOMEN'S BOOTS \$18.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$36.00 to \$54.00. Dollar Day Bargain \$18.00.

WOMEN'S OXFORDS \$42.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$84.00 to \$126.00. Dollar Day Bargain \$42.00.

WOMEN'S SANDALS \$14.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$28.00 to \$42.00. Dollar Day Bargain \$14.00.

WOMEN'S BOOTS \$19.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$38.00 to \$57.00. Dollar Day Bargain \$19.00.

WOMEN'S OXFORDS \$48.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$96.00 to \$144.00. Dollar Day Bargain \$48.00.

WOMEN'S SANDALS \$15.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$30.00 to \$45.00. Dollar Day Bargain \$15.00.

WOMEN'S BOOTS \$20.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$40.00 to \$60.00. Dollar Day Bargain \$20.00.

WOMEN'S OXFORDS \$54.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$108.00 to \$162.00. Dollar Day Bargain \$54.00.

WOMEN'S SANDALS \$16.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$32.00 to \$48.00. Dollar Day Bargain \$16.00.

WOMEN'S BOOTS \$21.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$42.00 to \$63.00. Dollar Day Bargain \$21.00.

WOMEN'S OXFORDS \$60.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$120.00 to \$180.00. Dollar Day Bargain \$60.00.

WOMEN'S SANDALS \$17.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$34.00 to \$51.00. Dollar Day Bargain \$17.00.

WOMEN'S BOOTS \$22.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$44.00 to \$66.00. Dollar Day Bargain \$22.00.

WOMEN'S OXFORDS \$66.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$132.00 to \$198.00. Dollar Day Bargain \$66.00.

WOMEN'S SANDALS \$18.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$36.00 to \$54.00. Dollar Day Bargain \$18.00.

WOMEN'S BOOTS \$23.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$46.00 to \$69.00. Dollar Day Bargain \$23.00.

WOMEN'S OXFORDS \$72.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$144.00 to \$216.00. Dollar Day Bargain \$72.00.

WOMEN'S SANDALS \$19.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$38.00 to \$57.00. Dollar Day Bargain \$19.00.

WOMEN'S BOOTS \$24.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$48.00 to \$72.00. Dollar Day Bargain \$24.00.

WOMEN'S OXFORDS \$78.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$156.00 to \$234.00. Dollar Day Bargain \$78.00.

WOMEN'S SANDALS \$20.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$40.00 to \$60.00. Dollar Day Bargain \$20.00.

WOMEN'S BOOTS \$25.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$50.00 to \$75.00. Dollar Day Bargain \$25.00.

WOMEN'S OXFORDS \$84.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$168.00 to \$252.00. Dollar Day Bargain \$84.00.

WOMEN'S SANDALS \$21.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$42.00 to \$63.00. Dollar Day Bargain \$21.00.

WOMEN'S BOOTS \$26.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$52.00 to \$78.00. Dollar Day Bargain \$26.00.

WOMEN'S OXFORDS \$90.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$180.00 to \$270.00. Dollar Day Bargain \$90.00.

WOMEN'S SANDALS \$22.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$44.00 to \$66.00. Dollar Day Bargain \$22.00.

WOMEN'S BOOTS \$27.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$54.00 to \$81.00. Dollar Day Bargain \$27.00.

WOMEN'S OXFORDS \$96.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$192.00 to \$288.00. Dollar Day Bargain \$96.00.

WOMEN'S SANDALS \$23.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$46.00 to \$69.00. Dollar Day Bargain \$23.00.

WOMEN'S BOOTS \$28.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$56.00 to \$84.00. Dollar Day Bargain \$28.00.

WOMEN'S OXFORDS \$102.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$204.00 to \$306.00. Dollar Day Bargain \$102.00.

WOMEN'S SANDALS \$24.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$48.00 to \$72.00. Dollar Day Bargain \$24.00.

WOMEN'S BOOTS \$29.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$58.00 to \$87.00. Dollar Day Bargain \$29.00.

WOMEN'S OXFORDS \$108.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$216.00 to \$324.00. Dollar Day Bargain \$108.00.

WOMEN'S SANDALS \$25.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$50.00 to \$75.00. Dollar Day Bargain \$25.00.

WOMEN'S BOOTS \$30.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$60.00 to \$90.00. Dollar Day Bargain \$30.00.

WOMEN'S OXFORDS \$114.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$228.00 to \$342.00. Dollar Day Bargain \$114.00.

WOMEN'S SANDALS \$26.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$52.00 to \$78.00. Dollar Day Bargain \$26.00.

WOMEN'S BOOTS \$31.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$62.00 to \$93.00. Dollar Day Bargain \$31.00.

WOMEN'S OXFORDS \$120.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$240.00 to \$360.00. Dollar Day Bargain \$120.00.

WOMEN'S SANDALS \$27.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$54.00 to \$81.00. Dollar Day Bargain \$27.00.

WOMEN'S BOOTS \$32.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$64.00 to \$96.00. Dollar Day Bargain \$32.00.

WOMEN'S OXFORDS \$126.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$252.00 to \$378.00. Dollar Day Bargain \$126.00.

WOMEN'S SANDALS \$28.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$56.00 to \$84.00. Dollar Day Bargain \$28.00.

WOMEN'S BOOTS \$33.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$66.00 to \$99.00. Dollar Day Bargain \$33.00.

WOMEN'S OXFORDS \$132.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$264.00 to \$396.00. Dollar Day Bargain \$132.00.

WOMEN'S SANDALS \$29.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$58.00 to \$87.00. Dollar Day Bargain \$29.00.

WOMEN'S BOOTS \$34.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$68.00 to \$102.00. Dollar Day Bargain \$34.00.

WOMEN'S OXFORDS \$138.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$276.00 to \$414.00. Dollar Day Bargain \$138.00.

WOMEN'S SANDALS \$30.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$60.00 to \$90.00. Dollar Day Bargain \$30.00.

WOMEN'S BOOTS \$35.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$70.00 to \$105.00. Dollar Day Bargain \$35.00.

WOMEN'S OXFORDS \$144.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$288.00 to \$432.00. Dollar Day Bargain \$144.00.

WOMEN'S SANDALS \$31.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$62.00 to \$93.00. Dollar Day Bargain \$31.00.

WOMEN'S BOOTS \$36.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$72.00 to \$108.00. Dollar Day Bargain \$36.00.

WOMEN'S OXFORDS \$150.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$300.00 to \$450.00. Dollar Day Bargain \$150.00.

WOMEN'S SANDALS \$32.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$64.00 to \$96.00. Dollar Day Bargain \$32.00.

WOMEN'S BOOTS \$37.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$74.00 to \$111.00. Dollar Day Bargain \$37.00.

WOMEN'S OXFORDS \$156.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$312.00 to \$468.00. Dollar Day Bargain \$156.00.

WOMEN'S SANDALS \$33.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$66.00 to \$99.00. Dollar Day Bargain \$33.00.

WOMEN'S BOOTS \$38.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$76.00 to \$114.00. Dollar Day Bargain \$38.00.

WOMEN'S OXFORDS \$162.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$324.00 to \$486.00. Dollar Day Bargain \$162.00.

WOMEN'S SANDALS \$34.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$68.00 to \$102.00. Dollar Day Bargain \$34.00.

WOMEN'S BOOTS \$39.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$78.00 to \$117.00. Dollar Day Bargain \$39.00.

WOMEN'S OXFORDS \$168.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$336.00 to \$504.00. Dollar Day Bargain \$168.00.

WOMEN'S SANDALS \$35.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$70.00 to \$105.00. Dollar Day Bargain \$35.00.

WOMEN'S BOOTS \$40.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$80.00 to \$120.00. Dollar Day Bargain \$40.00.

WOMEN'S OXFORDS \$174.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$348.00 to \$522.00. Dollar Day Bargain \$174.00.

WOMEN'S SANDALS \$36.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$72.00 to \$108.00. Dollar Day Bargain \$36.00.

WOMEN'S BOOTS \$41.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$82.00 to \$123.00. Dollar Day Bargain \$41.00.

WOMEN'S OXFORDS \$180.00

One pair with a high crumpled heel and leather sole. All sizes. Regularly sold \$360.00 to \$540.00. Dollar Day

these will be deposited in the Ballot Box which is placed in a convenient place on the street. You will note, they fill out the number, and put their name and address on it. There is no possible way of any person knowing how many of these will be deposited or who will be the winner. The party estimating the nearest to the actual count gets a cash prize of \$50.00, the second \$30.00, third \$20.00, fourth \$10.00, and there are some twelve or thirteen \$5.00 prizes. For instance, if there were 15,600 tickets deposited in the box and some person would estimate 15,599 and another 15,601, then the first two prizes would be divided. That is, each one of these two would receive \$40.00; but in case they did not tie in this way, then the nearest would get the amount whether they estimated over the amount or under. It is a matter of being the nearest to it. These tickets are all counted and then it is to check up and find out who comes nearest to the count.

Now regarding the values for Dollar Day. Would say we do not think any one goes into the regular stock; but if they have broken lines or goods that are not selling, they will make the price attractive and in this way dispose of a lot of goods. When this was first originated, there were certain articles you could offer for One Dollar, but since prices have advanced, they do not confine this to One Dollar

DROP IN BOX AT EXAMINER OFFICE	DOLLAR DAY
	WEDNESDAY, AUGUST 25, 1920
	I ESTIMATE the number of Blanks used
	will be
	Name
Address	

Guessing Ticket furnished with every dollar's worth purchased

or even Two, as you understand Clothing stores go in on this, and they would have suits worth thirty dollars and say twenty-five.

We enclose you one of the blanks that is given out to the customers for each full \$1.00 sale. If they buy ten dollars' worth, they get ten blanks. If they buy \$10.80, they only get ten tickets.

Another merchant writes us the following letter:

On Wednesday, August 25th, the merchants of Peterboro held their semi-annual Dollar Day, which was the biggest success since the event was started several years ago. The big shopping day is planned for months ahead by the merchants all indulging in a friendly rivalry in value giving, the outstanding feature of Dollar Day. Many lines are picked up and held in reserve just for this occasion, and the people have been so educated to expect great things that the street and stores swarm with a hustling, happy, spending crowd from 8:30 a.m. to 5:30 p.m., without a moment's cessation.

The organizing and advertising of the day is undertaken by the Daily Examiner, who give this part of it free to all stores that care to go in for it. The coming event is heralded about ten days ahead by generous advertising space in the paper, and the morning of the day finds an expectant crowd ready to rush the stores long before the doors open for business.

As an added feature and incentive to buying, the merchants raise a treasury fund of \$185,00, which is given away in cash prizes to buyers who engage in an estimating contest. This year the money was divided into seventeen prizes, \$50.00, \$25.00, \$20.00, \$15.00, \$10.00 and eleven prizes of

\$5.00 each, with another prize of \$10.00 to the customer from the greatest distance.

The stores that subscribe to the treasury fund are supplied with paper pennants to decorate their windows, and these stores also have a small estimating blank which they hand out to buyers, one for each dollar of the purchase. The Examiner has a large box in front of its office in which the estimating blanks are dropped, the number that is put in the box during the day, being the figure on which the people estimate. The number and name of the party is filled in on the blank, and the sorting out of the winners is quite a large job, which is handled by one man, who, so far, has succeeded in arriving at the correct winners without any disputes. The number the last time went to such large proportions that it took two days to go through them, the surprising total of 22,878 being reached, an increase of over 7,000 over any previous event.

In addition to the pennants and estimating blanks, uniform red lettered price cards, in three sizes, are printed by the Examiner, and supplied to the stores at practically the cost of the card itself, the idea being that the Examiner gives the merchants the organizing of and all work in connection with the Dollar Day as a semi-annual bonus, and no distinction is made between regular advertisers or non-advertisers.

To the stores, the day comes as a clean-up at the close of the Summer or Winter season, the date being selected by the merchants. Broken lines are almost entirely cleaned out, and goods are disposed of freely that will not move at any other time. As a shopping event, Dollar Day is a fixture in Peterboro.

In proof that all is not unanimity on this subject the following extract from a letter will show: Personally, I am not in favor of the Dollar Day, for, although it was primarily meant as a clearing day, people expect a general reduction on everything. Also it hurts business for a week before and a week after the event, and this is not good for business generally.

The majority of merchants seem to think it is a good idea, and it certainly is a change from the regular rut of business and brings many people into town from outside points.

BONUSES NOW ILLEGAL

Shoe firms who have practiced the almost dishonest, if not really dishonest practice of paying bonuses to clerks who are permitted to sell shoes at higher prices than the regular will now have to discontinue this practice, according to a ruling of the Board of Commerce. The order states that the practice of paying a bonus or percentages, when the sale price obtained by the clerk "exceeds an advertised, marked, shown, regular, normal, proper or stipulated sum or price," actually exists. All vendors are in future prohibited from paying such bonuses or allowing this practice to prevail on their premises.

We certainly are greatly in favor of this ruling. This practice afforded an opportunity to simply fleece the public. And the unfortunate part of it was that it was practiced in some cities by firms who had a reputation for square dealing. Apart from the monetary aspect of the system the moral effect upon young men and women who are starting in life is far from being the best.

There is little hope for the man who feels satisfied with himself, who does not know "the noble discontent that stirs the acorn to become an oak." Man's ambition to improve something somewhere every day to get a little further on and a little higher up than he was the day before, an insatiable passion for bettering things all along the line, is the secret of human progress.

The Packers and Shoe Prices

Defend Themselves Against Mr. Joseph Daoust's Statements—Rather Belated Explanations—Say Law of Supply and Demand Governs Situation—Mr. Daoust's Reply to Criticisms

THE "Institute of American Meat Packers" has taken up the cudgels on behalf of the packers and has made a reply to the comments of Mr. Joseph Daoust with regard to the influence of the "Big Five" upon the leather and shoe situation. The article goes on to say:

Mr. Daoust is quoted with respect to the relation between the activities of meat packing companies and the prices of hide and leather. In some of the statements attributed to him, Mr. Daoust is obviously in error. We shall appreciate the publication of this correction in the interest of accuracy and fairness.

Mr. Daoust at one point says:

"Last year hide and leather prices soared, and the guilty parties were the Chicago packers. This year prices have gone down, and I am quite prepared to acquit the packers of complicity this time. They are not guilty (laughter). They have not brought about this decline. I give you my word for that."

That paragraph contradicts its own implication. Packers no more controlled the rise in price than the decline. If they could have forced prices upward they could have maintained them at top levels. The actual fact is that, so far from controlling the price of hides and leather (or anything else) packers actually lost money on their total beef operations during much of 1920. Even at the present time, some packers who lost money on their beef operations during much of 1920 report that it is still impossible to show satisfactory results on current beef operations on account of declining prices for hides and by-products.

These circumstances, however, are mentioned rather as a sidelight on the general situation concerning meat packers and the price of hides. The facts more directly in point in contradiction of Mr. Daoust's assertion are well-known throughout the trade, namely:

The law of supply and demand controlled the price of hides. Tanners wanted hides and they deliberately and constantly outbid one another to get them. Sometimes they even asked packers to sell their hides ahead ("short") at advanced prices. Such a buying tendency, and the world-wide economic conditions which underlay it, always will drive up the price of any commodity.

Mr. Daoust said at another point that "the packers have only reduced their prices (of hides) about five cents since March 1." He probably refers to the May-June native steer hides that sold around thirty cents a pound, a decline of five cents from March 1.

But surely Mr. Daoust realizes that the hides which sold at thirty-five cents were February-March hides, the very poorest of the year, so, considering quality, the reduction on May hides really amounts to eight or nine cents a pound.

It is stated by Mr. Daoust that the country hide dealers will average the prices at which they bought skins and will sell their calfskins at fifty cents a pound. The fact is that packer calfskins were quoted on March 1 at seventy-five cents and last month (June) at 37½ cents a pound. At this writing calfskins of "country" quality can be bought from some country dealers for 20 to 25 cents a pound.

Mr. Daoust also intimates that packers are holding to their hides and refusing "to accept orders unless at their own prices." Packers state to the Institute that they will accept any reasonable offer.

Finally, the Institute regrets that Mr. Daoust, in urging retailers to buy felt, constrained to attack the meat packers in order to justify his advice.

There have been many occasions when, with the public resentful over the high price of shoes, the Institute of American Meat Packers might have found it convenient to assert that, judging by the price of hides, shoe manufacturers and retailers were mulcting the public.

But the Institute felt that in the matter of retail and manufacturing prices and costs, the shoe retailers and the shoe manufacturers might face conditions which justified the prices—conditions of which the Institute might not be cognizant.

Accordingly, in answering inquiries and correcting criticism, the Institute refrained, as a matter of fairness, from attacking shoe dealers and makers.

Mr. Daoust, when seen recently with regard to the above, stated to the SHOE AND LEATHER JOURNAL:

"After reading carefully this letter I fail to find that I was wrong last year and it convinces me that the packers had taken advantage of the demand for hides and leather. It is ridiculous to say that the tanners have deliberately outbid one another; but on the contrary the tanners, in order to get the hides, had to pay the asking price and they never offered any more than what the packers were asking.

"I am also convinced that the meat was not sold any cheaper because they were getting more money for the hides and I maintain that the extra profits made on hides must have meant millions to the packers. I am willing to admit that this year they must be losing very heavily on account of the big drop on hides and skins, as they most probably have figured their hides on a basis of 30c to 35c in March, April and May and 25c in June.

"As to the statement that they were refusing to accept any offers at the time that I delivered my address, on the 14th of July, I beg to enclose you reports on the hide market of around that date. I enclose you these reports to show that at that time I was justified in making the statements that I have made. I always make it a point in giving interviews or delivering addresses to tell the truth, and nothing but the truth; you can judge by yourself by these reports of the 12th and 13th of July who is right. Here are the quotations:

Report, July 13, 1920—Not much activity is noted in this market in packer hides as sellers still have high ideas, while buyers' views are very low. Prices are merely nominal as neither seller or buyer is willing to name a price.

Dealer's Office, Aug. 13, 1920—Big packers are asking as high as 34c for August heavy cows but I can offer 2000/3000 July, August small packers, 50 lbs. and up, at 25c, or one car 55 lbs. and up, at the same figure.

As to calf skins, my statement was very clear and my contentions are that at the opening of the season on the 1st of March the price was 75c and they dropped gradually to 25c at the time that I delivered the address, and I agree that the price was 37½c in June and 25c in July.

As to insinuation that the tanners and the shoe manufacturers were asking too much money for shoes or leather, I maintain that the Institute is certainly wrong, as I do not know of any tanner or manufacturer who has taken undue advantage of the rising market; but they all have based their prices on the cost of their respective raw materials.

In the last paragraph, the Institute pretends that I should have offered the packers an opportunity to place the real facts fully before me before making the statements that I have made. On this I am surprised that they did not say anything last year when I delivered my address in Toronto and that they should come out a year after when I have only referred to the Chicago packers this year in a very incidental way. The time to protest would have been better for them if they had done so last year, and it proves that I was not then so wrong after all, as I was most careful when I made the statements and the future has proven my contentions.

Personal Touch in Business

Appeal to Common Human Vanity—People Like to be Remembered—Memory of Names and Faces a Great Asset—Reaching People Through Personal Letters—Direct Advertising that Pays

NINETY-NINE out of every hundred people have the common vanity of the child that likes to be noticed. None of us care to be considered nonentities, and when a person meets us two or three times and has to stutter over our names we resent it. We begin to think that either we are not as important as we thought we were or the person we meet is stupid beyond degree. In either case our feelings are "riled."

It is a wonderful gift this faculty of remembering names and faces and under certain conditions it is simply invaluable. To be able to call a customer by name, to remember his peculiar needs in purchasing and to know a little of his family surroundings and history often means anchoring him solidly to the store. When the personal interest in the customer is genuine and not obviously linked up with his patronage the effect is even more profitable and enduring.

There is such a thing as overdoing the "glad hand" business and there are instances where the profuseness of the proprietor often interferes with sales. We have all seen bumptiousness that has been meant for kindness and obsequiousness that has been meant for politeness. There is a kind of friendliness that cloyes and annoys; but no one can mistake genuine interest and geniality and this is the kind of thing that makes and keeps friends as well as customers.

Putting It in Letters

This time of year when the advertising campaign is being put into action the merchant should not overlook the value of personal touch through the mails as well as in the store. In addition to the newspaper publicity due attention should be given to direct advertising, which should not be in the form of circular letters or hand bills but direct personal appeal to the recognized customers of the store first and then to prospective customers. One personal letter is worth a hundred stereotyped appeals, no matter how nicely the letter be worded and printed.

One Shoe Man's Method

A prominent city dealer who uses the personal letter very persistently in his business says he sends a personal letter to each of the store's customers at the beginning of each season. In this letter he thanks them for their business and asks them how that last pair of shoes has worn. He asks them to let him know if anything has been found wrong and give him a chance to remedy it. He says these letters have brought him dozens of replies saying the goods were all right and that the customer would be in later for another pair. He says this request to make known the faults of the shoes or other grievances has been the means of keeping customers that otherwise would have slipped away to other stores.

He has another custom, that of sending to each customer, ten days after his purchase, a letter asking him how he has found the shoes. This is usually a surprise, and a pleasant one, and keeps up the personal contact begun in the store. This merchant says he has numbers call personally to express their satisfaction with his efforts to please them. There are four other stores within two blocks and it means a systematic effort to make and hold trade.

Here are copies of the letters sent out by Mr. Van

Meter, who is a Cincinnati dealer, and for which we are indebted to our Boston contemporary, the Recorder:

Dear Sir:

Do we owe you anything? Trading with men we find that about the only time we lose a customer is when something goes wrong, and instead of telling us about it they whisper a few "choice words" to themselves and proceed to buy shoes elsewhere.

If the high shoes we sold you last season have not proven 100 per cent. right, we do owe you something and we want you to "play fair" in giving us a chance to make good.

It's good business for us to keep our customers in mind and to try and sell you all your shoes, instead of a pair now and then. So far we haven't sold you any low shoes for this Summer. The season has been a bit backward, but now is the time to buy low shoes and we would like you to come in while our stocks are complete.

It may be hotter tomorrow.

VAN METER'S BOSTONIAN SHOE CO.

The other letter, sent out ten days after a purchase has been made, reads:

"The Shoes We Recently Sold You"

Dear Sir:

Trading with men, we find that about the only time we lose a customer is when something goes wrong and instead of telling us about it they whisper a few "choice words" and proceed to buy shoes elsewhere.

If the shoes we recently sold you do not prove 100 per cent. right, we owe you something and will thank you for a chance to make good.

It's good business to always have our customers think of this store as "the place to buy shoes" and as the store in which they like to trade.

"Good Service is a Habit With Us."

VAN METER'S BOSTONIAN SHOE CO.

HOW THE NAME AROSE

The word "findings" as used to designate the goods that go into shoes apart from regular materials such as leather and linings is gradually come to include everything but tools. In England the term "grindery" is used and the "News" says of the term: There is a tradition in the trade that the name arose in this way. Somewhere there was a place where several shoe makers used to take their knives to be ground—a grindery in fact. The owner of the grindery, frequented by shoe makers, bethought him of selling the little things shoe makers wanted, hemp, thread wax, and so on, and these collectively gradually became known as "grindery," from the place where they were sold. This story is in part confirmed by the Oxford English Dictionary, one of the greatest monuments of English learning in the world.

MORE FLEXIBLE McKAYS

McKay shoes will be made even more flexible, says a Lynn report, for a new machine for tempering and flexing soles has come into use in Lynn shops. It is a tested machine which passes soles through a tank of tempering compound, to temper them, and through a series of rolls, to flex them. It does so automatically, at the rate of 1000 pairs an hour. It is a time and money saving machine, as well as a product improving machine. The soles, tempered by the new process, permit the manufacture of McKay shoes with bottoms as flexible as the bottom of turn shoes. One firm has given the soles a severe test and reports that they wear longer than soles tempered by the old process.

Not Ready for Signed Orders

American Manufacturers Decide Against Change—Results of Questionnaire Sent Out by Secretary Manufacturers' Association—Attitude of Retailers on Question

IN a circular letter sent out some time ago to the members of the National Boot and Shoe Manufacturers' Association of the United States replies were received from one hundred and eleven, the majority stating that they were opposed to the change or thought it impossible to put into effect. Some of the reasons given as follows:

Because they fear to upset congenial relations with present customers.

On account of the nature of their trade, i.e., selling to their own stores only, selling to small merchants who are foreigners and illiterate.

Because they think that the condition of the shoe industry is such that it would not be wise to adopt this practice at the present.

Because they think it is not practical to get a signed order at the time the order is given, i.e.:

(a) Salesman does not make up order at the time that it is taken, but later at his convenience.

(b) Person giving order oftentimes would not have authority to sign for firm.

(c) Persistence in demanding signed order might rupture existing trade relations, etc.

The announcement of the result of this canvass of the trade is followed by a quotation from a letter sent out recently by A. H. Geuting, chairman of the Executive Committee of the National Shoe Retailers' Association, as follows:

The Retailer's Viewpoint

In conferences of the N.S.R.A. directors with the manufacturers, we have all agreed that a contract for an order of shoes is a sacred contract and should not be cancelled except by mutual consent, and never should be cancelled after the shoes have been cut.

But, on the other hand, the manufacturer must make his shoes up to sample, and must deliver on time. If he finds in the course of manufacture that the goods cannot be delivered on time, or at least within thirty days of the time specified, the retailers insist that he should notify the buyer, acquainting him with the circumstances, and the time that delivery can be made. Upon receipt of the information the retailer can elect to continue the order on the new basis, or cancel it, as he may see fit.

Retailers Not Responsible

This stand has been very strongly approved by the members of the N.S.R.A. throughout the country because we, as retailers, do not desire to side-step our responsibilities, or have the name of not living up to a contract as well as the best manufacturer in the United States.

We, therefore, do not hesitate to enter into an agreement that will hold a manufacturer as well as a retailer in which both parties have equal responsibility. Often manufacturers forget that they ship thousands and thousands of pairs of shoes months after the time the orders were agreed to be shipped; or that they have shipped merchandise twenty-five per cent. below par in some instances. Now

the market has turned and the retailer in some cases is taking advantage of his rights, and many manufacturers feel there is no responsibility in the retail business. This cannot be proven, and where there are delinquents in the retail business, we can point to as many manufacturers as well.

PLEA FOR GOOD LININGS

In a discussion upon the necessity for shoe upper support in a recent number of the Shoe and Leather Reporter a writer goes into the subject very fully. He says:

Why do we have shoe linings? We know that we can make good, comfortable and durable, yes and good looking shoes without linings. We also know that when we make a good unlined shoe we make it of heavy leather—leather that is heavy and strong enough not to need the support of a lining.

While linings in shoes may to some extent be a concession to appearance, it is a fact that there is not heavy upper leather enough to make the great volume of shoes without linings. We are obliged to make lined shoes if we are to use the light, soft leathers, and the use of these leathers is a confession that they need support. If they do need support it ought to be substantial and effective support.

If we agree that every shoe upper in a lined shoe ought to have substantial support, why split hairs as to whether a lining is good enough for the grade of shoe when we know that a cheap upper needs a good lining even more than a good upper? Instead of a particular mediocre lining being good enough for a certain grade of shoe it would be nearer the truth to say that no lining is too good for any shoe.

When glazed kid was selling at \$1.50 per square foot no lining was too good to support it at any price of shoe in which such stock was used.

The same thing is true today and will continue to be true in the future. It is and will be true of other leathers as well as glazed kid. The difference between poor linings and the best amounts to a picayune sum in proportion to the cost of a pair of shoes. No shoe manufacturer would make a pair of shoes for his own wear and use a poor lining. He ought not to do to his customers what he would not do for himself. Nor should he encourage dealers to handle shoes that will disappoint wearers.

A strong lining—the best lining obtainable will not only help the upper to hold its shape, but will also help the upper to hold in the inseam or bottom fastening. True, it is not visible when the shoe is on the foot, but its effect is in plain sight after only very few days of wear. A shoe without a good lining is not really worth resoling. With shoe prices of the present and the near future, a shoe whose lining does not make it worth resoling is not likely to be considered worth rebuying.

A CORRECTION

In the September 1st issue of the SHOE AND LEATHER JOURNAL appeared an advertisement of the John R. Evans Leather Co., Limited, in which their product was advertised as "Mount Royal Kid."

As the use of this name appears to conflict with the name "Royal Kid" used by the Bonner Leather Company it will be discontinued. It was not the intention either of the John R. Evans Leather Co., Limited, or the SHOE AND LEATHER JOURNAL to infringe upon the rights of the Bonner Leather Company, or any other concern, the term being used while the application for copyright was in abeyance and before any decision had been made.

It is an old saying, but a true one, that honesty is the best policy. Dishonest salesmanship is a liability, both for the salesman and his employer.

The 1921 Convention

A Member of the Canadian National Retailers' Association Offers a Few Suggestions for the Next Convention

Editor SHOE AND LEATHER JOURNAL,

Dear Sir,—I hope you will not think me a little premature in beginning at this early date to offer a few suggestions about the convention of shoe retailers next year. While the one just held in Montreal was a grand affair, and I do not wish anything I may say to be construed as criticisms, yet it seems to me we can benefit by this one of 1920 and improve on some things.

Of the "Show" I have nothing to suggest, for that was a matter in the hands of the manufacturers. Its conduct was excellent in every respect. But of the convention of retailers I feel sure we can improve on it. That the arrangement at Montreal was not all that it should have been was no fault of the committees, it was caused by inexperience. No one knew it would work out as it did. As it was, a man would rise at seven in the morning and it would keep him going to get dressed, shaved, and breakfasted to get to the Coliseum by nine o'clock. Then a first session was on. There was also some form of entertainment for the ladies, a drive or something of the kind. The men accompanying the women would all be down to see them off, and as many men as could get in on the drive, or whatever it was, would get in and that would preclude their being at the session. Then, when those who did not go with the ladies returned to the convention room the subject or business up for discussion would be half over, and they would miss the line of treatment. And a number, even of those who did not go, would not come up at all, having been kept around until after the session was half through.

Then from that time on one was on the go all day long and right up till twelve o'clock at night, and as long after as his vitality would hold out, and then up again at seven next morning and the same process all over again.

My main objection is that there was so much going on in the way of entertainment that the convention was robbed

of its real worth. It overlapped and interfered with the gatherings, and kept a great number away who would have been there if it had been arranged differently.

Now I shall try and give some suggestions that will be an improvement for the coming convention in 1921. First of all, if a "show" should be held I suggest that the Convention be held two days before the show opens. That is, the convention be held on Monday and Tuesday, and the show open on Wednesday, or for that matter, if necessary, let the convention be three days and the show open on Thursday. Let there be no entertainment during the first two days. If the convention is well attended there will not be time nor disposition to take in tiresome trips in the way of drives and seeing shops and factories. The convention could close with a banquet on Tuesday or Wednesday night.

Then after the show opens the entertainments could begin. These would not interfere with the show at all. In Montreal, the show rather over-balanced the convention and detracted from it. It was difficult to get the retailers to come up to the meetings and leave the show. If the convention were held before the show this difficulty would be overcome.

I am firmly convinced that the life and success of the Retailers' Association depends on the success of the first two or three years of its existence and these conventions are one of the factors determining the Association's power and influence. If it can be shown that it is powerful enough and influential enough to be a potentiality in the trade, and put across some important measures, then everyone in the retail and manufacturing and wholesale business is going to sit up and look around and take a little notice. It is not enough to have a "big time" at our annual affairs, we must have a "Good time" in the sense of accomplishment.

I hope you will grant me space for these few suggestions, and that others may take a lively interest in the matter and offer ideas as well as I.

Yours very truly,

AN INTERESTED MEMBER.

It is as essential to know when not to try and make a sale, as when to make one. Many salesmen have made a customer for life by restraining him from buying at the wrong time.

The very attractive front of W. Theobald's shoe store on Victoria Drive, Vancouver, B.C.



Present-Day Profits

The Average Shoe Retailer Now Has a Few Problems in Profits on His Hands—A Tendency to Ease off Seems to be the General Idea

EVER since the war began the shoe retailer and leather men have been more in the limelight, so called, than any other trades. In reality many of them have been more in the dark than the limelight about many things in connection with their business. Papers, that is newspapers, have ripped them up the back and down the back, and all kinds of explanations have been offered about prices, both low and high, and why they should be so high, why they should not be lower, and the great majority of these articles have shown the writers to be very unfamiliar with the trade and the true situation of the whole affair.

At the present time it is a fact that a number of retailers may be just a little pressed to meet their bills. That does not mean that they are not in good shape financially, for the majority of shoe retailers in Canada are to-day possibly better situated, financially, than they ever were. But through a peculiar combination of circumstances the shoe man finds himself in awkward positions because his surplus capital, instead of being in the bank, is tied up in shoes at replacement prices that exceeded that of a year or so ago. This, of course, applies to those who are working all their capital and have no great reserve on hand.

It may seem a strange thing to say, but shoes have not a market value. Don't misunderstand that statement. A man in the real estate business may purchase a property for \$1,000. In two weeks, by some cause, that property becomes worth \$2,500. The man can sell it at that price because it has that market value. A lumber dealer may have a thousand feet of lumber for which he paid \$75, but in a week the price jumps to \$150. He can sell it at that price because that is the market value of the lumber.

But are shoes in such a line of operation? Not at all. Let us explain. John Smith has a retail shoe store. He places an order with a firm for a hundred pairs of shoes at \$7.00 a pair. He is permitted, if he goes the full amount, to sell these at \$10.50 a pair. But by the time these shoes arrive, and are in stock to sell, the price at the factory has jumped to \$10.25 a pair. Now if Mr. Smith sells these \$7.00 shoes at more than \$10.50 he can be prosecuted for being a profiteer. That is, he cannot consider replacement price in the selling, he must base his profit on the invoice price. Therefore, unlike real estate and lumber and coal and a hundred and one other things, shoes have no market value, they simply have an invoice value.

Now let us assume that he sells these shoes for which he paid \$7.00 for \$10.50. He will have paid for the hundred pairs \$700, and will have received for them \$1,050, or a gross profit of \$350, from which he must deduct his selling expenses and all other outlays in connection with his business.

Next, he places an order for another hundred pairs at the new price, \$10.25 a pair. Instead of paying \$700 as he did before, he must now pay for replacement \$1,025, or \$325 more than before, and as his gross profits were only \$350 he has only \$25 on which to pay running expenses of his business. In other words he will have to dig up an extra \$325 somewhere to meet the replacement price.

Now this is what is pinching many merchants just now. They need that "extra" cash to provide for replacement. If shoes had a market value the same as real estate and lumber and other commodities this would be taken care

of in the profits of the first one hundred. But, as stated above, the law will not allow this.

Now the argument will immediately be advanced by the average person that the retailer made his legitimate profit on the first hundred, and will keep on making it on each successive hundred pairs by adding the percentage. But is this strictly true? There are stores to-day who have stocks that they have been selling retail right along for the past season at \$8.00. In the receiving room are shipments of these same shoes for which they paid wholesale \$8.75. Will it be possible to obtain the regular profits on these shoes at this time? Not so. The papers and a strong sentiment of public feeling, and much talk about lower prices, have forced the retailer into a position that, while he may legally put on the legitimate profit, he finds it will scarcely be expedient to do so, and there seems no other way but a curtailing of profits as a result of this peculiar situation.

Here is an illustration of one firm's position on a line of boys' shoes. This line cost \$300 and sold at \$400. That was a dollar a pair profit, or 33 1-3 per cent. profit on invoice price. This line now costs \$3.65 a pair, and at the same rate of 33 1-3 per cent. the retail price would be about \$4.90 or possibly \$5.00. But this firm will just add the \$1.00 profit per pair. Now the public will say: "Will, they get the same profit do they not on each pair?" That is true, but to obtain that profit they now have to expend 65 cents more on every pair, which may not sound very much on one pair, but on a hundred pairs it means \$65, and on a thousand it means \$650, and money invested costs money.

But here is another very strange thing about the replacement arrangement. While the retail shoe dealer is not allowed to sell his goods or arrange his profits on the replacement value, but on the invoice price, insurance companies will give insurance on replacement valuation. So with some portions of the stock, a fire would bring more profit than selling at retail.

It is also a fact that while many stores have less pairs of shoes in stock than a year ago they have more money invested, and it is this situation that is making it quite hard for some of them to meet their bills, necessitating their asking for a little time. But there is not the slightest cause for alarm from a financial point of view. The whole matter will adjust itself, but will take a little time to tide over this readjusting period. Another thing, too, it is a good evidence of getting back to more normal conditions than the way things have been running for a time. The merchants are not complaining and the wholesalers are not complaining, and everything seems to be shaping for better and more stable conditions in the very near future.

And another very hopeful sign is that manufacturers are now in better position than for a long time to look after sorting orders. They are getting well caught up with their work, and are getting their factories back into better running condition, and a dealer can obtain quicker service on his sortings, which is a very important thing with those who do not carry extra large stocks.

THE PRACTICE OF ECONOMY

It is astonishing what the war has done in changing our ideas of things. The latest conception of an optimist is that of a shoe repairer, who, when an old lady took him a very much worn pair of shoes, said in a very optimistic tone "Leave 'em with me lidy, I'll see wot I ken do for yer. The laices aren't so bad." The practice of economy has done wonders.

WHAT IS THE JOKE IN THIS?

"Aren't you the man who bought one of our new English style pairs of shoes?"

"Yes, I am."

"Did they hold their shape as I said they would?"

"Yes, doggone 'em!"

Wisdom From the Bench

Rambling Notes from the Cobbler's Stall—Views, Practical, Personal and Political, of an Old Timer—Criticisms of Men and Events

WHEN I was a journeyman we had a word for common, everyday stealing which salved our consciences and gave us free shoes. When a man was handed out the stock for a pair of shoes there was no work ticket in those days or checking up by the office. We were given the necessary leather and other materials and bought our own "findings" such as thread, nails, pegs and wax. Now and then we got more materials than were required for the job, as the leather was cut out in the rough, and whatever came in this way was considered "cabbage," for the word "graft" was not known in my day. The world has been full of graft from the day that Cain tried to put over his self-invented sacrifice on the Almighty. If you can only cover up crookedness with a nice name, or give it a "smart" twist, you can generally get away with it with a flourish. In the old days the boss recognized the custom in most cases, and often made a joke of the fact that most of the shoes on his workmen were made from "cabbage" material. Probably he had some way of getting the cost into the overhead as neatly as they do it under modern conditions.

Modern Cabbage.—This is the golden age of graft. It is not done as crudely as in the old "cabbage" days. Boards of Commerce may come and go but graft goes on forever. It is present with us in everything we eat, wear or do. As the boys say, they get you going and coming and all the way between. You can't mention an article that some thief, who chuckles when you call him profiteer, does not work his graft into. Take it on this tobacco I am smoking. They take it out of the quality, the quantity and even the tin that contains it, and they add to the price at the same time. I have been a staunch teetotaler since I first sat on a shoe bench, but even before prohibition came I had a weakness for the decoctions put up by the modern confectioner. Leaving aside candies, to which profiteering applies as much as anything in the country, when you go to a soda fountain to-day and ask for an ice cream soda they give you a sloppy mixture, not half as good as it was ten years ago, put in a little dab of ice cream that is made up with gelatine, and charge you three or four times the price. And the shoe trade cannot plead "Not guilty." I had a pair of shoes in my shop last week to have the back strap stitched. The customer was furious that a good pair of shoes should need repairing inside of six weeks. I asked him what he paid for them, and he said \$14.50. Those shoes cost the retailer \$7.50 to my knowledge, and according to the basis of figuring authorized by the Board of Commerce, they ought to have sold at \$11.25. The dealer who got fourteen dollars and a half for them may think he is smart, and hold up his head on Sundays, but he is a plain thief when all the varnish is taken off the word profiteer.

The Agitator Pest.—Things have come to a pretty pass when a bunch of men, whether they be miners, laborers or railway men, can put a pistol to the head of government and have their demands granted. It is pretty near time we had the question settled who is running the country. People are long suffering and put up with a good deal, but the time comes when even the worm turns. It would not be so bad if these "Committees of Action" represented the best element in labor, but they don't. There is not the least doubt in my mind but that this doctrine of the long-haired, dog-whiskered bolsheviki is gaining ground where some of us least expect it. I had an argument with a railroad man

who was in having a pair of shoes repaired the other day, and when he got warmed up he began to spill the beans. These cracked-brained fools have "soviet" government on the brain, and they don't know any more what they mean than they do about Greek. When you point to Russia as a sample of sovietism they get back at you with the statement that you can't believe all you hear about Russia. What troubles me, and those who follow the moves of the cult, is that as soon as you scratch them and get a little blood they develop the worst kind of Troztkis and Lenines. Most of them would imprison and kill those who do not agree with them as readily as the great mountebanks who just now have Russia and part of Europe by the throat. There is only one way to handle a poisonous viper, crush it, and do it quickly and well.

Leather Prices.—Upper leather, they tell me, has come down twenty-five to thirty per cent. and sole leather ten. Tanners are still crying dear hides, and most of them are sitting tight—especially the sole leather men. As usual with the Board of Commerce investigations the probe began at the wrong end and the retailer got all the tail twisting. Some of them needed it, as I and others know very well, but we were very patiently waiting to see why we were paying such prices for sole leather, tops, etc. I see that the fair price investigation on the other side of the line has lately extended to the repair men, some of whom, no doubt, will get their twist as well as the retailers, but I would bet dollars to doughnuts that the probe will never come within a mile of the people who are most to blame for the high cost of repairing shoes. These tanners are few and friendly to each other, and have their little gatherings when they are able to fix things to suit themselves. A customer of mine, who is an M.P., tells me that during the war and later they were frequently at Ottawa after their meetings at Montreal and Toronto and got what they wanted pretty well. At all events there is no class of men, not excluding the packers, whom they blame, who have made more during the war and since as the tanners. There is no doubt in my mind that had they eased up in their grab policy months ago the recent "debacle" in the shoe trade might have been avoided. They made enough money to take their share of any loss more easily than any other branch of the business, but from all accounts are holding the lines as stiff as ever. They have been keeping down production just to keep prices where they are, and yet they talk of the methods of labor unionism.

Such a Grouch.—It makes me tired to hear people talk about the high cost of living who don't know anything about it. People come into my shop who give every evidence that they are spending money as freely as ever they did, who talk endlessly of the cost of sugar, the wages of maids and the growing tax bills. Well, I am hit as hard as anybody, and have to work as hard to make ends meet that I sometimes ask if the game is worth the candle. But even at my age I find I am able to do a little more than I think I can do, and turn over enough pennies each week to have a little left when the grocer and landlord are paid. Do you know I think this talking about how hard things are, and how dear everything is becomes a habit, and the worst of it is that the habit is catching. If people would talk less and work more we would find our troubles disappearing. Workmen are talking so much about wages that they do not earn half they are getting. Employers spend so much talking about the high cost of production that the overhead goes up. This eternal talk gets us nowhere. What the country needs is quiet carefulness in living and above all work. When I find myself drifting into talk about the high cost of living, I try and forget it by working in a few more stitches to the minute and a few more taps of the hammer to the hour. We are not passing through any new experience. I was a lad when the American war was on and it seems just now as if I were living my youth over again.

Adamson Gives More Selling Advice

Mr. Adamson's Letters are Greatly Appreciated by the Young Men to Whom He Writes

THE young man to whom Mr. Adamson wrote and gave the advice on agreeableness and knowing his business, wrote a very appreciative letter, thanking him and telling him how much he enjoyed reading the letters, because they were so practical. He also said it was his intention to put into practice everything he had suggested, and that he had gotten several of his selling associates interested, and they had formed a little study club. This club would meet weekly and discuss subjects on salesmanship and general business, and there seemed no reason why they would not greatly profit thereby. The young man admitted that their object was really selfish, but explained that even if they gained knowledge through selfishness it was better than not to gain it at all. He outlined their plan to Mr. Adamson. There were seven in the club. The meeting place was to shift around from one of the young men's homes to the other until the seven had been visited, then they would start all over.

They would take up at these meetings the best method of handling such and such a kind of customer, and they would have "clinics," which meant that one of the young men would assume he was a customer and would bring up all kinds of objections, such as are met daily in the store. One of the other young men would act as salesman and try to meet these arguments and try to sell the customer. Then, when they were through, the meeting would be thrown open for criticism and suggestions on the work as shown by the two demonstrators. By this method much interest would be aroused and much good would be accomplished.

At another meeting they would possibly take up some work on selling and read and discuss that. The idea of the club was that with a number in it who were interested it would bring out better work and create more enthusiasm.

Mr. Adamson was greatly pleased with this letter, for as he was not receiving any remuneration for this work which he had undertaken, he felt that he was being repaid when he received such evidence of appreciation, and especially from one outlining such a definite plan of practical work as this one had given. So he wrote the young man another letter, telling him how greatly pleased he was to know he had been of some service to him. This is the letter:

My Dear Young Friend:—Your letter was a great source of pleasure to me, for it certainly is gratifying to know that one's work is appreciated and bears actual fruit or accomplishes something along the line one desires it to do.

I shall now give you a little more talk about some things in reference to selling, that you may not have thought had direct bearing on the subject of selling. And while it may not bear on it so immediately directly it is one of those qualities that wins in the long run. The one thing I want to emphasize is TRUTHFULNESS. Now don't fly up and say I am insinuating that you are not truthful. I know how you feel. But go slowly for a minute. There are more lies told about wages and the selling of goods than any other two things on earth. The temptation to lie when making a sale, or trying to make a sale, is so enormous that you will have to muster all your courage to withstand it. There are more lies told in advertisements than would sink a ship if they were concrete things instead of abstract. And you know advertising is just one way of selling goods.

I do not care what your line may be, whether selling

shoes or furniture, or bread or cakes or candy, or anything else, when you get to the point of closing the sale, and it is with difficulty that you are making the close, and if the customer should happen to ask you some question about the article, and you know that if you told the truth about it it would queer the sale, it will take all the religious training you have ever had, and then some, to withstand the temptation to lie about it in order that you may make that sale. It is greed that makes so many liars in this world.

Now, my dear young man, you may make the sale by telling a small lie, but you will lose your own self-respect, that is, if you have any to lose. You may lose the respect of the customer for you must remember that liars need to have long memories and some day you may forget that you told that customer that thing and tell another a different thing, and these two may meet and incidentally discuss the matter and you would be caught, and you would lose the respect of both of them, even of the one to whom you told the truth. Lies are things that have a nasty habit of coming home to roost.

I am a firm believer in the theory that a man can make sales and do business by lying. There seems nothing in the world to prevent him from doing it. I know there are many people who think that business cannot be conducted by dishonest people, and that soon or later they will come to grief and break down or something will come on them in the way of a calamity that will stop them up. I am one of few who believes this does not always work out that way. I know men who started in business twenty-five years ago in a very small way. Employed one girl clerk besides themselves. They lied in their ads, they lied over the counter, they have kept it up and to-day with a staff of fifteen or twenty, many of whom have imbibed the lying habit from the bosses, the business flourishes and the men have made plenty of money, and is quite a figure in the town.

But I put it right up to you now, DO YOU WANT TO DO THAT? If you can't sell goods and do business without lying then get out of it. Get into something in which you will not need or apparently need to do that. These men I have in mind did not need to have conducted their business that way. They could have done well by being honest, but maybe not so well as they have done. There are some mighty big concerns on this continent to-day who have risen to their present standing by being honest in everything they did, in their selling especially, for they considered their customers were assets and permanent, and they did not want to risk losing them by deceiving them. You may make a permanent customer by being frank and honest with him, and to hold one by lying means you must keep on lying forever.

Mr. Eugene Grace, the head of the Bethlehem Steel Works, and one of the most successful young men of this generation who is noted for doing things, when asked what he considered the fundamental principle of success recently said:—"Absolute honesty." Make your statements a hundred per cent truth; Never be afraid to put what you say in writing; Honesty is the only policy for any business.

You will notice I am discussing this thing entirely from a business point of view. I am leaving the moral consideration of it entirely with yourself. That is a phase that is separate from the business side of it. But I think if you will sit down and consider it you will decide that the better way is to be truthful in the selling of goods.

Now let me suggest that you take this subject up in your club and it will be a test for the members of it. If there are any who will decide in favor of selling goods by misrepresentation I would advise that you drop them from your membership. Soon or later they will show up in some form of badness that you will not appreciate. So my parting word in this letter is BE TRUTHFUL.



Blachford
Shoe Manufacturing Company
Limited
Toronto



*Combination
Last*

*Have You an
Onyx or Georgina
Agency?*



Retail Conditions and Prospects

What Retailers Think of Situation—Interviews and Reports from Those Who Distribute Footwear—Are We Down to a Solid Basis?—How Retailers are Buying—What the Public Think

WE are at a point where it would be worth something if one could just tell "how the eat is going to jump" in the next two or three months. People are making all kinds of guesses and trying to have these guesses come out right, according to their own feelings or interests. But it is safe to say that no one knows just what is going to happen before the first of the year. We may find business this fall much better than some predict and we may find it not so good. A great deal will depend upon the inclination and ability of people to purchase. Some point to the immense crops and say that business is bound to be good, while others call attention to the personal dislocation of industry and the possible lack of employment in the cities this winter and urge that the buying capacity of the general public will be seriously impaired this fall and winter.

With a view to ascertaining the actual conditions amongst shoe retailers and also to get their views as to the immediate future of the retail shoe business, the SHOE AND LEATHER JOURNAL asked a number of those most prominent in the trade to give their opinion on the condition of retail stocks, the general attitude of the public towards shoes, whether the cry for cheaper shoes was general and what their policy was going to be with regard to purchasing shoes for the coming spring and summer season. We have received a great many replies, and while we would like to reproduce them all space forbids. We are quoting a number that will be found representative of the whole, for while there is some diversity of opinion on all of the points, the consensus of thought is in the direction indicated by the views quoted.

There seems to be little doubt but that in spite of the many sales of shoes throughout June, July and August, retail stocks are still so large that retailers feel justified in curtailing buying. As some retailers put it, they were up against not only a rising market for the last couple of seasons but an almost utter impossibility of getting goods when they wanted them. The result has been that they have been loaded up with goods at prices that in many cases make it difficult to move them. Some of the fancy seasonable regular lines have been got rid of by sales, but there is still a lot of regular high class goods that are on the shelves.

As to the attitude of the public on the price question, there seems to be the impression that the demand for cheaper footwear is not spasmodic but general, and arises from a genuine conviction that shoes ought to be lower in price on account of the lower cost of raw materials. They see before them from day to day the prices of hides and skins and figure out that it must mean cheaper footwear. They read of the gradual lowering of costs in other living essentials and they have it firmly fixed in their minds there is going to be a drop in shoes. The mind of the public is made up for lower prices and they enter a store prepared to combat the idea there will be no change in costs. Whether rightly or wrongly informed there seems to be a general impression that prices are on the downward trend, and this with the spirit of economy that is abroad will no doubt affect to a considerable extent the purchasing spirit during the next few months.

That the epidemic of sales during the past few months has helped along this attitude can hardly be denied. Nevertheless the influence has not been as great as might be supposed. It is not cheap goods the people want but regular

goods at lower prices. Some of the sales of cheap stuff have been pronounced fizzles. People to-day are better judges of shoe quality as well as quality of other kinds, and cannot be fooled as easily as they used to be. They seem to know what they want and think they know what they should pay for it. The dealer has to reckon with this factor of the situation more than ever and it is this fact that makes him so largely a "bear" in the present situation, not that he is always against the manufacturer in the matter of prices.

As to buying for spring the general attitude seems to be that of waiting for the situation to clear. There is not one retailer in a hundred who does not feel that he is working largely in the dark in the matter of ordering shoes just now for spring. The majority seem to think that January will be here before they are in a position to buy wisely and well. On the other hand good buyers admit that they cannot do justice to themselves or the manufacturer by waiting. Most of them are taking chances on a broad guess and figure they will be safe in ordering just now a large proportion of their spring goods. All the same the manufacturers will deceive themselves if they anticipate anything like the buying there was this time last year.

The general tendency will be to order carefully. It will be more largely than usual a "wait and see policy" and manufacturers as well as leather men will do well to take this into account. There is no doubt that just as soon as retailers feel safe in going ahead they will buy liberally but at the present writing the rank and file express the feeling that there is nothing definite enough so far to build upon. Here are a few of the opinions gathered from responsible firms in various parts of the country:

These are the questions we asked in our letter:

- (1) Do you think retail stocks are now in conservative shape?
- (2) Do you think we are over the "cheaper shoes" cry?
- (3) Are people inclined to buy more freely and do you think Fall Business will be normal?
- (4) What do you think the best policy for spring buying from a retailers' point of view?

* * * *

W. H. Downey, of Brockville, writes this answer: (1) Yes; (2) No; (3) No; Fall business will be quiet; (4) Place orders, protecting yourself if prices decline.

Trade is in an unsettled condition, the buying public looking for very much reduced prices which is not forthcoming from the manufacturers; that is placing the retailer in an unsatisfactory position, having to meet public sentiment by reducing prices to keep up sales.

* * * *

The Robert Wilson Co., Hamilton, Ont., write us as follows:

- (1) I believe most shoe merchants have their stocks in good shape; that is, they have had plenty of time and notice to reduce stocks and no doubt they have taken full advantage of the acceptance by makers of cancellations. It means to do business, they must buy some shoes soon.
- (2) No, I do not. It may be that it is not or may not be so pronounced but still, once the buying public think shoes are down, if they see repeated reduction sales, or continued publicity in the papers in the lowering prices of hides and note the feeling of conservation, they will look for cheaper shoes. Of late the public have given us the experience of a few years ago, by going from store to store looking for \$6 and \$7 shoes. We cater to the middle-class and while there will be some lines sold up to \$15 I firmly believe that \$12 will about be the limit, with a large percentage sold around \$10.
- (3) No, people do not buy quite as freely. You see it is in the air to go easier and naturally most people (in our estimation) start at the feet to reduce. About fall business—We feel that the western crop being so heavy, and the fact

that it takes money to finance, we in Eastern Canada must bear most of the burden in raising that money. Just as soon as the money starts to return, so soon will business conditions improve. We are looking forward to good business this fall, but not of the reckless, give me the shoes at any price feeling which has prevailed up to spring. We anticipate the buying to be of moderate priced goods, possibly those a little more staple in character.

(4) We think all retailers should go very carefully. Do not buy a nickel's worth more than needed to feel your way along. There is no need for being panicky. Just do a legitimate business. Do not resort to sales. Try to get your price out of all goods. When we say sales, we mean continued reduction sales of such a nature as to cause the public to think shoes were in for a tumble. Talk good times and go about your business as if things were never better. Naturally, we believe in concentration and suggest that merchants pick out a couple good makers and concentrate their buying from them, the confidence placed would be returned many times in valuable assistance as to dating, proper goods to buy and fewer lift-overs on their shelves. There is no better time than the present and no more valuable assistance can be had from any source than concentration now.

* * * *

L. C. Lockett, of Kingston, makes these observations:
Question No. 1—Re Retail Stocks—

Judging from what I am told and what I can see of the shoe stocks in this city I think that we all have a pretty good supply. Trade here is divided of course, and is the same in all places; we keep a big majority of fine or high priced shoes and there are some stores which cater more to medium and cheap shoes. Their stock will, I should judge, move out quicker than ours would and therefore they may not have too much stock on hand to prevent them buying their usual supply for Spring. I am inclined to think, however that we are all pretty well stocked up.

Question No. 2—"Cheaper Shoe Cry"—

The question of cheaper shoes certainly is here now and I don't think that we are over it. We must have cheaper shoes. The public have been led, by articles from time to time which have appeared in the papers, telling them that we are to have cheaper shoes just because leather had dropped in price, but making the mistake in not telling them that the drop in price could only take place in the Spring. Almost every customer that we have here says something about, "We thought shoes were cheaper, etc."

Question No. 3—Fall Business—

I do not expect to see Fall business normal. I shall be agreeably surprised if we have a good Fall trade this year. I think that people are beginning to curtail their expenditure and I think that we will feel it to a certain extent in the shoe business as well as in other trades.

Question No. 4—Spring Buying—

I think that there will be some buying for Spring; in fact I have made some purchases myself, but only of those shoes that we are entirely cleaned out of. Other years I would buy ahead of lines that were not sold out but that were considered good lines. This year I will wait until those goods are sold before buying. I think the policy is to buy just what you know you will need and cannot do without. We have to have shoes to stay in business and the merchant that won't buy anything for Spring might find himself in a predicament when the season opens.

* * * *

A. J. Stephens & Son, of Ottawa, write as follows:

(1) We think that retail stocks are still heavy, especially with the dealers who accepted their fall goods and did not cancel.

(2) We are certainly not over the "cheaper shoe"

cry. In fact it is growing. Our customers tell us that hides are away down and that shoes should be cheaper. The public is expecting cheaper shoes and people are constantly asking when the "drop" is going to come.

(3) People are not buying more freely; in fact mostly all are only buying when compelled to by necessity. We think fall business will be normal.

(4) We think the best policy for spring buying is to go slow. The market is very unsettled, and the merchant should go very carefully. We would advise about 60% of spring buying being done in November with a guarantee of protection from the manufacturer if prices drop further. Any novelties or new styles that appear can be purchased in January or February and delivery can be had in lots of time for spring business.

* * * *

One of the largest Ontario shoe retailers, who does not wish his name used, says:

Regarding the shoe situation, we would judge the retail stock should now be in conservative shape, as for some little time retailers in general have been reducing their stock and should now be in fairly good shape for buying their Fall supplies. As a rule, we do not find people asking for much cheaper shoes. They are inclined to be reasonable, appreciating the fact that it will take time before much reduction is made in the retail prices.

As to Fall business, we cannot see why there should not be a good volume, especially with any person having, largely, a country trade. We do not think farmers have ever had better crops, and, with good prices, they are the last people that should have very much to say about cheaper goods, but we have not found they are looking that way to any great extent. The factories are fairly well employed and at good wages. The last question you ask in your circular is one that every man will have to decide for himself. Our views might be all wrong. We have delayed placing the bulk of our Spring orders, principally on account of the prices not being settled. The manufacturers, while they have gone on with their samples, are not just sure what their quotations will be for Spring delivery, and buyers do not care to place orders without some thing definite. We would be disposed to go on and place our orders for what we would require in order to be sure that we would have our goods when they were needed.

Johnston & Murray, London, Ont., write as follows:

Regarding your questions, of our views, of the present conditions of the retail business, we are of the opinion that retail store stocks are in a conservative condition, and that future buying should be very careful, and more consideration given to stock on hand than ever before, having fewer lines, and keeping well sized up in the lines that are required to do business.

As regards the "cheaper shoes" cry. The public have been lead to believe all summer by the press, and the amount of floor goods that have been dumped on the market, at prices far below regular cost of manufacturing, that shoes will be cheaper for fall, and we think it will have to be taken in consideration during our fall selling, knowing as we do that shoes will be cheaper for Spring. Our Fall buying has not started as yet, but we look for a good season; all indications point to normal business, if not better than last year.

Regarding Spring buying, the writers' opinion, which may be altogether wrong, is not the question of prices so much as a question of styles for spring. The American shoe market has been in such an upset condition during the last few months, that it is more than likely the Spring style shows will show a radical change in style and color, to try and get trade back in the regular channel again, and retailers should do their spring buying as carefully as they did for fall.

It Means Prosperity

Bumper Crops All Over Canada—Prices Promise Profitable Season—Western Situation Now Assured—Money to Pay Back Debts and Go Ahead—Cost of Living Reduced—Business on More Stable Bases.

NOTHING will do more to bring business down to a near normal basis than the plentiful supply of foodstuffs, and that is now assured by the reports of cereal and other crops from all over Canada. There has been a great deal of uneasiness all over the country occasioned by the continued high cost of living which, according to government reports, has been reduced within the past two months by about five per cent. There is no doubt that with cheaper flour, cheaper sugar and reduced prices for farm produce generally there will be a still further and even more marked reduction in the next two or three months. This will lift the pressure from some industries that have been feeling the effects of tightening purse strings.

Government Official Figures

A report just issued from Ottawa says that the Canadian wheat crop this year will be 289,000,000 bushels, as against 193,000,000 last year, is the latest official estimate of the Bureau of Census and Statistics. The oat crop is placed at 556,000,000 bushels, compared with 394,000,000, while barley will be 64,000,000, compared with 56,000,000 last year, and flax 11 millions.

In the Prairie provinces alone the wheat estimate is 260,000,000, oats 359,000,000, barley 43,726,000, and flax 10,817,000. In Manitoba the wheat yield is estimated at 40,305,000 bushels, Saskatchewan 136,880,000, Alberta 82,972,000. This is about 600,000 bushels less than the Manitoba yield last year, but is an increase of 47,000,000 in Saskatchewan and 48,000 in Alberta. The oat yield of Saskatchewan is placed at 173,003 bushels, Manitoba 61,378 and Alberta 124,958.

For a long time results were in the balance in Alberta. The southern part of the province contains what is known as the dry belt and for three years there has not been rain enough to give any kind of a crop at all. In fact there has been practically no grass for a couple of years. For a while



KAMLOOPS, B.C.

Courtesy of Canadian National Railways

it looked as though the good start made in May and June was going to be lost, but the later rains and good harvesting conditions have given Alberta the biggest crop it has ever known. In discussing the situation last week the Calgary Herald says:

"Alberta's wheat crop in 1915 was 60,000,000 bushels, valued at \$50,000,000. In 1919 the yield was valued at \$63,349,000, being 34,575,000 bushels. The largest Federal official estimate of this year's crops is 82,972,000, which, taken at \$2.60 a bushel, will bring Alberta farmers the huge sum of \$215,727,200. This means, in other words, that the bumper yield of 1915 will this year be increased over four-fold in monetary value, assuming that approximately the present price of wheat holds."

Already we are hearing from subscribers in the West as to the effect of this welcome change in agricultural conditions and they are all optimistic, of course, as to the future. As might be expected the four or five lean years that have preceded the present magnificent crop have been a severe drain upon the resources of its people and it will take something to pay up back debts and put the country on its feet, but there is enough and to spare from the crops and other natural resources to make up for past losses and give the country a good start towards future prosperity. The people are "go getters," to use a Western expression, and it is only to be expected that next year will witness the greatest development this great country has ever known in its history.

D. J. M. McGeary, of the Royal Shoe Store, Saskatoon, says:

"My humble opinion is that times in the West are rapidly on the mend. We have splendid crop conditions, speaking generally. Houses are at a premium, a fair amount of building is going on and very little unemployment. Farmers are working more land each year, and settlers are continually taking up vacant lands and buying farms already worked.

"Merchants feel they must use great care and as much foresight as possible in buying their immediate conservation needs. We are expecting cheaper merchandise and hope the decline will be gradual so as to stabilize the conditions of the country and not start a panicky feeling. Most merchants have fairly heavy stocks and must be careful to unload; therefore buying should be very conservative until such a time as stocks are reduced to normal. Manufacturers will now be able to take care of repeat and sorting orders on fairly short delivery dates, thus bringing back conditions of merchandising to a business basis, not a speculation as the rising markets made necessary."

THE SHOE AND LEATHER JOURNAL sent out a few enquiries to shoe men throughout the West asking their opinion



EDMONTON, ALTA.

Courtesy of Canadian National Railways



ALBERTA CATTLE
Courtesy of Canadian National Railways

as to the present and future conditions. Here are a few of the replies.

The Ryan-Devlin Shoe Co., Ltd., of Winnipeg, say: Since the 1st of September, our business has shown a decided improvement; buyers are much more disposed to buy what they require. They seem to realize that they cannot expect any immediate reductions in the price of shoes. We have had the most favourable weather conditions for the harvesting of our crops and the yield seems to be even better than was expected, so that we feel that a good fall trade is assured and we see no reason why we cannot expect a good spring business also.

Mr. G. Garfield Wray, of the Yale Shoe Store, Regina, writes: "Honestly we are groping around and proceeding very carefully even yet for 'Fall' possibilities; for, while we all know that in this western country especially our people have got to have good footwear, there has such a change come over the people, that we merchants are all playing safe, until we can ascertain or measure the extent to which the spirit of economy is apt to go, and to satisfy ourselves whether it is self-imposed or of necessity because of living costs. This, to my mind, is the crux of the shoe situation. If the buying public suddenly realize they have been unnecessarily denying themselves certain articles and that the daily papers prophecy of declining markets was a hoax, and no serious outside influence not now realized occurs, I believe we will experience a stimulus in the shoe business, which will make us all feel it was good for us to have this shaking-up.



PARLIAMENT BUILDINGS, REGINA, SASK.
Courtesy of Canadian National Railways

"Now I know this does not answer your questions, but I do feel the answer will be found in the development of the thought I have expressed. But, whether that will be in time for the manufacturers' representatives now about to start out on their various territories for spring business, to find the merchants ready to 'buy as usual' the situation having clarified itself sufficiently to warrant same I have my doubts. I predict that an extra trip, say in January, would prove highly profitable, as we will know then how we stand.

"As to price expectations, I find the public have resigned themselves to the inevitable 'high prices still,' knowing it is not reasonable to expect footwear at lesser money when all costs entering into its manufacture (leather excepted) has increased."

Ed. Stark, of Vancouver, says: "We find quite a demand now for \$15.00 shoes and not so much for \$25.00 lines, but most of our sales around \$18.00 or \$20.00.

"Fall business is well under way and quite a decided improvement in retail business. Stocks are heavy on the Coast and we anticipate a very small placing for Spring."

Mr. C. F. Rannard, of Winnipeg, also writes us as follows: "With a bountiful harvest and good prices this Fall, the business outlook seems to be particularly bright, but as to the Spring I think that is too far away, as there are many things that may happen that will spill the beans.

"I think business for Spring in this territory, as far as the retailer is concerned, will be carried on in a very cautious



SASKATOON, SASK.
Courtesy of Canadian National Railways

way and that goods will be bought as far as possible in a hand to mouth fashion.

"I feel satisfied it is the duty of every individual, rich or poor, employer or employee, to do all they can to increase the production, manufacture, and business in every way, whether by buying the clothes we wear or what we eat, and that all raw production produced in Canada will be manufactured to the finished article, as far as possible, so that the Canadian people, individually and collectively, will benefit to the full and that by a united effort the Canadian dollar will be raised to par value in comparison to the United States dollar, but this can only be brought about by united effort of the Canadian people."

John Affleck, of the Yale Shoe Store, Winnipeg, writes as follows: "With reference to buying we understand most retailers here are standing pat, and little future buying is being done. We do not think this the best policy. Buyers should be careful, but continue to buy their requirements. You can't hold your trade, in season, unless you have new stock, and retailers must co-operate with the factories, by placing orders in advance.

"Business here with us is good. The best season so far in our history. With everybody working for good wages, and a billion dollar crop being harvested, the west looks good to us. These conditions apply to the whole west, and there is bound to be a big demand for merchandise.

"Spring is a long way off yet, but any one without optimism in this part of the world should go back to Ontario."

Manufacturers Use Movies in Advertising

A Wonderfully Realistic Movie of the Making of Leather and Shoes from the Range Cattle of our Canadian West to the Dainty Foot of the Feminine Wearer

Of course it is now well known that the Canadian Shoe Manufacturers' Association is running an advertising campaign emphasizing the wearing of Canadian shoes. The advertising is appearing in all the important Canadian papers, and is educational in character. That is, it furnishes a great deal of information that the general public would never obtain were it not for these advertisements. But not every one is aware that the association has a very fine movie picture called *Sole-Mates*, that is being shown at various theatres, and is even more instructive and educational than the printed page, because people can learn more and learn quicker from a picture than from any other way.

The picture opens on the western ranches of the Canadian Northwest showing a big stretch of prairie, western cattle and the Canadian cowboy, so inseparable from the great west. And how appropriate to start out there at the beginning of the leather industry. This is followed by shipments of cattle, the reception of hides at the tanneries, and a reader in verse on the film is as follows:

This is the hide all shaven and shorn,
That came from the cow with a crumpled horn
And tanned as leather of beautiful shade,
Was turned into boots that Canadians made.

This bit of rhyme precedes a view of the unhairing process in the tannery, and is followed by other machine operations. Then another bit of verse reads:

This is the calf skin, so soft, not too thick,
It covered a calf that was not Bolshevik,
What's it used for? For boots, the highest in grade,
With skilled workmen's help, they're Canadian made.

This precedes a view showing the "boarding" of calfskins. Then a prose reader precedes a view of a staking machine: "Stretching—rather different from the wild western steer's early morning stretch, but essential for the welfare of our soles."

Following this are various operations showing the cutting room, stitching, sewing of lining into uppers, vamping, lasting, Goodyear welter, heeling and right on down to the finishing of the soles. Here the "making" part of the film ends, but it goes on with great interest after this.

Now it jumps to the big show at Montreal last July. President F. S. Scott, M.P., is here shown opening the exposition. You will be able to "see" him speaking, but as this is the silent drama you will not be able to "hear" him. Then a pretty lady arrives at the fair with her goat and wearing a gown of kid leather. This pretty lady goes around among the exhibits and she seems to have made quite a hit with the camera man, for he follows her and the picture takes you with them.

Then comes the interesting part of the film, the Style Show as staged at the big convention at the Windsor Hotel. Here are shown the models of whom it is said some of the visiting retailers remarked that they did not see why there could not be people like them in real life.

Then follows some views of shoe factories, and an explanation that 150 factories are devoted to shoe making in Canada and about 180,000 people are engaged in the enterprise. This wording is then dissolved into the following: "Canada produces footwear of every desirable type,

and of standard quality in all grades. When you buy Made in Canada footwear you are assured of the utmost in comfort, service and style."

The picture is now being shown and a few of the near dates are as follows: York Theatre, Toronto, September 20th and 21st; Madison Theatre, Toronto, Sept. 20th, 21st and 22nd. Temple Theatre, Brantford, Ont., Sept. 23rd, 24th and 25th. Regent Theatre, Guelph, 27th, 28th and 29th. Regent Theatre, Galt, Sept. 30th and Oct. 1st and 2nd. In Quebec province the following dates are booked: Victoria Theatre, Quebec City, Sept. 20th, 21st and 22nd. Casino Theatre, Quebec City, Sept. 24th and 25th. Week of Sept. 27th, Loew's or Strand, Montreal. Park Theatre, Verdun, Oct. 4th, 5th and 6th. Tiroli Theatre, Montreal, Oct. 7th, 8th and 9th.

The Manufacturers' Association is to be commended for launching this enterprise, for it will do a good work, and we suggest that just as soon as it has gone the rounds of the public theatres that it be exhibited in the schools, for its educational value. At the Toronto Exhibition it was shown and a couple of children, a little boy just learning to read, and his little sister, too small to appreciate it, attended. The little tot became tired and wanted to leave but the boy could not be taken away from it and insisted that the sister stay. The boy wanted to see "How shoes were made."

OCCUPY ENTIRE BUILDING

Years and years ago the retail store made very little of the display and less of the sale of findings accessories such as wool soles, cushion insoles, heel protectors, heel cushions, arch cushions, etc., etc. Those were the days when service to the customer was not the highly-developed factor in business it is these days.

That the manufacture of these specialties is meeting with a tremendous market these days is evidenced by the fact that the L. G. & S. S. Co., Boston, Mass., are to occupy the entire building, with the exception of store and basement, at 81 High Street, running through the entire length of the block to 213-215 Purchase Street, in that city. This gives the company 17,000 square feet of floor space, all devoted to the manufacture of their well-known line of shoe findings, sheepskins and upper leather.

The line of the L. G. & S. S. Company will be enlarged by additional lines, including many high-grade specialties made from imported raw material.

Too much credit cannot be given M. S. Silver and Louis Gutterman of this concern for their leadership in bringing the concern to the van in this line of industry. Mr. Silver is general manager of the entire concern and is a man young in years but old in experience and knowledge of his specialty. It is interesting to note that Mr. Silver has brought this concern to its present honored standing in the short time elapsing since 1915, when the house was founded.

BELLEVILLE'S CITIZENS DAY

The city of Belleville has pulled off a very unique stunt. It is a fact that the citizens of every city know very little about their own place in which they live. They would make better advertisers for their home town did they become better acquainted with the industries situated there. So Belleville arranged a citizens' day and fully 1,000 people went out to see the sights of their own town. In the evening they visited the new factory of the Natural Tread Shoe Co. and V. E. Taplin, the president of the company, gave a very interesting illustrated lecture of foot deformities, their causes and remedies and how to prevent foot troubles. Professional models from Toronto gave a very interesting exhibition of these shoes and the evening was closed with a dance. This is the kind of thing that will make your citizens boosters for your city.

Fake Sales Kill Themselves

The Public too Wise to be Fooled all the Time—Honest Advertising is Still a Good Policy, Even in Running a Shoe Sale

It was Abraham Lincoln who said: "You can fool some of the people all the time, all of the people some of the time, but you can't fool all the people all the time." And this philosophical utterance of Abraham L's of the early 60's of last century seems just as true in the early 20's of this century according to the results of a "gigantic" shoe sale that was greatly advertised in Toronto recently.

Somebody overstepped the mark some place. Someone over-estimated something. For several days one of the largest vacant stores on one of the business thoroughfares had its windows completely covered with signs announcing in most superlative terms the "greatest mercantile event ever attempted in Canada," one that would shake the

duced herewith, the heading of which was "Gigantic Sale of Ladies' Shoes." And farther down the page the strong statement was made that "One of the largest manufacturers of Ladies' High Grade Footwear in the Dominion of Canada is forced to raise \$50,000 Spot Cash in 10 Days." Then 14,000 pairs were to be thrown to the market at a mighty

Gigantic Sale of Ladies' Shoes

Will Begin in This Building
36-38 KING ST. WEST
Wednesday Morning, September 1
At 9 o'Clock—Rain or Shine—Positively No Postponement

It will be the biggest and most sensational sale of ladies' shoes ever known in all Toronto, or undertaken in the entire history of retail selling, and will start the store human family in a shoe store for the first time when the sale begins. First come first served.

One of the Largest Manufacturers of Ladies' High Grade Footwear in the Dominion of Canada is Forced to Release \$50,000 Spot Cash in 10 Days

In order to save the salaried, and three others and complete manufactured stock of ladies' high grade shoes and Oxfords amounting to \$1,000,000 wholesale cost, involving 14,000 pairs of shoes in 12 styles, all shoes and styles of Oxfords have been placed in the hands of merchandise adjusters who have been appointed with unlimited authority and power under a well known stock and financial, retail and complete, at any price it will bring to satisfy the banks who are clamoring for their money—necessity knows no policy. We mean well.

14,000 PAIRS OF LADIES' SHOES and OXFORDS

to be thrown on the market in a mighty price crash that will rock the very foundations of the retail world and will echo and re-echo throughout the width and breadth of Canada as the world's greatest bargain giving event. With the high prices of shoes and no outlook for lower prices, this sale coming as it does right at the beginning of the Fall and Winter season, will be a godsend and a blessing to the women of Toronto and all Eastern Canada. Can you in justice to yourself and family afford to miss this great money saving opportunity?

Remember this is not a sale of odds and ends, but a complete manufacturer's stock. No matter what size you wear, whether 2 1/2 or 7 1/2, your size is here in low heels, French heels, medium heels, narrow, wide or medium lasts, in tan, dark brown, patent leather, oiled, kid and every wanted leather for Fall and Winter wear.

The Greatest Mercantile Event Ever Attempted in Canada

Thousands of people will come here from every town, hamlet and cross roads for miles around, and no matter how busy you may be drop everything and plan your work to come here Wednesday. We are going to give you the greatest shoe bargain of a lifetime.

READY! NOW ACT! WEDNESDAY MORNING AT 9 O'CLOCK SHARP WHEN

the doors of the Building located at 36-38 King St. West, swing open to the public. Everything will be in readiness for you coming, and the greater day's shoe business ever recorded in the history of Toronto. You'll be waiting so promptly we will have no time to spare for you waiting. The size and price of each pair of every style shoe and Oxford will be marked on plain figures and placed on tables for easy viewing—and if you know the high price of today's retailing, here comes illness will keep you away.

Joseph P. Lynch Sale Co.
MERCHANDISE ADJUSTERS
In Charge of Sale Which Will Take Place at
36 - 38 KING ST. WEST



36-38 KING ST. WEST

- OUR - GUARANTEE

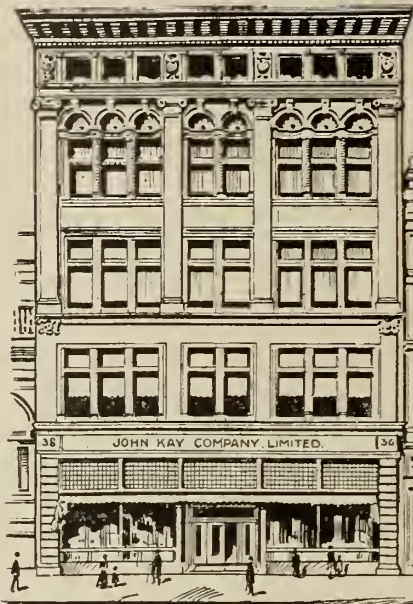
We absolutely guarantee every shoe to be just exactly as advertised or represented by any advertisement or representation without a question.

WATCH!
The Ladies' evening papers for prices and further details of sale. Then make every preparation to come here early Wednesday, to be waiting with the crowd when doors open at 9 a.m.

Full page announcement advertisement of sale

foundations of the shoe retailing business and put crimps in present prices as deep as the Grand Canyon of Colorado. We do not know who handled the sale, but he was a good publicity promoter up to the opening time of the sale. But there is certainly one of two things, he either did not know the shoe business, or he did not know that the public knew so much about the shoes and shoe prices. The advertising was startling. It was effective, as we said, up to the time of starting the sale. On opening day the street was crowded to the blockade point. The rush was tremendous. The first day's selling was fairly good, but it eased off. On the second morning one could get in without the slightest squeeze and there were plenty of clerks to wait on one.

There can be little doubt but the promoters of this sale thought the recent publicity given about manufacturers on the other side running retail sales would be a good lever to use in the conduct of this sale. So a full page advertisement was taken in one of the evening papers, which is repro-



The Old KAY BUILDING 36-38 King St. West

where one of the Biggest Shoe Manufacturers in Canada is Selling \$110,000 worth of Cancelled Orders of Footwear Direct To The Public at prices that are much less than cost of manufacturer.

AT 9 O'CLOCK SHARP!

2,000 Pairs Ladies' Shoes and Oxfords Go On Sale

AT \$2.98

Every pair guaranteed worth at least \$10 a pair in any retail store. This is one half less than actual Factory Cost, and is but ONE example of the way prices are slaughtered in this forced sale of shoes.

OTHER EXAMPLES

- \$12.00 Boots and Oxfords \$3.98
- \$13.50 Boots and Oxfords \$4.98
- \$15.00 Boots and Oxfords \$5.98
- \$16.50 Boots and Oxfords \$7.98
- \$18.00 Boots and Oxfords \$9.98
- \$20.00 Boots and Oxfords \$10.98

DOORS OPEN PROMPTLY AT 9 O'CLOCK

Neither time nor space permits us to give descriptions. But we guarantee a saving of from 75 to 100 per cent. on every pair of shoes purchased. This is a FORCED SALE and entire stock is in the hands of the merchandise adjusters to turn into cash—nothing else matters.

If you KNOW and appreciate REAL genuine money-saving BARGAINS YOU will be here when the doors open.

THE JOSEPH P. LYNCH SALES CO.
36-38 KING ST. WEST

Half page advertisement giving prices

price crash that would rock the foundations of the retail world. To make such a statement about one of the largest manufacturers was rather mystifying. No one knew what firm it was.

It is said that some financial concern had taken over a large stock of goods that had been made for the European trade, and with many other orders that were cancelled by the European authorities these had met the same fate.

The financial concern engaged a sales promoting house to run the stock off at retail which started out as mentioned above. But these goods were made for the European trade and not for the Canadian women. If any one has any doubt that Canadian women do not know the kind of shoes they want and do not know the difference between Canadian shoes and those made for Europe, they should have been at this sale. The following day after the full page ad's appearance a half page was inserted with such sweeping statements as "2,000 pairs of ladies' shoes and oxfords go on sale at \$2.98, every pair guaranteed worth at least \$10." Then other examples were \$12.00 boots and oxfords for \$3.98, \$15.00 boots and oxfords for \$5.98 and so on. But the women some way did not like these shoes. There were such styles as high boots, all heavy patent leather with round toes. Blucher cut marked at regular \$18.00 for \$9.98 and so on. The whole matter resolved itself into this, that the styles would not sell at any price much less at the prices asked. It seems impossible to fool even the "some of the people some of the time," for the sales did not materialize as was desired by the promoters. In fact, it can be considered a fiasco in every way.

It is understood that the building was rented for a month and a real nice figure paid for it. The sale was con-

In fact there is every reason to believe that no manufacturers are directly connected with either of these sales. That is, in the first one the stock was taken over by the financial concern backing the company and then turned over to a sales promoter to retail the goods. In the second place there is every reason to believe that the manufacturers sold these goods to jobbers in the regular way and had nothing whatever to do with the retailing of the goods by the special sales.

It is interesting also to note that the retailers of the city are not in any way excited about either sale. They all say they are too busy looking after their own businesses to trouble about these sales. One thing they say, however, is that the city should collect the transient traders' license, for they think these salespeople come under that. But further than this they do not worry.

Similar enterprises were started in Montreal and other large centres and "manufacturers' needs" and "cancellation" guff used to the fullest extent. In one of these cases the manufacturers brought influence to bear upon the newspapers and the statement was withdrawn that the stock had been sold by them to meet financial obligations.

Of course these sales have had an influence in keeping the public mind in a ferment as to shoe prices, but the surprising thing about the whole campaign of frenzied selling has been that regular retailers have not found it interfere with their business to any appreciable extent. The excitement dies out in a few days and the regular buyer follows the even tenor of his way.

One thing that has arisen through these mushroom shoe store enterprises has been an agitation to enforce the transient trader law. It is a disgrace that irresponsible people should be allowed to slip in and create the impression, even temporarily, that these wild cat ventures inevitably create. However, the public seem to be catching on and are becoming more and more suspicious of these windy efforts to carry them off their feet, as to real shoe values.

NOT PECULIAR TO CANADA

When discussing the situation in Canada during the past couple of months Mr. Paul Galibert, the well known kid manufacturer, produced an article that appeared recently in L'Exportateur Francais, a Paris publication, which reads as though it were written on this side. It shows that conditions here are not at all different from those prevailing in Europe. An extract from the article is translated as follows: In the meetings held it has been said that high prices (of shoes) have been due to the manufacturers. Then, say these agitators, start a strike of buyers and you will force these manufacturers (always these tyrants of manufacturers) to lower their prices. No sooner said than done! One ceases to order shoes. What happens? Simply this, that in order not to be forced into bankruptcy, a certain number of factories close their doors, their workmen get a "reduction," the reduction of their wages if not their complete cessation.

On the other hand the tanners, not being able to sell their leather, cease all buying; the farmers can no more sell their green hides. And the customer who uses shoes, what happens to him? He continues to use his old shoes and suspends buying for some weeks. Then he rushes to buy shoes when the old ones are no longer wearable, and there you are. But then if the whole world demand shoes at the same time what happens? More stock needed by the dealer, more made by the manufacturers and the situation becomes grave. We saw that happen in 1918. It was heard everywhere after the armistice that prices would be lower. As nothing happened after a month or two buyers "went on strike." When this "strike" ended there was a rush of orders that the prices of goods almost doubled.

Manufacturer's Sale

20,000 Pairs of Men's High-Grade Shoes

To Be Sold Below Wholesale Price

Here is the sale we promised you yesterday, and we make the assertion in the most positive manner that such value has not been offered to Toronto men for many years. We want to make it clear at the start that every statement that we make here is absolutely true and that the shoes will fully substantiate our every claim.

20,000 pairs to choose from --- the widest imaginable choice --- and every shoe high grade.

\$

650

Take anything in the store at this price--- absolutely no reserve --- everything goes.

Think of it, only \$6.50 for the finest shoes---Why, you can get two pairs for what you expected to pay for one, for this season. Only \$6.50 for some of the best shoes made anywhere, shoes that are absolutely of the finest in every respect. We don't need to repeat that this is positively below wholesale prices. Here is the price---see the shoes---they'll convince you.

150 Styles to Choose From---Conservative and Popular Models, Including Brogues

High grade kid and calfskin, all colors.
All oak tan soles, Goodyear welted.
All sizes, widths and lasts.
All high shoes---no Oxfords.



MEN

Be as skeptical as you like about this sale, all we ask you to do is to---SEE THESE SHOES. See them in our window (today)---see them in our store to-morrow. They'll sell themselves. It's ten years since you saw shoes of this quality at this price.

Whatever you have been wearing or whatever you like you can be exactly suited here, and at \$6.50

Doors Open Friday at 9.30 a.m.

Store Closes Evenings at 10.

We will try to have a salesman in every department, but the stock is arranged in such a way that you can serve yourself. Come in to-morrow. Buy or buy, just as you like---but you will find the value here exactly as we claim.

United Manufacturers' Shoe Sale

12-14 Adelaide Street West Formerly Consumers' Gas Co. Store

Three-quarter page advertisement of the \$6.50 sale

ducted at a most opportune time, when the Toronto Exhibition was on, and in addition to the regular city people there were thousands of out of town people in the city who always do considerable trading. The sale opened on Saturday, September the fourth, and closed the following Saturday, and some say it died by inanition. This seems quite true for the styles and the prices killed it because you could not fool all the people even some of the time with these.

Another Manufacturers' (?) Sale

On Adelaide street there is another sale being conducted at this writing. This is run under the name of United Manufacturers' Shoe Sale. Unfortunately, it does not say who are the manufacturers allied in this enterprise.



Some American Novelties from Modern Shoemaking



NATHAN CUMMINGS

LARGE SHOE PURCHASES

Nathan Cummings, the Montreal jobber, has shown unusual confidence in the present market by completing two large purchases of shoes since the first of the month, having bought about 8,000 pairs from Dupont Freres of Montreal, and over 23,000 pairs from A. E. Marois of Quebec.

It is a decidedly hopeful sign that the Cummings organization has already started to move these shoes quite freely at special prices. They are at least able to prove that the market is still in a position to absorb shoes of all kinds, and to indicate probably that the merchants are only holding back because of what they believe is a false price standard in the market.

As a matter of fact the present standard is correct and regular prices are as low to-day as the trade can reasonably expect, showing a receding price, varying from five per cent. to, in unusual cases, 20 per cent.

Nathan Cummings has been able to offer these shoes to the trade because he was in a position to go into the market and had the "nerve" to buy when the majority of the jobbers were inclined to hold off.

In these days when many of the factories have been quiet, it has been a pleasure to find some of the better factories still plugging along producing shoes. The Geo. A. Slater Co., Limited, of Montreal, have had an unusually good summer taking everything into consideration. The fact that they received a very substantial order for shoes for the Royal Canadian police was of considerable importance in keeping their factory busy and certainly was a tribute to the quality of Invictus Shoe.

Points About Engaging Help

Some Bits of Advice on the Importance of Employing Help—Great Care Should be Taken in This Matter

WE publish some extracts from an article in *Shoe Topics* which shows a growing attitude about the important subject of securing help. This article largely applies to concerns that employ great numbers of hands, but its principles are applicable to small concerns.

Present-day conditions seem to have done away forever with the haphazard method of hiring persons to fill even ordinary positions, and the necessity of a department for the purpose of securing the right man or woman for the place has caused the installment of an Employment Department in every business where any large number of persons are employed.

It is a serious problem to handle, and a man or woman intrusted with the position must be an expert judge of human nature, combined with tact and judgment as to the fitness of the applicant for any of the numerous openings to be filled.

In a business requiring only a few hands, it is best for the manager to hire all the help, as he then acquires that personal touch, and enables him to get better acquainted with those whom he has to manage, but in the large corporations, where thousands are employed, it is of course an impossibility for any manager to devote his time to this important branch of the business. Even before the "Call to the Colors" it was becoming evident to employers of labor that something must be done to enable them to secure persons of proper calibre to fill the several vacancies occurring in their departments through the ordinary course of the working week, and many had already installed such a department, and had it working as smoothly as such a department ever can. Since so many men have been taken from the business houses all over the country, and also so many women have gone into the hospital service, the selection of proper persons to fill their places has become a serious and important task. The subject has been written about in technical journals, as well as in daily and weekly general publications, and extension schools have advertised without stint; warning the entire reading public of their danger through inexcusable ignorance, but it has not accomplished the good it should have done, simply because of the lethargy of the ones most interested themselves.

The lack of efficiency in persons has never been shown to be so great as during the last few years, and numerous industries are practically running a side "School of Instruction" trying to fit employees to fill responsible positions in their main plant. It means extra expense to the business, but is cheaper than allowing green help to take up the work in the first place, and spoiling material as they must, no matter how hard they try to do the work right.

Care and judgment should be used at all times, and the fitness of the applicant physically as well as mentally must be considered or trouble is bound to ensue. The general health of each applicant should be considered before placing them in any position, and must be proved to be from fair to good before allowing them to assume the duties of the position.

Another important function of this department is the watching of changes and promotions, for once accepted as a possibility the employee should not be allowed to leave

until given a thorough trial, and if they do not fit in one, there is a chance they may be able to fill another, and the preliminary expense and trouble of securing them will not have to be gone over again at the employment office. That there is a floating army of almost worthless labor who are unreasonable in their demand for high wages, and who take every advantage of the present situation to go the limit, is a well known fact to every person coming in contact with the proposition and the very fact that conditions are as they are, has a congealing effect upon those who have to meet and overcome the problems every day connected with an employment department. They have to practise more tact and patience than does the foreman or other executive to whom the accepted applicant is finally allotted as a possibility.

No matter how cruel the times are in which we live, kindness has got to be made a greater factor in the choice of help, and the day of the human hedgehog is fast passing. Courtesy in business relations is more in evidence every day, and the ancient method of making a person asking for work uncomfortable, and thereby hoping to secure their services at a cheaper rate, is on the trash heap, where it so justly belongs.

All large businesses now carry a force of instructors to take care of the new help as they come along, and such men are of high grade both as to their ability as workmen and their ability to handle new help and properly instruct them in every part of the work they are set to do.

Such men have to have the same technique as the clerk of the employment department, and understand how to interest the new hand at once in the operation they have to learn; they should be natural teachers to get the quickest and best results from the novice, and instil into them the proper amount of confidence to enable them to advance quickly to the required efficiency, and then it is up to the novices to improve themselves.

Idle curiosity, and a desire to try out different jobs, must be discouraged in every applicant, and until they have proven their inability to acquire the proper knowledge to make them fit for the work in hand, they should not be allowed to change and competent instructors can determine in a short time whether they are fitted for their task or not.

Should an employee be found incompetent, the matter must be called to the attention of the employment department, and a record made of all information possible, before the person is changed. All this may seem unnecessary labor and an added expense, but it is a vital part of big business to-day, and will be found invaluable later as time rolls along, as it will eliminate the possibility of hiring an undesirable person the second time, which the old way made possible, and enable the firm to keep an accurate record of all desirable applicants.

The shoe machinery industry in Canada, largely financed by United States capital employing Canadian labor and purchasing, in turn, from other Canadian industries, is another example of the indirect advantage of boot and shoe manufacturing in this country. Moreover, it has only been during the past five years that boxes and counters for boots and shoes have been made in Canada. Then there is the Canadian last industry, employing a considerable number of Canadian workers and providing a market for the lumbering industry. During the war the manufacturing of wooden heels was commenced in this country. As boot and shoe manufacturing has progressed there has been a steady, co-ordinate development of allied industries to supply the needs of the Canadian boot and shoe manufacturers, and such subordinate development has provided much employment for Canadian workers.

AN OLD FIRM UNDER A NEW NAME

It was back in 1912 that the E. T. Wright Co. established their Canadian manufacturing business in St. Thomas and since that time it has been under the personal direction of Messrs. E. E. Donovan, E. N. Wright and J. A. Sullivan. These three men, in addition to knowing the shoe manufacturing business most thoroughly, are a trio of good fellows who have made many business friends and through their genial and affable make up have built a wonderful trade connection. Their customers have found them ever ready and willing to render that service that makes business relations with a firm pleasant and agreeable. In other words they know the value of good will and know how to create that same good will.

It may or may not be a surprise to the shoe trade to learn that these three have taken over the entire plant of the E. T. Wright Co., of St. Thomas, and will continue the business under the name of the Talbot Shoe Co., Limited.

Mr. Donovan will be president of the new company and is one of the best known shoe makers in Canada and numbers



E. E. DONOVAN, President

his friends in nearly every city from coast to coast. He was for a number of years with the E. T. Wright Co., at Rockland, Mass., and with the Edwin Clapp Shoe Co., of East Weymouth, and he rounded out his education with a number of high grade shoe firms of the Middle West. He came to London, Ontario, in 1906, and took charge of the Cook-Fitzgerald factory and under his master hand the business increased tremendously. In 1912 he took charge of the E. T. Wright plant at St. Thomas; in fact it was largely his influence that induced them to locate in Canada. Mr. Donovan is a recognized authority on styles and fine shoemaking and he was possibly the first one to introduce widths to the Canadian trade.

Mr. E. N. Wright, vice-president, may be said to have been born in a shoe factory. At least he has been at the business 26 years and was with the main factory at Rockland, Mass., before coming to St. Thomas in 1914. He is an expert shoemaker and belongs to the old school of Massachusetts, craftsmen.

Mr. J. A. Sullivan, the Sec.-Treas. of the new company, has just finished his fifteenth year with the E. T. Wright

Co. He has had charge of the sales, credits and collections of the St. Thomas plant ever since it was established. He is well known to the trade and certainly well liked by those who know him personally, and is greatly respected by those who know him only in a business way.

The new company is losing no time in getting down to business. In fact the transition would never be noticed were



E. N. WRIGHT, Vice-President

the public not told, for they are using the same lasts and patterns that have been so popular in the Just Wright lines, and with the same organization that has served the company since 1912 their immediate and continued success is assured.

The new company is also fortunate in retaining the



J. A. SULLIVAN, Secretary-Treasurer

same selling force that has been with the old company so long and has such good connection on the road. These are: A. A. Orendorff, who will cover Western Ontario from the Soo east to Kingston; Major L. W. Johnston, who works

(Continued on page 97)

QUEBEC ITEMS

While trade in Quebec for the past two weeks has remained quiet, a much brighter atmosphere is noticeable on all sides. However, it is still a fact that the jobbers are doing no real buying and, as so many Quebec factories de-



F. R. DELAFIELD
Manager of the Yale Shoe Co., of Galt,
Ont. Mr. Delafield is an experienced
shoe man, and was with Getty & Scott
for a number of years.

pend upon the shoe wholesaler for 75% of their business, it is likely that Quebec factories will remain quiet for a month or so at least.

It is commonly reported that the jobbers' stocks are not at all high but that they have been holding off expecting that a stagnant market would break the present prices of shoes. A careful investigation of conditions in many of the Quebec factories shows an almost empty stock room. Very little leather has been carried over. Prices quite evidently have been based upon the present leather market. Going further, we find tanneries all over the country operating on a curtailed schedule—where they are running at all—and not at all anxious to quote.

With the above facts to face, it is quite evident that the moment the jobber has felt the demand of the retail trade for shoes he is going to come to a market empty of both shoes and leather. If several start buying at the same time, sending Quebec factories into the leather market, both manufacturers and tanners believe that prices on all stocks and all shoes will become decidedly firmer.

While the most of the factories are, as stated, quiet, an exception must be made of those two or three making such specialties as Hockey and Sporting shoes. These are decidedly busy at this time.

While tanneries here have been quiet many of them have been overhauled and altered in preparation for the coming season. A notable case is the tannery of Lucien Borne, which has been completely gone over. The various departments have been re-arranged, individual motors installed as well as several new machines. Mr. Borne has accompanied the kid tanner in adding new browns, greys and blues to his line of surface kid.

There has been a decided effort on the part of most of the manufacturers to brighten up their line of samples for this season.

The lasts shown offer little opportunity to comment on change. Vamps about 3½ inches seem to rule in the better class with a tendency to stick to the present general line.

In women's shoes the Quebec factories are still showing plenty of Louis Heels because of the demand in the smaller towns for this shoe. All, however, show a majority of Cubans, about 1¾ inches high. Brogues are being shown

in a few instances and the brogue influence is noticeable in the number of wing tips shown. In leathers, Kid and Surface Kid predominate in blacks and browns with a few showing greys.

Men's shoes show a few features worthy of comment. The darker shades of brown are being shown, but many new and lighter shades have been added. The trade will find many of the lighter browns or "dark tans" shown by Quebec factories. New lasts show that the low flat toe—the recede—is on the wane. New shapes call for a slightly higher toe and a little straighter last. Heels are still about 8/8. Many wing tips and a few brogues or imitation brogues are shown, but the makers of the better lines are showing but few of these. Straight tips with lighter perforations are shown in the better shoes.

The factories are lined up for a fair run, expecting about a 60% season and looking for things to break in the next couple of weeks.

A BAD CASE OF PREJUDICE

To show what prejudice will do, a Canadian manufacturer tells the following incident. His factory makes a particularly high grade of both men's and women's shoes. For the women's shoes he adopted a name that clearly indicated that they were made in Canada. The name "killed the line," he said. But he was able to develop a splendid demand for exactly the same shoes when he changed its name to one which suggested that his shoes were made in the States. This shows that Canadians must learn to judge articles on their merits, and not buy things just because they are "imported." Imagine what would happen to Canada if the idea spread, and people commenced to demand that the things they eat, their fruit, fish, vegetables, flour, meats, also be "imported."

A TRAVELLER FISHERMAN

Here's a fine catch that Rosecrans Murphy, a popular shoe traveller on Canadian territory, says he caught at



Jackson's Lake, Wisconsin. We are willing to take Rosecrans's word for it, for there are no fishermen showing in the picture from whom he may have purchased the string. And R. M. is a real good sport and it is said his word is as good as his bond, so there is no reason to doubt that the catch is all his own.

F. O. MUMFORD STARTS A BUSINESS OF HIS OWN

The many friends of F. O. Mumford, who has been so many years with the Amherst Boot and Shoe Co., manager of their branch at Halifax, has severed his connection with that company and will start a jobbing business of his own.



FRED O. MUMFORD
Halifax

The name of the new concern will be the Excel Footwear Co., Limited, and will be situated in Halifax.

Mr. Mumford has had an extensive experience in the shoe business and has been a long time with the Amherst people. He had a very narrow escape from being severely hurt in January, 1918, when the great disaster came to Halifax. As it was he was severely cut by the breaking of a heavy plate glass window which fell on his desk at the time of the explosion.

GRIFFITH B. CLARKE'S LEOPARD V

Griffith B. Clarke or the A. R. Clarke Co., Toronto, has been doing some big things this season with his new boat Leopard V. This is a fine sample of a fast traveller which was made by The Canadian Beaver Co., Toronto. It is wider and much faster than the other Leopards of Mr. Clarke's which have won so many prizes in the past. It has a 200 horse-power Hall-Scott motor which literally tears the boat through the waters. The boat has tested out over a 30 mile course at better than 36 miles an hour and

over a shorter run at better than 38 miles, which is some speed for a boat of this design.

Mr. Clarke had it down at the Thousand Islands where it ran an awful close second against a much lighter boat with the same power motor. But at the Exhibition races it had no trouble in running away with the Sylvester Challenge Trophy, a silver cup over a ten mile course.

In the twenty mile race it came within two seconds of first place. This was for the Canadian National Exhibition Challenge Cup. There were five boats in this race.

The Schnauer Challenge Cup was an easy mark for it, over a ten mile course. It literally galloped in first for this.

Mr. Clarke's other boats are for sale just now and they have some real good records at their back.

MR. SUTHERLAND'S VIEWS

Mr. C. S. Sutherland, General Manager of the Amherst Shoe Co., who was in Halifax last week in connection with the installation of his son as manager of their Halifax branch, told the "Merchant" that it was a little too soon at present to forecast trade prospects in the those lines, but that he was hopeful there would be a fair turnover. "The public may wear old clothes instead of new ones," said he, "but they cannot do the same thing with boots; at least not satisfactorily in the winter season. I therefore feel pretty confident that notwithstanding the resolves that dealers and consumers have made not to buy any footwear for a long time, there is going to be quite a fair volume of business during the fall months. The decline in values of shoes which some people evidently expected to be enormous is not going to materialize. No doubt there will be some recession in prices, for leather, along with certain other commodities, has gone down in price. But leather isn't the only thing that goes into the cost of a pair of shoes. Does it occur to the average person that even such a little thing as the price of coal has its effect on the cost of shoe production? There can be no very great reduction in shoe values until many other things than leather have dropped, and the man who is postponing purchases today because he thinks that pre-war values are just over the nearest hill is going to be disappointed. It will be at least another decade before there is any very considerable reduction in present prices and it is almost positively certain that the old ones will never come back; at least not in our day."

Of all the industries carried on in this country, shoemaking is, perhaps, the most purely Canadian. Most of the leather is tanned in Canada, and a large part of the linings are made here, much of the machinery is now made in Canada, while the actual boots and shoes themselves are made by Canadian labor, co-operating with Canadian capital.

Griffith B. Clarke's
new Leopard V.



AIRD AND SON EXTENDING

Plans which Aird & Son Reg., of Montreal, have had under way for some time are just about being brought to a conclusion. The company is being formed into a joint stock company and it is understood that Mr. N. Gagnon will be president with Messrs. Emile and Wilfred as principal officers. No change in the policy of the company or of its control is announced, one of the objects of the change being to allow some few of the principal employees of the company to secure small interests if they so desire. The new capitalization will be over \$300,000 fully paid up and non-assessable, which is a conservative value to place upon such a steady profitable business as has been done by Aird & Son Reg.

PICNIC TO SUPERINTENDENTS AND FOREMEN

One of the nicest and at the same time most sensible picnics we have heard of for some time was given by Bennett, Limited, manufacturers of heels and counters, in Montreal, to the superintendents and foremen of the shoe factories in Montreal. Many members of the shoe and leather and allied trades were also guests.

There was a real motive back of this outing, which took place at Spring Grove Park, Montreal, not very long ago. The hosts desired first to pay a nice compliment to the actual users of their product and took this happy method of doing it. They, too, wished to meet them and be met as men, rather than buyers, sellers or users of merchandise. The officers of Bennett, Limited, must have felt that their greatest help should come from the friendly criticism of users of their products who would appreciate the Bennett staff from president down were real human beings trying each day to do a good job better; because, undoubtedly, that will be one of the effects of the picnic at Spring Grove Park.

About one hundred people joined in the holiday-meeting, the most of them, at the foot of McGill street at 10 o'clock in the morning. By motor and by special car the picnickers headed for the park, which is located but a short distance from the Bennett, Limited, factory.

The time from eleven until twelve-thirty was devoted to a trip through the factory. About a dozen members of the staff of Bennett, Limited, took the visitors through in groups of from six to ten each, thus giving a good opportunity to thoroughly explain the qualities and processes of manufacture of their heel board, fibre board, etc. The close attention paid to this feature of the day was more than sufficient evidence of the interest of the trade in Bennett's products.

At about twelve thirty the holiday makers started the fun with a ball game between teams chosen by two recognized leaders. And it was **some** ball game—going to an extra innings to a decision. Don't think that this game was anything but real baseball, either. Space does not permit giving the story in detail, but you would go a long way before seeing better pitching than the brand served up by Clarke of A-H-M. for one of the teams. Ed. Summer, although distinctly in the heavy-weight class, was as nimble as they make them, and to see Joe Harper at shortstop carry his far more than 250 pounds through the game with a faultless record was a treat for sore eyes. One of the features of the game was a loop the loop by Gus Lossman of Conaway-Wadsworth. It was a good game of ball, and the enthusiasm of the crowd would indicate that Montreal is a real ball town.

At three o'clock the caterer announced that lunch was ready. Certainly the ball game had whetted the appetites of everyone and what they did to tables loaded with ham, chicken, potato salad, lettuce, cucumbers, tomatoes, ice cream, cake, coffee and soft drinks was plenty! Cigars and cigarettes were plentiful, too.

After luncheon a regular programme of sports was the

order of the day. In the tug-of-war the Ames-Holden-McCreedy heavy-weights challenged the field, but after a stiff pull lost out to the picked team on the opposite end of the rope. The other events were run off in good order, with plenty of competition.

Louis Dupre, of Independent Box Toe Company, entertained the crowd with several of his songs

SHOE AND LEATHER TRADE JOTTINGS

(Continued from page 71)

figures for their stock. There is not the slightest doubt, however, that stocks of hides and skins are abnormally large and whether those who have them will be able to stand pat much longer is the gamble that leather men are working on. Some think that a break will occur towards the close of the present month, or early in October as it happened last year. Upon the course the raw skin market takes will depend largely the attitude of leather men, notwithstanding the fact that the latter have run their production very close.

General Business Situation.—In the west, notwithstanding the roseate outlook of the crops, business is not going ahead with the pace that has been expected. This is due, no doubt, to the continued financial stringency. The banks, on account of the necessity for providing money for the crops and the demands made upon them for credit by the government, have not relaxed their attitude with regard to business loans, so that both wholesale and retail concerns continue to feel the pinch. But there is a feeling of optimism that will assuredly make itself evident within the next month or two, when money begins to circulate more freely. In Ontario there is a steadiness that speaks well for general business during the coming fall and winter. The only shadow is the unemployment that has resulted from the untoward conditions of the past couple of months. A great many men have been on short time and unless something turns up in the next few weeks the cities and towns of the province will feel the coming winter in a way that has not been experienced since the war. Quebec is steady with good prospects all around for fall and winter, but with the same industrial uncertainty as Ontario. The Maritime Provinces have had in the last month an unusual rainfall which may militate against agricultural prosperity to some extent and business has been rather slow, but everybody is looking to the next month or so to get things started in the right direction. There is no danger of any serious set-back, but everybody seems to be marking time.

AN OLD FIRM UNDER A NEW NAME

(Continued from page 94)

from Kingston east through the maritimes; Geo. H. Ferguson, who is so well known to the western trade through his connection with other high grade lines will cover from Ft. William to the Pacific Coast. In the smaller towns in the western provinces the line will be carried by W. G. Downing in British Columbia, W. J. Moislely in Alberta, W. D. Harris in Saskatchewan and W. C. Freeborn in Manitoba.

There is little doubt but the new concern will have an enthusiasm infused into it that will make it forge ahead at tremendously rapid paces. It is now felt that it is absolutely a Canadian concern, for these men have been here so long they have become Canadian in every way and now have all their interests vested in a Canadian plant which will hold them for many years.

The Inrig Shoe Co., Ltd., are now operating in their new factory in Richmond Hill, Ont. It is situated on Yonge St. They were formerly on Linden St., Toronto. Their new factory will give them increased facilities for manufacturing their well known lines of shoes.

THE OWENS-ELME'S NEW PLANT

The Owens-Elmes Shoe Manufacturing Co., of Toronto, in a short time have made wonderful progress. They make a particularly fine line of hand-made slippers and pumps, not so-called hand-made but actually made by hand. In fact they claim their lines cannot possibly be made by machinery. Mr. Owens was at Montreal at the National Show, and is quite elated with the orders taken. In fact the factory has been as busy as could be ever since it was opened. The lines are particularly new and exceptionally high class. They are made in widths from 3A to D. None but the very highest grade leathers and fabrics go into the making and every



C. L. OWENS

slipper and pump is inspected thoroughly before being shipped.

Mr. Owens' experience as a retailer of high grade shoes taught him there was a demand for just such classy stuff as the firm is now asking. Having the courage of his convictions the firm has spent considerable money in the new enterprise and have secured the very newest patterns and the very last word in details that go so far toward making the enterprise a success. They imported a staff of workmen, every one of whom is a specialist in his particular field.

The company had an exhibit at the Canadian National Exhibition, Toronto, which attracted the attention of those who wear and sell the better class of slippers and pumps.

The wonderful success of this new concern is but an exemplification of an old axiom that if good goods are made well there is always a pressing demand for them and the material and workmanship of these lines prove undoubtedly that they are quite in this class.

CHANGE IN FIRM STYLE

The Locke Footwear Co., Reg., organized some time ago, is now in operation, running the business formerly conducted under the firm name of Dufresne & Galipeau, doing a wholesale shoe business and running a factory producing pegged shoes.

Although the name has just been changed this company has been under the same direction since the first of the year, and for many years has been controlled by Mr. Ralph Locke.

When this business was running under the name of Dufresne & Galipeau, although Mr. Locke's interests in it were large, the actual management fell upon Mr. Galipeau. Because of the demand made upon the time of Mr. Locke in connection with the firm of Dufresne & Locke, he was unable to devote much time to the affairs of the jobbing

house and smaller factory. When recently Mr. Locke sold out his interest in Dufresne & Locke, he was left free to develop the business now called Locke Footwear Co., Reg., along modern lines.

One of the changes in the organization was the introduction of Mr. Allan A. Locke as general manager. Mr. Allan Locke is well known to the trade through the excellent work he did for the Slater Shoe Co. during the last seven years, where he was in charge of the sales of the company. The trade can rest assured that this company, directed by two men of such recognized ability, will be a very successful factory in the Montreal shoe industry.

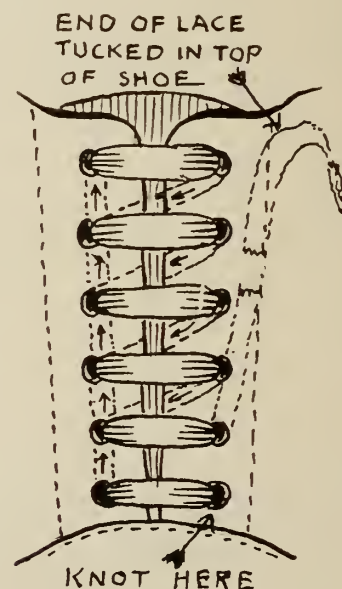
Their new lines for spring are such a vast improvement from what Dufresne & Galipeau used to handle, that it might best be called a complete change, with the exception of the rubbers and pegged goods sold. They are going to the trade this season with a range of samples over 500 strong, representing really excellent values.

A LETTER TO FRANCE IN 1667

In 1667 the Jesuits wrote to Old France that, as a country could not be formed entirely without the assistance of manufacturers, an industry was already in operation making shoes and hats, and that another industry was contemplated for the making of linen and leather. In that year, 253 years ago, there were twenty shoemakers in the territory now comprising the Dominion of Canada, against the 158 shoe factories that to-day maintain in prosperity some 22,000 workers.

AN INVISIBLE TIE

The tying of an oxford shoe is not all roses. Bows and ends do not add much to the beauty and neatness of the shoe. Some one has devised an invisible tie that we reproduce here in the illustration and which largely explains itself. The dotted line shows the lace underneath. The tip-end of the lace should be long and pulled up outside then tucked into the top of the shoe. Start at knotted end at bottom eyelet and the arrows show in which direction the



lace goes. The lace, when the lacing is drawn taut, should come out of the shoe at least six or seven inches to permit of one getting hold of it when the shoe is unlaced and opened for putting on to the foot. Those who practice this method like it very much.

It is estimated there are 70,000 persons directly dependent upon the Canadian boot and shoe industry.

SHOE MANUFACTURERS' ASSOCIATION OF CANADA

At a meeting of the Executive of the Shoe Manufacturers' Association, held in Montreal on the 23rd August, there were present: Mr. F. S. Scott, president; M. M. Jos. Daoust, A. Brandon, T. H. Rieder, Geo. Blachford, G. A. Sutherland, J. D. Palmer, J. E. Samson, J. E. Warrington, Albert Tetrault, W. F. Martin, G. W. MacFarland and Henri Viau, secretary.

The following resolutions were unanimously adopted in conformity with the wishes expressed by the district associations of shoe manufacturers of Ontario, city of Quebec, and city of Montreal:

Resolved that: The members of this Association will not accept any cancellation of orders in process, or orders varying from regular samples either in material or construction.

Resolved that: The members of this Association will not credit the return of any goods claimed as defective unless it is proven that the goods do not come reasonably up to the sample.

Resolved that: The members of this Association are urged to send to the secretary-treasurer the name and address of every retailer who persists in cancelling or returning goods sold and bought in good faith and in order to put a stop to these unfair practices this information will be passed on to every other member of this Association.

As our executive has been asked from many shoe manufacturers to adopt a uniform policy in the interpretations of this sales tax the following resolution was adopted at the meeting held August 23rd:

Resolved that: It is the opinion of the executive that the leather shoe manufacturer should adopt the same policy on that question, and we recommend to our members to add to their invoices the following sales tax:

Manufacturers selling to jobbers, one per cent.

Manufacturers selling to retailers, two per cent.

MEN WHO HAD COURAGE

Courage; yes, that's what distinguishes the men who have towered up on the human skyline.

Three of the first five stores Woolworth opened were failures. But he kept on. He lived frugally and invested every cent in extending the business. When he died he controlled a thousand stores.

Cyrus H. K. Curtis borrowed several hundred thousand dollars, determined to turn the "Ladies' Home Journal" from a little into a big enterprise, and almost all of it he spent on advertising.

John Wanamaker's first day's profits as a storekeeper were invested in advertising. He wanted to be big and realized in which direction the path to bigness lay.

Wrigley never got very far until he began to advertise. Twice his factories burned down and three times his fortune was swept away. What did he do? He made printers' ink rebuild his business and his bank account.

And what of William L. Douglas, pioneer shoe manufacturer and pioneer advertiser, who was not ashamed to stamp his own physiognomy on the sole of every shoe he made, so sure was he of the worth of his product?

USE FOR OLD HEMLOCK BARK

The feasibility of using waste hemlock bark from paper mill operations for tanning purposes, says a press despatch, has been further demonstrated in recent tests made by the forests products laboratory. The product is satisfactory to the tanner and can be prepared at a cost that will allow it to compete with leaf bark. The use of paper mill bark for tanning would mean a source of income for the paper mill from a material which is now of little or no value. In many cases it would be also a solution of a serious problem of stream

pollution. Both the tanner and lumberman would profit from the use of this waste bark because of the need of having less material in stock, lower fire hazards and less labor cost.

The tanning trade will await with interest this new development, as hitherto it has been deemed necessary to protect tan bark from deterioration through exposure to the weather and atmosphere.

BREITHAUPT'S ACQUIRE ANOTHER TANNERY

It will be interesting to note that the Breithaupt Leather Co., of Kitchener, Ontario, have acquired the plant of the Maganetawan Tanning and Electric Co., at Burk's Falls, Ontario. The purchase was made early this present year



Photo of the excellent display of the Breithaupt Leather Co. at the Canadian National Exhibition

and the product at this tannery is high class dry hide oak sole leather and will be ready for the market next month in sides, crops, backs, bends, etc. This makes five tanneries this company now have operating exclusively in the manufacture of sole leather and specializing in a particular tannage at each plant.

The policy of the Government of British India in placing an export duty of 15 per cent. on hides and skins, with a rebate of two-thirds of the duty if the skins be tanned within the British Empire, is likely to provide a decided impetus to the Canadian leather industry and also, perhaps, to the Canadian manufacture of kid boots and shoes. United States manufacturing interests are already expressing anxiety over the situation and fear lest the glazed kid industry and the boot and shoe industry be developed in Canada by this policy to the detriment of the industry in the United States. Development of the policy of preference within the Empire, it should be noted, is absolutely conditional upon the maintenance of adequate tariff protection by each part of the Empire.

Employment Exchange

Bona-fide advertisements of Situations Wanted or Situations Vacant in shoe and leather trade inserted free of charge. Space limit—one inch.

YOUNG MAN, experienced in the shoe business, seeks position with high class shoe manufacturing firm or retailer. Apply Box 911, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto, Ontario.

SHOE TRAVELLER WANTED to carry a good line of "Shoe Laces" for Ontario, New Brunswick and Nova Scotia as a side line. Good commission paid. Address "Laces" Box 1934, Montreal, Que.

FOR SALE—An up-to-date Shoe Repair Shop equipped with a Progressive electric shoe finisher Singer sewing machine, Solidity jack, and all other tools and shoe findings necessary for the trade. Situated in a very good location. Doing all the business that a very lively shoemaker can do, and can be increased if desired. Price very moderate. Cause of sale, leaving country. Apply M. Cardmon, 212-13th Street, South, Lethbridge, Alta.

WANTED—Traveller for Western Ontario to carry Leather, Shoe Findings, etc. Good proposition to man with experience. Apply in first instance by letter stating where now employed and all particulars necessary. Maxwell Burns & Co., Limited, 28 Wellington West, Toronto, Ont.

POSITION AS TRAVELLER with company handling Boots or Shoes or Shoe Findings or Rubber Goods. Have a good connection with the shoe trade in Eastern and Western Ontario. Apply Box 910, SHOE AND LEATHER JOURNAL, 545 King Street W., Toronto, Ont.

WANTED—Line of shoes or mitt and glove samples from manufacturer for either wholesale or retail trade, for all western provinces or portion. Address, E. A. Dagg, Manufacturers' Agent, 447 Pender street west, Vancouver, B.C.

WANTED—Traveller for Manitoba, Saskatchewan and Alberta, for Women's Fine McKay Shoes, exclusively. Box 906, SHOE AND LEATHER JOURNAL, 545 King street west, Toronto.

WANTED—Shoe Travellers to carry Little Gents', Youths', Child's, Little Girls', Misses', Growing Girls', and Boys' McKay Shoes, to cover east and west Ontario, Montreal and western provinces. Box 908 SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Reliable man to take charge of correspondence, particularly that relating to orders and sales, and to handle some other office routine, in shoe factory. Preferably a man that has had some experience in the shoe or leather business. Address Box 903, SHOE AND LEATHER JOURNAL, 545 King St., West, Toronto.

WANTED—Traveller carrying only men's and women's Goodyear Welts, covering exclusively Montreal and Quebec cities, wishes a side line of some reliable firm. First class references. Large connection. Up-to-date permanent sample rooms. Address Box 10, SHOE & LEATHER JOURNAL, Room 510, Coristine Bldg., Montreal.

WANTED—The address of L. L. Reed, recently in Victoria, B.C. Please send it to box 904, SHOE AND LEATHER JOURNAL, 245 King Street West, Toronto.

POSITION WANTED—Young man with fifteen years' experience in the retail and wholesale shoe trade desires position as traveller. Replies treated with strictest confidence. Box 902, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Traveller to cover City of Montreal, City of Quebec and Maritime Provinces with Women's Moderate priced Welts. Ontario factory. Trip starts September 1st. Apply Box 900, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—By experienced shoe man. Manufacturers and Jobbers line of Boots and Shoes, For British Columbia Coast. Box No. 898, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WE WANT TWO REAL TRAVELLING SALESMEN—Men who are steady, business getters and who can prove that they have made good. One territory open in Western Ontario. The other is Manitoba and Saskatchewan. Our season opens August 15th. The line is complete—men's and women's Welts and McKays at the right price. Our house has been established for almost 50 years. Box DML 141, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

TO THE RIGHT MAN LOOKING for a permanent position with good opportunities for advancement we have a good opening. Must be experienced shoe traveller, willing to travel part of the time and also act as assistant sales manager and buyer. Must have good connection with wholesale and retail buyers in all parts of Canada. Satisfactory references required. State past experience and age; send photo if possible; also state salary expected to commence. Future possibilities will be worth while. Apply in own handwriting to Box 899, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Men who cover this territory: Manitoba, Saskatchewan, British Columbia and Alberta, also man for Winnipeg. Carrying Famous Canadian Shoes Findings Novelty Co. Merchandise. Side line or by itself. 2 Trinity Square, Toronto.

SHOE TRAVELLER—Young man with sixteen years continuous service on the road with one house in northern and central Ontario, including city of Hamilton, contemplates making a change and would like to get in communication with manufacturer who will have an opening for spring trip starting about Sept. 1st, I have a first class connection with the leading merchants and am a salesman. Replies treated with strictest confidence. Box 894, SHOE AND LEATHER JOURNAL, Toronto.

SUPERINTENDENT desires change. First-class executive from office to shipping. Box 907, SHOE AND LEATHER JOURNAL, 545 King street west, Toronto.



Blachford
Shoe Manufacturing Company.
Limited
Toronto



Patent Heart Pump
for Evening Wear

Onyx and Georgina Shoes





So-Cosy

TRADE MARK

Boudoir Slippers

MAKE THE FEET COMFORTABLE



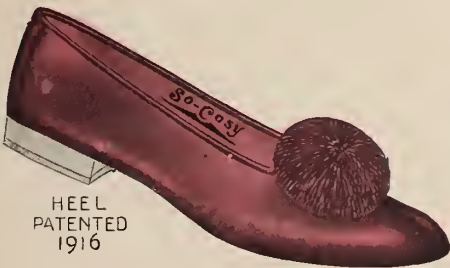
In Stock
WITHOUT HEELS
Colors:
Black and Chocolate
Sizes 2 to 7
Price, - \$1.75



So-Cosy Boudoirs have the Insoles sewn in by hand. They cannot come out. Particular trade demands this special So-Cosy feature.



So-Cosy Boudoirs are dainty, stylish, comfortable and serviceable, and at prices quoted to-day are the lowest priced quality shoe obtainable.



HEEL PATENTED 1916

A REAL HEEL

In Stock SO-COSY Patent Heel Boudoir.

Colors:
Black, Chocolate, Pink, Blue Kid, Old Rose, Belgium Blue, Mauve and Grey Suede

Sizes 2 to 7
Price, \$2.00

Terms: 2% 30 days



HEEL PATENTED 1916

A REAL HEEL

WHOLESALE DISTRIBUTORS
PHILIP JACOBI
5 WELLINGTON ST. E. - - TORONTO

We can Supply you with Every Need of Blackening, Stains, Waxes, Dressings Cyclone Bleach, Etc.

Look Over this List and Send in Your Order

- | | | |
|--|--|---|
| Ultra Edge
One setting edge ink | Naphtha Black
For raw edges of vamps and tips | Thread Lubricator |
| Uneeda Edge | Nonesuch Filler
A filler to use in place of wax for heels and bottoms | Hold Tap Sticker
Apply a coat lay on your tap and let dry |
| The King Edge Ink
For a one or two setting edge | Everbright Kid Dressing
For kid kangaroo and chrome stock | Oil Remover
Removes oil spots and stain from leather |
| Russet King Edge
One and two setting for russet and tan colored shoes | Colorless Dressing
For colored stock | Patent Leather Repairer
Ruby Filler No. 1
Ruby Cutter No. 2
Ruby Flow No. 3 |
| King Edge No. 31 (Natural) | Gun Metal Dressing
Made for dull and medium bright finish | Finishing Room and Dressing Room Supplies |
| Model First Setting
A stain for two setting edges | Dressing
For all kinds of upper leather | Baby Cow Polish
A friction polish for russet leather of all colors |
| Black Diamond Heel
For heels. Made in all colors | Enamel Finish
For heels and edges, in white and all colors. | Upper Edge Stain
For the raw edge of black or russet leather |
| Colored Heel Stains | Rubber Stain
For making velvet bottoms | Tanners' Finish
For staining and uniforming all colored upper leather stock |
| Black Diamond Shank | Improved Sediment Stain
A stain finish to take the place of paint or wax finish; will cover all kinds of leather | Russet Leather Repairer
Liquid repairer |
| Black Bottom Dye
A dye for heels, shanks, top pieces and bottoms | Paragon
A wax stain for shanks and foreparts on black and colored shoes | Crayon Repairer
Made in all colors to suit |
| Striping Dye
Black and russet | Paragon Thinner | Ooze Calf Cleaner |
| Cyclone Bleach (Made in Canada)
For removing those glucose spots, water stains and discolorations on soles and giving perfect results in finishing | Redoakunion Thinner | Grain Leather Finish |
| Magic Stain
For oak and union leather. Removes those glucose spots, water stains and discolorations, and makes a hard, smooth, uniform finish | Redoakunion
A paint stain for all kinds of leather | Leather Filler |
| 244 Sediment Stain
For making white oak bottoms | Bottom Stains
Of all kinds | White Canvas Dope |
| Filling Wax | Grain Bottom Cleaner | Side Lining Cement |
| American Eagle Polish | Fakes
Satin Gloss
Glossene | Veneering (Black) |
| Gold Bond Polish
For stain and black bottoms | Viscolene
For shoe bottoms | Veneering (Russet) |
| Slickum
A gum to use where a high polish is wanted on a paint bottom | Ivory Wax
White, red, brown and black | Inner Sole Stiffener |
| Nevercheck
Used before scouring to fill and make a solid heel | White and Black Edge Wax | Colorless Stitch Gloss |
| Vamp Dye | Ivory Expedite Wax | Patent Leather Cleaner |
| Black Tip Dye | Liquid Wax
For making high gloss polish over all kinds of bottom finish | Russet Leather Cleaner |
| Spirit Black Dye | Auto Treeing Composition | White Canvas Cleaner |
| Welt Dye
Black and russet | Cutting Board Dressing | |

Boston Leather



Stain Company

109 Purchase Street Boston, Mass., U.S.A.

Sole Canadian Agents:

INTERNATIONAL SUPPLY CO.

Montreal

Kitchener

Quebec

Mention "Shoe and Leather Journal" when writing an advertiser

High Grade McKays

For Women, Misses and Growing Girls



This Spring there is going to be a strong demand for High Grade McKays. Both the Jobber and the Merchant appreciate this condition and its causes.

When you see the STAR Samples you will agree with us that they are both made right and priced right in line with the most popular demand.

CHILDREN'S WELTS, TURNS AND MCKAYS



These shoes of ours made for the little folks have made friends wherever they have gone.

Made with all the snap and style possible to build into a Child's Shoe and priced right for this quality of merchandise.

DON'T FAIL TO SEE THE STAR LINE FOR SPRING



Star Shoe Co., Limited

MONTREAL, QUE.

Adel 4194
Direct 1731

RIGHT-FORM REGD.

SPATS! SPATS! SPATS!

ANNOUNCING

Immediate Delivery of High Grade Fine Fitting American Overgaiters—from Stock.
Extra Buttons with each pair FREE.

You can make money with these SPECIAL PRICED C.S.F. Right-Form Spats. This is no idle boast. People know what they want, and when they see them will buy them. **TRY THEM AND BE CONVINCED.**

Samples Prepaid Parcel Post Free on Request.

Compare our Style, Fit, Quality and Price with others.

THREE EXTRA SPECIALS (IN STOCK)

14-oz. PURE WOOL FELT

	Per Doz. Pair
LADIES' OVERSIZED CALF—underslung pattern leather re-inforced, imitation milo buttons—colors listed below.....	\$30
LADIES' WIDE ANKLE straight cut pattern colors below.....	\$28
No 5.—Five-button MEN'S American best fitting Spats. Colors—Light Fawn, Fawn, Beaver, Taupe, Grey, Brown and Black, Castor or Field Mouse in the above.....	\$18

6---SIX BIG SPECIALS (IN STOCK)

Out of many C.S.F. RIGHT-FORM Overgaiters
PURE WOOL FELT and KERSEY

	Per Doz. Pair
No. 12—Twelve-Button underslung pattern leather reinforced imitation milo buttons, colors below. Specify colors and sizes	\$25
No. 10—Ten-Button underslung as above cut and style	\$24
No. 14—Pattern Shuform, fitting close over heel, 14-button style, colors on 12, 14, 10, Light Fawn, Fawn, Beaver, Taupe, Grey, Brown, Black and Castor.....	\$32
FINEST AMERICAN MADE BROADCLOTH OR KERSEY	
No. 0501—12-Button genuine KERSEY underslung pattern, heavy binding, milo buttons, colors below.....	\$46
No. 1200—14-Button Shuform pattern, unseen buckle, or without buckle	\$48
No. 53—MEN'S best fitting KERSEY SPATS that fit. Colors above—Fawn, Beaver, Brown, Castor, Grey, Taupe.....	\$35

THE CANADIAN SHOES FINDINGS NOVELTY COMPANY

2 TRINITY SQUARE

TORONTO, CANADA

SOLD HIS BUSINESS

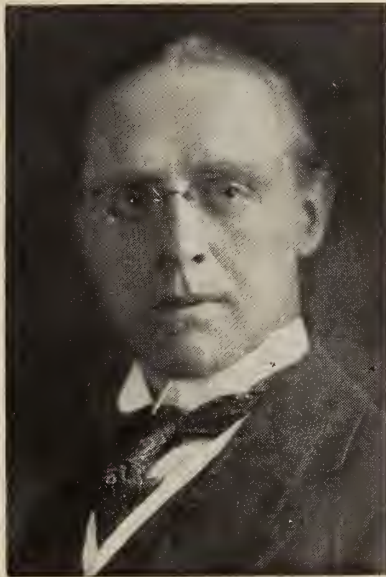
W. A. McLeod, of Kenora, has sold his business to his son, William, who will continue it under the old name of W. A. McLeod & Co. Mr. McLeod, Sr., started business in Kenora, (pardon us, Rat Portage) over thirty-three years ago under the name of McLeod & Rice and sold groceries also at that time. But later he gave up the grocery part and devoted his efforts to shoes. He will take a well-earned holiday, going to California to do it. He feels that after so long a time in the business he needs and deserves a little play spell. He has taken the *SHOE AND LEATHER JOURNAL* ever since its first issue.

WOMEN'S SLIPPERS FOR THE DUMBELLS

Theatre-goers are now thoroughly acquainted with the Dumbell show. It is a male aggregation that attained great reputation in France as entertainers, and has been touring the country since its return. It is a high class show and the men play women's parts. The Owens-Elmes Co. have just completed an order for them that is unique in character. It was for 76 pairs of "women's" slippers for the men of the company. The company furnished all their own cloth, which ranged in price from \$25 to \$47 a yard. The goods were truly works of art and the company were delighted with them. The O-E Co. are to be congratulated on their success as specialists in the making of high grade slippers.

ENGLISH DYE FIRM IN CANADA

L. B. Holliday & Co., Limited, of Huddersfield, England, have just completed another step forward in their campaign for the Aniline Dye business of Canada. Their



HAROLD BROOKE
Montreal

Canadian headquarters have been transferred to 27 St. Sacrement Street, Montreal, where they occupy a two-story warehouse and office building.

The new building is well suited to their needs. A complete laboratory has been fitted up and the offices and show-room handsomely decorated.

We take pleasure in conjunction with this announcement in reproducing the portrait of Mr. Harold Brooke, Canadian Manager of L. B. Holliday & Co. Mr. Brooke has spent his entire business life with the Holliday organization, which had such confidence in his ability to represent them that, on opening the Canadian branch last December,

they placed him in charge. In addition to being able to advise tanners on their dye problems, Mr. Brooke has no mean reputation as an amateur entertainer.

A LUCKY FISHERMAN

This is a picture of L. O. Breithaupt, director and sales manager of the Breithaupt Leather Company, Kitchener. As his work for the past number of years has been selling sole



leather we naturally thought he would go a-fishing for "Soles," but this fish he is holding is a black bass caught in the Georgian Bay. We have not been told what L. O. SAYS it weighs, but the scales (the ones that do the weighing) say it weighs 5½ pounds. No wonder he smiles.

A CHARACTERISTIC WHICH APPLIES TO CANADA

One of the most peculiar things about the public as a whole is in its belief in the superiority of things which come from abroad. An English singer is often disregarded if he calls himself "John Smith," but if he changes his name to "Paul Tribofsky" the English public will listen to him.

A Dutchman manufactures goods, but his fellow-countrymen are not enthusiastic about them if he marks them "Made in Holland." So he ships them to Britain, Germany or Switzerland; they come back with foreign labels—and the Dutchmen buy.

In Brazil a certain plant makes excellent locks, but they cannot be sold as "Made in Brazil," so the manufacturer marks them "imported" and they sell.

Only a few years ago few Canadian shoe manufacturers would mark their products "Made in Canada." Fortunately, that situation is rapidly changing. The improvement in Canadian shoes has become so marked in recent years that they now rank in quality and style with the best shoes made in any country.

Canadian shoe manufacturers claim that for many years fully 20 per cent. of the finer lines of boots and shoes sold in Canada, although made in this country, are sold as imported goods in deference to the popular prejudice for the foreign products. Canada will never reach her highest development while Made in Canada products are discriminated against by her own people.



Salesmen Are On The Way TO THE TRADE

To solicit your orders for "Outing Brand"
Canvas Footwear for 1921. It will pay you
to hold your orders until you see the new lines.

Gutta Percha & Rubber, Limited

HEAD OFFICES AND FACTORY - TORONTO

Branches: Halifax, Montreal, Ottawa, Fort William, Winnipeg, Regina,
Saskatoon, Edmonton, Calgary, Lethbridge,
Vancouver and Victoria

RUBBER NOTES

Some dealers have been making some objection to the new prices of sport goods and summer lines in rubber footwear. Manufacturers, however, claim the rise is justifiable. Rubbers as a rule have not risen so much as other lines of footwear or general clothing. The time has come when it is absolutely necessary to make this increase. Mr. Rice, of the Hood Rubber Co., of Waterdown, Mass., recently stated to an eastern paper the following in regard to the jump in prices of some of the commodities:

"In 1914 Canvas in the United States cost 24 cents per yard, now it is 74c.; duck lining 18c., now 62c.; sheathing lining 9c., now 30½c.; drill, 14c., now 46½c. The only thing that has not advanced is raw rubber itself.

But look at other costs. Labour is up 220 per cent. In 1914 labour equalled only 20 per cent. in the cost of a pair of rubber boots, but to-day it amounts to 41 per cent. Cartons for packing are 220 per cent. more than in 1914 and wooden cases 225 per cent. Coal that used to cost \$3.60 per ton is now \$10, if you can get it, but of late they have been paying as high as \$15. And so it goes."

The percentage of labor may be a little too high but the article in the main shows a very fair average. However, the Canadian retailers seem to be a little better off in the price line with tennis and summer shoes. It is reported that the rise over there by the big concerns is 27½ per cent. while that in Canada is only from 18 to 20 per cent. This is quite an item in favor of the Canadian trade.

Salesmen who are out with sport goods samples say that orders are coming in nicely and predict good business for the coming season.

WE HAVE BETTER FEET THAN OUR GRANDPARENTS

A famous general once said, "An army of consumptives, with sound feet, could outmarch, outlast and outfight an army of giants who had blisters on their heels."

This sounds absurd at first reading, but the more you think it over the more you are convinced of its truth.

A prominent Toronto firm recently had to bring one of its star salesmen in off the road, and to put him at some unimportant office work because he had a blister on his heel—this man simply could not do his work until his heel got back to normal. This sounds like a modern edition of the legend of the Greek god, Achilles, whose mother, you will remember, held him by the heel and dipped him head first in the river Styx, thereby rendering him invulnerable—all except the heel by which she had held him. It was that vulnerable spot that finally caused his defeat and death by Paris.

It is not necessary to go back many generations to find the results of improperly made and improperly fitted boots. The feet of our grandparents had to accommodate themselves to shoes that did not fit, boots that were too short or too narrow—or too wide. But things have happily changed for the better.

The feet of the present generation are developing under healthy and normal conditions. This is due to two reasons.

First, Canadian manufacturers are making shoes of such a wide variety and range of size, shape and length, that every size and shape of foot can be exactly fitted. Second—the public is learning that it is not necessary to sacrifice comfort by wearing shoes too small in order to obtain shoes of neat appearance.

This very desirable state of affairs has been brought about by the willingness of the people to take the advice of the retailer as to what size and shape of shoes to buy for comfort, ease and long wear.

ENGLISH SHOE AND LEATHER FAIR

The twenty-first annual Shoe and Leather Fair is to be held in England this coming October 4, 5, 6, 7, 8 and 9. This Fair was started in 1894 as a private enterprise but grew

so rapidly that its control is now vested in a society and takes in the whole shoe and leather industry of the United Kingdom. Special prominence will be given to British leather and leather products, but the Fair will be international in character. The Tanners' Federation of Great Britain and Ireland and the Boot and Shoe Manufacturers' Association of Great Britain are taking an active part in the Fair, and the Department of Overseas Trade is lining up the colonial and foreign buyers so that a very big attendance is expected. There will be demonstrations of various portions of the leather trades and the available space has all been taken, even at an early date, which shows the interest manifested in this event.

The Fair is being managed for the society by the Shoe and Leather Recorder, 40 Finsbury Square, London, England.



Complimentary tickets of admission may be had from the British Trades Commissioner, F. W. Fields, 257 Confederation Life Bldg., Toronto.

U.S. CAPITAL IN CANADA

In the influx of United States capital to Canada, and the location of United States branches here, the establishment of boot and shoe factories has been strikingly lacking. Two small branch factories have been established, both of them during a boom period in this country, but despite their connection with large and successful organizations in the United States and the application of most modern business methods, neither of these companies have made even bank interest on the money invested, averaging their returns over the entire period they have been manufacturing in the Dominion. There are few lines of business where competition is so keen and this is one of the proofs.

Shame on the man of cultivated taste who permits refinement to develop into a fastidiousness that unfits him for doing the rough work of a workaday world! Among the free peoples who govern themselves there is only a small field of usefulness open for the men of cloistered life who shrink from contact with their fellows. Still less room is there for those who deride or slight what is done by those who actually bear the brunt of the day; nor yet for those others who always profess that they would like to take action if only the conditions of life were not what they actually are.

Beautiful Novelty Colors in Kid for Spring . . .



Fashion demands beautiful colors in Kid Shoes for Spring. Common sense is going to ask for them in shoes that are well made.

Prudence is going to insist that the shoes be sold for a moderate price.

“DIANA” WELTS AND TURNS AND REGINA FINE McKAYS

Those shoes fill the bill in every particular.

We are showing the most attractive line of colored Kids that you can find **anywhere**.

It will be necessary to place business for these lines early to insure delivery.

SOLD BY GOOD JOBBERS EVERYWHERE

The Regina Shoe Co., Limited
MONTREAL, QUE.

The Shoe Repair Man

REPAIR MEN ADVERTISING

We have intimated that repair men as a rule are not very good advertisers. However, there are exceptions. One of these is R. Stephens, of Bathurst St., Toronto. Mr. Stephens has one of the cleanest repair shops to be seen anywhere, and he is a hustler after business. He says that two accessories he uses for getting business are the phone and the auto. He emphasizes the calling for goods and delivering, maintaining there are a number of people who will not come out and some who cannot get out very well to bring their work, and when he advertises that he will call and deliver the goods he finds many of the people who will not come out and cannot get out will go to the phone and call him because it is the easiest way. That's a mighty good idea. He looks after a great deal of the calling personally, for he comes in touch with the customers and also can tell them just what the price will be. His business is widening all the time and he will have to have more room and more machines before long if business keeps on coming his way.

These ads, which we show, appeared in a paper that circulates in his immediate neighborhood. They are first class ads and if they lack anything it is the price. But as these ads are catering to phone orders mostly a person can ask the price over the phone without in any way obligating one's self. Some of the sizes of these advertisements are $7\frac{3}{4} \times 9\frac{1}{2}$, $10\frac{1}{2} \times 10$ and $10 \times 3\frac{3}{4}$, which shows they are good size. These ads have brought good business to Mr. Stephens.

MEETING OF THE TORONTO SHOE REPAIRERS

At the last regular meeting of the above association there was great interest manifested. The Scholl's people gave a splendid talk on the foot and its ailments. It was illustrated with stereopticon views, which added greatly to the interest. Mr. Bellinger gave the talk and Mr. Hamilton assisted with the views. In spite of the fact that it was exhibition week there was a good number out and when the meeting was thrown open for questions there was great interest manifested. The supplying of foot appliances is becoming a matter of importance with the repair men these days and there is no wonder that this meeting stirred up a great deal of enthusiasm. In fact the talk ran for over two hours and then the members did not want to close. This meeting was considered a very profitable one.

The Shoe Repair Shop has a page of "Pick-Ups" that are mighty good stuff. Here are some of them:

In order to obtain the best results, the shoes should be sewed immediately after the tacking on of the soles. A well-tempered sole should never be allowed to become dry as it interferes with good results. It is better to lay the soles the next day if the shoes are allowed to stand on the lasts over night, in order that the soles can be covered properly until just before the sewing operation.

It is a good plan for shoe repairers to temper their leather a day or two before they intend to use it. This saves time and greatly facilitates edge trimming and stitching. Leather that would be too hard otherwise is thus suitable for welt soles, and heels made from well-tempered stock are better at the edge than those made from stock

that was moistened just before using. The leather should be turned in the water frequently while in process of being tempered, so that it will get uniformly wet. It should then be wrapped in bagging until ready for use, when it will be easily cut and made conformable to any shape.

In sewing McKay soles, short stitches should be used, as besides tending to make the sole flexible, they are stronger and hold a greater length of time than long ones. Cotton thread is best in the sewing of these shoes as it is unaffected by perspiration.

A welt shoe wears out at the toe-end with rapidity on account of its flexibility. These shoes should be reinforced at the bottom part of the toe-end either by inserting plates or circlets, or sinking them in the sole.

In order to clean mouldy leather it should be allowed to dry thoroughly, as it is impossible to get the mould off while the leather is damp. When the moisture has dried out apply bran to the surface and rub briskly with a piece of felt.

Not infrequently are perfectly new shoes brought to a shoe repairer to have them made heavier at the bottom. This does not necessarily mean a thicker sole is desired, but weight given to the new sole. The best way to do this is to apply wooden pegs to the sole. The new sole forms a good, solid foundation, through which the pegs are driven and the advantage of the wooden pegs over nails is that polished floors, linoleum or carpets will not be marred thereby, and a resemblance to rubber tread is affected. If soles thus treated are dipped in oil the bottoms of the shoe become waterproof, and with the pegs driven in firmly, the soles will never come apart. It is not necessary, as one might suppose, that the pegs extend through the insole, for the solidity of the new sole makes riveting superfluous.

An observer tells of a process of setting edges on old shoes, which can be done by machine as quickly as getting a shine, or can be done by hand even, and the profits in the course of time will amount to quite a sum. A repairer in a large city could find this a paying adjunct. With a machine, and with a small charge, it would be surprising how many customers would avail themselves of the opportunity to have the edges of their shoes reset. A good suggestion is offered, just here, that right after setting would be a good time to tree the shoes instead of the ordinary shine. Treeing makes a wonderful difference in the appearance of a shoe.

It should be the desire of every shoe repairer to turn out work which has the appearance of newness, rather than a made-over job, and in accomplishing this purpose there are various little touches which he can give which will give the desired effect with very little extra expense, and the satisfaction to the customer will more than recompense for the extra work, even though it be almost gratis. Chalk dropped into the old shoes, before inserting the form, especially when the new sole is nailed on, is a benefit. The application of chalk in the inside is to make the shoe more com-

SEASON 1921



Tipperary Shoes

For Athletic and Summer Wear

Our Salesmen are now out with new samples showing an exclusive range of this popular line of Rubber Sole Canvas Footwear.

Book early and be sure of early spring delivery.

**The Columbus Rubber Company
of Montreal, Limited.**



THE TALBOT BROGUE

Changed In Name Only

The same appealing styles, high-grade workmanship and the finest of materials will continue to be found in the Talbot Shoe as were found heretofore :: in the "Just Wright" Shoe. ::

The change is that of name only. Henceforth the Talbot Shoe will represent Canada's Finest Shoes for :: :: Men and Women. :: ::

THE TALBOT SHOE COMPANY

E. E. DONOVAN, President

E. N. WRIGHT, Vice-Pres.


J. A. SULLIVAN, Sec-Treas

Successors in Canada to


E. T. Wright & Co., Inc.

ST. THOMAS

ONTARIO



AMONG THE SHOE MEN.



Mr. and Mrs. Griffith Clarke are spending a week or so at Atlantic City.

R. Harry is taking the Owens-Elmes samples with him through the west.

There is a change reported in the business of J. A. Ouellette, of Hull, P.Q.

A change is reported in the business of Jos. A. Duolos, of Chambly Canton, P.Q.

John Settle is showing his samples of the Murray Shoe at the Queen's, Toronto.

M. Feldman, of Hull, P.Q., is making some changes in his business, so it is reported.

Emile Gagnon, of the Aird & Son, Montreal, has been calling on the trade in Toronto.

There is a business change reported in the business of Eugene Poirier, of Montreal.

Jaek Cameron is showing the Myles Shoe Co. samples at the King Edward Hotel, Toronto.

R. B. Griffith, of Hamilton, was at the Queen's Hotel, Toronto, last week showing his samples.

P. S. Brady, of Waubauschene, was in the city on business while the Exhibition was in progress.

M. S. Chapman, of Pickering, was a business visitor in Toronto during the first week of the Exhibition.

Chas. Ludlow, of Ludlow Bros., Brantford, was a business visitor in Toronto during the Exhibition week.

Eugene Poirier, shoe merchant, of Montreal, is having some changes made in his business, so it is reported.

There is some change to be made in the business of Deschenes, shoe merchants of Shawinigan Falls, Que.

Mr. Martin, of the Kingsbury Footwear Co., Montreal was in Toronto recently showing samples of the firm.

A change is reported in the business of Jas. H. Phillips, of Toronto. Mr. Phillips has a business on Pape Ave.

A. G. Lehman, of Stouffville, Ontario, took in the Toronto, Exhibition and did some shoe buying at the same time.

The death of John Grant who had a shoe business in Amherstburg, Ontario, took place recently in that town.

W. Edwards, who represents Getty & Scott, of Galt, is showing his samples at the King Edward Hotel, Toronto.

Mr. Lepinay, of Lagace & Lepinay, was a business visitor in Toronto last week. Mrs. Lepinay accompanied him.

A. A. Orendorff, of the E. T. Wright Co., St. Thomas, is showing his samples at the King Edward Hotel, Toronto.

W. Miller, of Washago, Ontario, has been in Toronto recently on business. He did some sorting for his shoe stock.

M. G. Cook, of Sterling, was in Toronto on business during Exhibition week. He says business is good in his town.

O. J. Smith, of St. Jacobs, was a business visitor in Toronto recently. He took in the exhibition at the same time.

W. C. Myers is at the Queen's Hotel, Toronto, with his samples of La Parisian Shoes. He says business is good with him.

Geo. Berwiek, of Shelburne, was in Toronto recently on a buying trip in connection with his shoe business in that busy town.

J. Hefkey, of Drayton, paid Toronto a visit during the Exhibition week and did some sorting among the wholesale houses.

Fred A. Howard, of Boston, is said to have invented a chemical process for preserving and strengthening leather. Mr. Howard has been experimenting on this for many years

and claims to have it to that point where it can be used successfully.

J. A. McLaren, of the J. A. McLaren Co., Limited, has returned safely with his family after a trip to England and France.

L. O. Breithaupt, of Kitchener, was in Montreal last week on business in connection with the Breithaupt Leather Company.

Lorne Darlington, of Morganston, Ontario, was on business in Toronto recently. He was also a visitor at the Exhibition.

A newspaper report says that fifty English shoemakers passed through Toronto recently on their way to Brantford and the west.

W. Hamilton, shoe merchant, of Chesterville, paid the Exhibition a visit in Toronto and did some shoe buying at the same time.

Mrs. T. Allen, who has a shoe business in Allendale, was doing some buying for her business while the Exhibition was on in Toronto.

Edgar A. Tuttle, of the Badel Leather Co., of Newark, N.J., was business visitor in Toronto during the week of the Toronto Exhibition.

Thieves have been at work in Hamilton and the shoe store of Louis Garshowitz was entered recently and a half dozen pairs of shoes stolen.

J. A. Stevenson, of Arthur, was in Toronto recently doing some buying for his shoe business in that live little town. He says trade is good with him.

Stuart J. Anderson, who represents the Blachford Shoe Manufacturing Co., Toronto, returned from Montreal last week and goes to Ottawa this week.

A. J. Hand, of the Ames Holden McCreedy Co.'s Toronto branch, is wearing a happy smile these days. Why, did you ask? Well, Alf's a grandpa now.

Wm. Drinkwater, who has been with the Gutta Pereha and Rubber Limited for considerable time, now has Western Ontario for his territory for this company.

Osear Vogt, of the Great West Felt Co., Elmira, Ontario, has been seriously ill for some time in the General Hospital, Toronto, but is able to be back home again.

H. B. McGee is showing Perth Shoe samples at the King Edward Hotel, Toronto. Mae says the usual good business that comes to Perth Shoe is still coming his way.

Mr. McKeen, of McKeen Shoe Co., has just returned from Winnipeg, where he called on the retail and wholesale shoe dealers. He is now out on his regular trip.

A man was caught in a shoe store the other night in Toronto by a policeman whose attention was attracted by an open window. The fellow had a load on—of shoes.

Jos. Stone, of Windsor, was among the many visitors to Toronto during the week of the Exhibition. He took occasion to do some buying for his store at the same time.

E. W. Odell, general representative of the Boot and Shoe Workers of Canada, will go to Geneva to the coming meeting of the government body of the International Labor Office.

Loekie Fingland, the traveller who does the Niagara Peninsular for the White Shoe Co., Toronto, was one of the "Rooters" at the big laerosse game at Orangeville recently.

It is reported that B. Chesler has purchased the stocks of the Walk Easy and Peterboro Shoe Stores at Auction in Toronto for 50 cents on the dollar. He purposes running a



“AMES-HOLDEN”

BRAND

RUBBER FOOTWEAR

CANVAS

RUBBER-SOLED SHOES

FELT SHOES & SLIPPERS

IS NOW ON THE MARKET

Manufactured and sold by

AMES HOLDEN McCREADY, LIMITED

HALIFAX, ST. JOHN, QUEBEC, MONTREAL, OTTAWA,
TORONTO, LONDON, WINNIPEG, REGINA, SASKATOON,
EDMONTON, CALGARY, VANCOUVER

sale of this stock in one of the stores and give real cut price bargains.

Fred Foley, the man who runs the Sunnyside Boot Shop in Bowmanville, took in the Toronto Exhibition and at the same time did some buying for that Sunnyside Shop of his.

W. Alfred Moor, of the Beardmore Co., has just returned from a three weeks' vacation in Muskoka. He looks all the picture of health that you can imagine a Muskoka can give.

The London Times says there has been an improvement in the demand for leather on account of the British Boot and Shoe Industry taking on greater activities during the last few weeks.

A. Kirkpatrick, of Le Froy, Ontario, took in the Exhibition at Toronto and did some sorting for his store. Mr. Kirkpatrick says that he cannot complain of business in his neighborhood.

John Campbell, one of Chatlam's progressive shoe retailers, was a business visitor during the exhibition week in Toronto. Mr. Campbell says that business is good in the city of Western Ontario.

It is said a Windsor shoe maker was discovered to have a still. A newspaper comments that maybe he was trying to do business as a sherry cobbler. We say no, it was more like a bootlegging job he was after.

The Miner Rubber Co. has one of the most unique catalog-calendars ever issued. If you do not have one a post card sent to them at Montreal will bring one to you. It is 24x18 inches, printed in colors.

A report from Galt says that the building once occupied by the Galt Hat Co. is being remodelled for another factory for Classic Shoes. The Getty & Scott Co. will make ladies' fine turned shoes in this new plant.

Wm. Robinson, representing the J. A. Johnston Co., of Brockville, stopped off at Toronto recently on his way home from a trip through Western Ontario. He says he has no complaints to make about business.

Arthur Wilson, of the Robt. Wilson Shoe Store, Hamilton, Ontario, was a business visitor in Toronto during the week of the Toronto Exhibition. Art is one of the live pushers of the Hamilton Retail Shoe Store.

The Canadian Credit Men's Association, of Canada, have two new members on the board of governors in the persons of D. S. Benvie, of the Jas. Robinson Co., and F. A. Todd, of the Dominion Rubber Systems, Montreal.

Mrs. B. Haase, of Bancroft, who has a shoe store in that town, was in Toronto last week doing some buying for her store. Mrs. Haase is one of the few women who are in the shoe business in Ontario and she has made good.

New York papers say that shoes and not hats are the latest craze in novelties. Retailers say that never before have they displayed such bizzare, exotic, ornate and novel styles as are being shown in the windows on Fifth Avenue.

Thomas Clayton, of Flesherton, Ontario, was in Toronto on business during the second week of the Exhibition and gave the SHOE AND LEATHER JOURNAL a call for about five minutes. Mr. Clayton says business is fine up in his section.

Mr. Snelling, of the Toronto branch of the Ames Holden McCready Co., was in London a few days during the Western Fair, helping out at the London Branch of the Company. Mr. Pearson, the Ontario manager, was there part of the time also.

The Yale Shoe Co., which has just started in Galt, Ont., is the fifth shoe factory for that live little city. It is less than 25 years ago since Mr. Getty started with two sewing machines in his own house making Classic Shoes, which was the first of the industry in Galt.

H. E. Wettlaufer, the popular salesman of the Charles Ahrens Co., of Kitchener, is away on his western trip taking in the principal cities between here and the coast. D. J. Tallant, of Lonodon, covers Eastern Ontario, T. Welsh, Western Ontario, Geo. Ziegler looks after Manitoba and the

North Shore, C. H. Hindburgh, Alberta and Saskatchewan O. H. Hymmen, Montreal City, J. E. Amyot, Quebec City and the eastern townships, D. J. Sutherland, the Maritime Provinces, all selling "Chums" for the above firm.

The Canada Shoe Findings and Novelty Co., of Toronto, have a Lotion Cream for polishing and preserving leathers in black, dark, brown, dark and light grey and white which replaces their former glaze kid cream. It is claimed that this cream is a leather insurance.

The F. J. Weston & Son's travellers are now out with their samples. W. G. Damer covers from Pt. Arthur to the coast and all the important cities of the prairie provinces. A. W. Bradfield, Eastern Ontario, H. Kilpatrick, Western Ontario, and Robt. Hanna, Toronto City.

Henry J. Frankum, of Harriston, died recently at his home in that town. He was an Englishman but has been in Canada over 60 years. He was a tanner by trade and worked at the Acton plant of the Beardmore Co. until three years ago, when he moved to Harriston, Ontario.

Geo. Weston, of the Geo. Weston Shoe Co., Toronto, has just joined the great company of benedicts. Miss Lowery, a very estimable young woman, is the happy person of the second part, as the lawyers would say. We wish them all the joys that can come to a happy couple.

The Phoenix Leather Co., of New Toronto, has been granted a provincial charter and will take over the business of the company of the same name and conducted by E. A. Covell, James Ballantine and James Carton. The charter is very broad, giving them a wide range of manufactures.

The Crescent Braid Co. are starting quite a unique advertising idea in the U. S. They make the Premo Lace and every pair of laces will be replaced free of charge if the tip comes off before the lace wears out. The Canadian Shoe Findings and Novelty Co., of Toronto, are the Canadian selling agents.

J. W. Carey, who has a shoe shop in Peterboro, has taken a partner, W. Ingram, late of Dundee, Scotland, who is a practical shoemaker. Mr. Carey will still carry on his specialty of making shoes for deformed feet. They have put in a new Goodyear stitcher and finishing machine and there business is now due to boom.

Now isn't this mean? The Portage la Prairie Graphic gets off this one: "Large quantities of paper suits for men, at a cost from \$8 to \$40 per suit, are being exported from Germany to England. In this country so far manufacturers have confined their paper wearing apparel manufacturing to boots and shoes." Can you beat that?

Daniel Matchett, foreman of the Sterling Shoe Co., London, Ontario, died recently in that city. He was born in Drayton and learned the shoe business in Owen Sound, but has been in London for a number of years. He was with the Murray Shoe Co. for about ten years before going with the Sterling Shoe Co. He leaves a wife and daughter, six brothers and four sisters.

WINNIPEG NOTES

W. J. Berryhill, of Yale Shoe Co., and his wife spent two weeks on the coast.

J. J. Kilgour, formally of Kilgour Rimer Co., spent the summer at Loon Lake with his family.

The Hartt Boot & Shoe Co., of Fredericton, will open a retail shoe store in the stand recently vacated by Mr. J. B. Kilgour.

The Ryan Devlin Shoe Co. have leased one of the very fine stores under construction in the New Block where the Clarendon Hotel was. It will be one of the best stands in the city when completed.

Mr. Devlin, Mr. Affleck, Mr. Farewell and Mr. Wheeler are at work already for the great Shoe and Leather meet in our city in 1921.

**McKEEN
SPECIALTIES**

SHOEMEN will see in our range for Spring 1921 an extensive and choice selection of attractive, well-made Shoes that are outstanding both for style and value.

STOCK

We are carrying in stock a complete range of Children's Turns in stock at real Prices.

Misses' Chrome Pat. Mary Jane Pump Low Heel	\$2.00
Girls'	1.65
Child's	1.35
Infants'	1.10

We invite you to write for samples.

THE C. E. McKEEN SHOE CO.
LIMITED
MONTREAL

It is reported that S. A. Nickle, of Calgary, is held on a charge of negligence because of an accident he had with his car.

The 1921 catalog of the Miner Rubber Company's Greyhound Canvas Shoes is being sent to the trade. It's a splendid issue, printed in colors.

J. D. McArthur, that hustler in Guelph, has added more room to his store. He has secured more space adjoining his present premises and will have his children's department there



Interior of a Canadian modern shoe factory

and a rest room for women. J. D. is nothing if he is not up to date. Wonder will he have time now to follow that little hobby of his—singing? Hope so.

United Shoe Shops, Limited, have gotten under way in Hamilton and are operating two stores at the present and will add more in the near future.

D. Waddington has opened a new shoe store in Stratford that is right up to date. Mr. Waddington is an old Stratford boy and should meet with success in his home town.

C. H. Albee has been taking a little business trip on the other side, looking into the leather situation over there. Mr. Albee is with the Myles Shoe Co., Limited, Toronto.

The U. S. M. Co. is now represented in the Toronto-Miagara Falls district by Frank Webster, who has been with the John Agnew Co., of Brantford, for a number of years.

R. L. Savage, the President of the Shoe Travellers' Association, of Canada, Eastern Section, is now representing

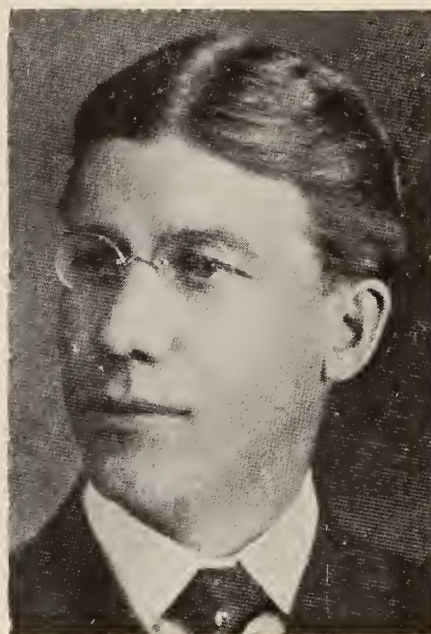
the Tetrault Shoe Manufacturing Co. in the west from Pt. Arthur to the coast. Mr. Jas. Clark, of Clark Bros., will look after the territory Mr. Savage had in Ontario for that company.

The Independent Rubber Co. has issued its Speed King Outing Shoes catalog. It is nicely printed in colors and if one does not reach you send for a copy. It is a good thing to have as a reference book.

The Ontario Section of the Shoe Travellers' Association purpose getting busy right away and will take up some important matters in connection with the organization. They are trying to enlist the interests of all the travellers in the province and have a complete list of these, to whom monthly circulars will possibly be sent showing who are members and who are not. They also will likely pull off some sort of an entertainment in the near future. Jas. Heffering, the Ontario President, is doing some hustling on the job.

GEO. H. FERGUSON

Geo. H. Ferguson, one of the most popular shoe salesmen in the west, is now with the new company which has taken over the E. T. Wright plant in St. Thomas, Ontario. He will represent them in the west, covering the territory from Ft. William to the coast. Mr. Ferguson is a real shoe



GEO. H. FERGUSON

man, having started in the Hartt Boot and Shoe Company's factory and then selling for them. He has also represented Clarke Bros. and the Tetrault company and has had considerable retail experience in addition.

I do the best I know—the very best I can; and I mean to keep right on doing so until the end. If the end brings me out all right, what is said against me won't amount to anything; if the end brings me out wrong, ten angels swearing I was right would make no difference.

**Direct Importers
of Hides**
**Direct Importers
of English and
Australian Leather**

Boston Hide & Leather Company, Inc.
20-24 East Street, Boston, Mass., U.S.A.

SOLE and UPPER LEATHER
Agents for HENRY BOSTON & SONS, Ltd., Liverpool, Eng.

Be Sure YOU see the Dupont & Frere Spring Samples

There has been a marked change in the attitude of the public toward shoes.

The **majority** of men and women want good shoes—but they want them **under the prices calling for luxury tax.**

To meet this condition our travellers are carrying a Spring line newly priced.

You can buy these shoes at our prices and sell them below the tax line at a good profit.

The shoes are right. The prices are better. You can't go wrong by waiting for our salesman and seeing what he has to offer.

DUPONT & FRERE

301 AIRD AVE. (MAISONNEUVE)
MONTREAL

The Great remedy for unrest, social, industrial and political, that which brings peace to the home and prosperity to the dealer is

TRICKETT'S SLIPPERS

They are as welcome to the cot as to the palace and meet the needs of the tired workman as well as the nerve-worn captain of industry.

To Our Friends in Canada

We express the regret that the tremendous shortage at home and abroad of materials still impairs Trickett Production. We are doing our very best to meet the demand, and there are none we are so anxious to take care of as our good friends of the Dominion.

If your jobber cannot supply just what you want, just when you want it, bear in mind the unusual conditions and have patience with them and with us.

Sir H. W. Trickett Limited Waterfoot, Nr.
Manchester, Eng.

Largest Slipper Manufacturers in the World

J. S. Ashworth, Canadian Representative 16 Manchester Bld.,
TORONTO



Quality Shoes



ANY shoe merchants wonder why the better class of trade do not patronize their stores: often you hear the statement made that these people all send away to the Cities for their footwear.

Did it ever occur to you that perhaps you do not keep the merchandise which would attract these people? The class of your trade is undoubtedly governed by the class of merchandise you keep. Our HAND-MADE footwear has been well received by the most desired trade in TORONTO and will do quite the same for your store. Write for samples.

OWENS-ELMES MANUFACTURING CO.
12-14 Sheppard Street
TORONTO, ONT.

OWENS-ELMES

*Operating the first and only factory in Canada
making strictly bench made turns.*





Blachford Shoe Mfg. Co., Limited
Toronto



J. & T. Bell, Limited
Montreal



Wm. A. Marsh Co., Limited
Quebec

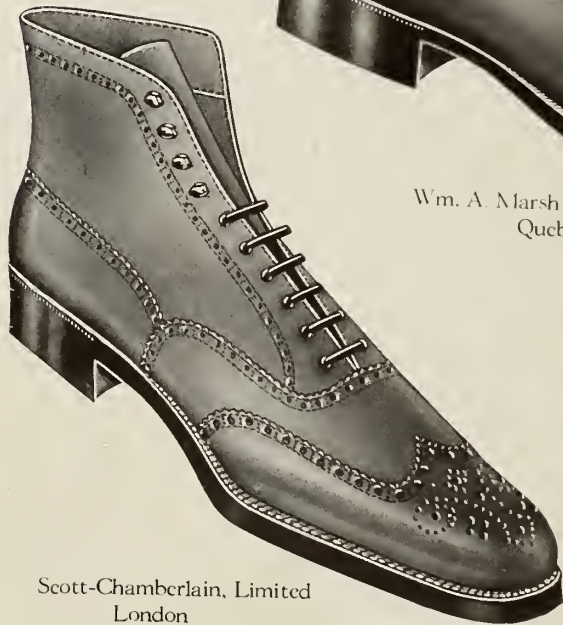
1921



J. & T. Bell, Limited
Montreal



Wm. A. Marsh Co., Limited
Quebec



Scott-Chamberlain, Limited
London

1921



"La Duchesse" Shoe Co. Reg.
Montreal



Dufresne & Locke
Montreal



Blachford Shoe Mfg. Co., Limited
Toronto

1921



Wm. A. Marsh Co., Limited
Quebec



Getty & Scott, Limited
Galt



Scott-Chamberlain, Limited
London, Ont.



Williams Shoe, Limited
Brampton

1921



J. & T. Bell, Limited
Montreal



The Regina Shoe Co., Limited
Montreal



The Newport Shoe Co., Limited
Toronto



Getty & Scott, Limited
Montreal



Hartt Boot & Shoe Co., Limited
Fredericton, N.B.

1921



J. & T. Bell, Limited
Montreal



Getty & Scott, Limited
Galt



Getty & Scott, Limited
Galt



Wm. A. Marsh Co., Limited
Quebec



Getty & Scott, Limited
Galt

1921



The Regina Shoe Co., Limited
Montreal



Clark Bros, Limited
St. Stephen, N.B.



Corson Shoe Mfg. Co., Limited
Toronto



Hartt Boot & Shoe Co.,
Limited
Fredericton, N.B.



The Talbot Shoe Co.
St. Thomas

1921



*In the PERTH line you will get the
utmost in STYLE, PRICE
and SERVICE.*



See our new Spring Samples before
placing your order. Write us and
we will have a salesman call or
send you samples.



PERTH SHOE COMPANY, LIMITED
PERTH, ONTARIO

*Largest Manufacturers in Canada
of Women's Fine Welted
Shoes Exclusively.*

1921



When the curtain is drawn on the splendid range of

Classic Shoes

for the

Spring 1921 Season

Canadian Shoemen will see a most worthy showing of Canadian-made Footwear for Women and Children, the **STYLES** of which combine **Exclusiveness** with **Good Taste**, and the **QUALITY** of which is all that expert shoemaking and the use of first grade leathers can achieve.



These finely fashioned, well-made shoes respond to every demand for footwear excellence.

Getty & Scott, Limited

Galt, Ontario



Classic

WOMEN'S FOOTWEAR

Popular

with
those
who
are

Particular

There is nothing smarter or more graceful in all that Fashion has to show in Footwear for the coming season than the new Classic Models. Their lasts and patterns mark them as leaders of footwear vogue, just as their quality and prices stamp them as the best for footwear value.



GETTY &

Gal

Mention "Shoe and Leather Journal" when writing an advertiser

Shoes



CHILDREN'S FOOTWEAR

which

Fits Better

Wears Better

Looks Better Longer

"CLASSICS"

The commands of Nature and the demands of Fashion are both taken fully into account in the modelling of Classic Shoes for Children; so that in both Fit and Appearance they are all that can be desired. But their merit in these two features is even exceeded by their greater worth in greater wear.

SCOTT
Limited
Ontario



Mention "Shoe and Leather Journal" when writing an advertiser



We would like every Canadian Retailer to prove to himself, in his own selling experience, the trade-building character of Classic Shoes. Hundreds of them have already done it, and each season they give to "Classics" that premier position in their women's and children's departments which these high-grade shoes deserve.

You can get THE VERY BEST TRADE with Classics. You can turn "Medium" trade INTO BETTER trade because Classics supply a powerful incentive to buy better grade footwear—and they offer a convincing argument that Canadian-Made Shoes are the equal of the best produced anywhere.

Our salesmen are now starting out. We are confident the line they are carrying will create enthusiasm throughout the entire trade. Wait and see.

GETTY & SCOTT, LIMITED

Galt

::

Ontario

Makers of Fine Shoes for Women and Children

Amherst Ascendancy

The strongest testimony of the Superior Quality of AMHERST SHOES is the steady growth in the esteem and confidence of the trade.

Amherst Solids

In spite of changing conditions maintain their hold upon dealers through their appeal to WEARERS who want SOLID LEATHER SHOES at MODERATE PRICES.

For Fall and Winter Trade

You will need AMHERST SOLIDS as the BACKBONE of your business. Do not let your stock run low on these EVERYDAY SELLERS. The country has had a magnificent crop and other conditions point unmistakably to a successful and profitable retail business season and AMHERST SOLIDS

Are Business Insurance

That you cannot afford to neglect. We carry complete stocks at all our branches as well as at our central establishment.

Amherst Prices Are Popular

Amherst Boot & Shoe Company, Limited

Regina, Sask. Amherst, N.S. Halifax, N.S.

ROBSON QUALITY LEATHERS



OSHAWA

CANADA

Tan Chrome Sides
 Mahogany Chrome Sides
 Royal Purple Chrome Sides
 Elks—Various Colors
 White Buck
 Chrome Patent Sides
 Dull Chrome Sides
 Bright Boarded Sides
 Retan Storm Leather
 Chrome Tongue Splits

The Robson Leather Co., Limited

Oshawa

-

Montreal

-

Quebec

SHOES with the excellent Quality and fine Style of Monarchs and Brandons, take no second place to any footwear productions on the market. In fact, they stand out ahead of most, above the average in VALUE as well as QUALITY.

Dealers who handle these shoes take first place too, in their community, establishing their store as the centre for Reliable Footwear.

We help you sell them by telling your customers about their superior merits in our extensive advertising. Featuring Monarchs and Brandons is a sure way to profitable selling.



MONARCH
and
BRANDON

**Canadian Shoes —
Equal to Any —
Superior to Most —**



**In Stock Shoes
For Immediate Shipment**

All Gun Metal Calf Bal,	Elect Last, D width	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Verdun “ D “	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Aviator “ D “	sizes 6-10, 5 1/2-9 1/2
Royal Purple Russia Bal,	Aviator “ D “	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Elect “ D “	sizes 6-10, 5 1/2-9 1/2
Vici Kid Bal,	Liberty “ E “	sizes 6-10,
“ “ “	Vogue “ D “	sizes 6-10,
“ “ “	Yale “ D “	sizes 6-10,
Black Diamond Calf Bal,	Elect “ D “	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Liberty “ E “	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Foch “ D “	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Verdun “ D “	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Aviator “ D “	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Haig “ D “	sizes 6-10, 5 1/2-9 1/2
These are put up in 15 pair lots		sizes 6-10, 5 1/2-9 1/2

All single soles with the exception of one line, Black Vici Kid Bal, Liberty Last, E width, which has half double sole.

All shoes ready for immediate shipment, Monarch or Brandon.

WRITE OR WIRE FOR PRICE LIST

The Brandon Shoe Co., Limited
BRANTFORD, ONTARIO

The Weston Lines are Winners For 1921



No. 970.

The Spring Placing Season is here and this year as usual we come to the aid of shoe dealers with an extensive range of footwear that will be a delight to retailers looking for

Popular, Sure Selling Styles Trade Winning Values



No. 981.

Their saleability is backed up by a substantial quality in material and workmanship that enables you to recommend them with fullest confidence.

The Albany - The Ironclad for Women for Children

These two lines are firmly established with both trade and public. You can include them in your stock knowing that they will make good in selling and service.

OUR CUSHION SOLE SHOES

For "Little People" will increase your sales in Children's Footwear.



No. 75.

SEE THE WESTON MAN. He will show you a complete range of Weston-made Shoes and a choice selection of the best productions of other leading Manufacturers.

F. J. WESTON & SONS

53 Wellington Street West

TORONTO

There Is More Than Good Luck

in the
Selling Success of

WESTON SHOES

because



There Is More Than Good Looks

in the shoes themselves. There is Snappy but Sensible Style, backed by Sound Wearing Quality, made available at prices that mean a FULL MEASURE OF VALUE.

The Diamond, Queen City, The Canadian Girl

Three lines that should be well represented in the stock of every dealer.



3529 Black Dongola Kid Southern Tie.
3579 Patent Tie.
3589 Choc. Kid Tie with 20/8 Louis Heel V.P.



3532 Black Dongola Kid Oxford.
3572 Patent A. L. M. grade.
3582 Choc. Kid Oxford with 15/8 Military Heel V.P.



3525 Black Dongola Fancy Tie.
3575 Patent Fancy Tie.
3585 Choc. Kid with 20/8 Louis Heel V.P.

Weston Shoe Co.,
Limited

Campbellford
Ontario



LEATHERS With a Mark

LEATHERS that bear the mark of Barrie Tannage will have every character of dependability, for that mark is one in which outside finish and inside quality combine in the unit of efficiency.

□ □

The Barrie Tanning Co.

LIMITED

BARRIE

--

ONTARIO

The-
JOHN RITCHIE
COMPANY LIMITED
MAKERS OF
MEN'S SHOES
QUEBEC





Choosing Your Men's Shoes For Spring . . .

will be an easier matter when you see our fine range. It is an excellent showing, from every standpoint—Selection, Style, Quality and Value. The models feature the very latest lasts and patterns and accord with the most recent dictates of Fashion. They will be POPULAR wherever shown.

Outstanding features of these shoes are a SOLID LEATHER HEEL and a KID LINING in place of Split Calf. They are real talking points that help make Sales, and are features that ensure Satisfaction in wear.

Wait for our travellers and give our Samples
:: a thorough inspection. ::

SCOTT-CHAMBERLAIN, Limited
London - - Ontario



Two Winners From The Scott - Chamberlain Line

Some really excellent Shoemaking is represented in our two new models here illustrated.

The High Cut is a Regular Brogue possessing an individuality in design that is in keeping with the high standard of Quality in material and workmanship. Made in Tan or Brown Calf, Smooth or Scotch Grain.

In the Oxford is embodied a rare combination of Snappy Style, Comfortable Fit and substantial Wearing Quality. Dressy men will admire it. Made in Kid, Gun Metal, Zulu Brown or Mahogany Brown.

SCOTT-CHAMBERLAIN, Limited
London - - Ontario

The logo for United Shoe Machinery Company (USMC) is a stylized, bold, black font where the letters 'U', 'S', 'M', and 'C' are interconnected and rounded.

MADE IN CANADA

CUTTING DIES

FOR

ALL PURPOSES

SHOE
HARNESS
RUBBER
ENVELOPES
PAPER BOX
LEATHER AND PAPER NOVELTIES

We guarantee satisfaction

A trial order will convince

United Shoe Machinery Company of Canada, Limited
MONTREAL

TORONTO
90 Adelaide St. West

KITCHENER
46 Foundry St. South

QUEBEC
28 Demers St.

LENNOX

Always Reliable

That is the reputation we have made with the trade for being always UP-TO-THE-MINUTE in Stock, PROMPT in Shipment and RIGHT in Prices. Whatever you need

FOR FALL and WINTER TRADE

look to Lennox and there you will find it. Our buying facilities enable us to MAKE THE VERY BEST of present market conditions. We can satisfy you in SELECTION, in QUALITY and in PRICE.

THE NEWEST AND BEST IN MEN'S

THE MOST POPULAR SELLERS IN WOMEN'S

THE BEST CHILDREN'S LINES OBTAINABLE

Ready for Your Spring Placing

Before ordering your Spring Goods see the Lennox Lines. We have completed a careful sizing-up of the products of the best factories and have selected THE CREAM OF THE BEST SELLERS.

WE SPECIALIZE IN SLIPPERS

Do not overlook the valuable Slipper Trade that comes with the Fall and Winter Season.

We have made special preparations to provide the Trade with slippers, and our range outclasses anything being shown for EXTENSIVE SELECTION and for VALUE.

The Best English and Canadian Makes

are featured, complete in a full line of JULIETS, COZY and all the most popular saleable Models. They are a real trade attraction.

You need have no trouble in getting the slippers you need with our STOCK and our SERVICE at your disposal. ORDER NOW and be ready for a big demand.

JOHN LENNOX & CO.

Hamilton - - - Ontario



Men's and Women's Goodyear Welts

Women's McKays

Men's Slippers and Women's Comfort Turns

Misses', Children's and Infants' Stitchdowns

This is the most complete range of Fine and Medium Shoes made in Canada.

Their quality leaves nothing to be desired—it goes clear through.

Their style makes them the ready selling shoes that has earned them their country-wide reputation.

Their price tells its own story.

Dufresne & Locke, Limited
Montreal, P.Q.



GREAT VALUES IN WOMEN'S WELTS

Making a complete, extensive line has given us every facility for producing each line in such a manner as to make every shoe represent the **UTMOST** in value, and **VALUE TO US MEANS THE BEST MATERIAL, GOOD SHOE MAKING, AND CORRECT STYLE ALL AT THE RIGHT PRICE.**

Our women's welts are the best value you will find.

Popular prices are going to be your bread and butter this spring. You can sell any Dufresne & Locke Shoe at the right price and make money.

Dufresne & Locke, Limited
Montreal, P.Q.

**Beco Leathers
The Line of Solid Merit**

HEAVY LEATHERS

Elk, Kangaroo

and

Box Grain

Blacks and Colors

Sides and Bellies

Shoulders and Splits

White Chrome Sheep

**COLLAR LEATHER
KIPS**

**THE BERNARD COMPANY
111 LINCOLN ST., BOSTON, MASS.**



BOY'S BROGUE—NO. 2000

THE WILLIAMS RANGE For 1921

fully maintain those many points of superiority that have established it as

Canada's Standard Staple Shoe

The Quality and Value is there that have always made them leaders, and there are styles that represent the very latest advancements in shoe-making.

Do not miss seeing these samples when doing your Fall Placing. They are worth waiting to see.

WILLIAMS SHOE LIMITED
BRAMPTON, ONTARIO

UPPER LEATHER

BARK, CHROME, RETANNED

SPLITS

WAX, FLEXIBLE, OOZE

We Solicit Your Enquiries for Leather that has Stood the Test of Time

OUR AGENCIES

PERCY J. MILBURN, 256 Lemoine St., Montreal, P.Q.

RICHARD FRERES, 553 St. Valier St., Quebec, P.Q.

A. DAVIS & SON, LIMITED

KINGSTON, ONTARIO

Lady Belle Shoes

Fine
McKays
For Women

You can go over the women's footwear productions of the entire trade but you won't find anything finer than the samples the Lady Belle representatives are showing for the coming season. We have embodied in this range all that is new and worthy in women's footwear fashions and we have been careful to see that the shoemaking is right in every detail.

They are GOOD SHOES and you can sell them at prices that win trade because of the GOOD VALUES.

See them and you will be convinced.

Travellers now calling on the trade soliciting Assorting and Spring Business.

The Lady Belle Shoe Co.

Limited

KITCHENER

ONTARIO



COTE QUALITY

Cote Quality is the result of long experience, skillfulness and honesty in shoemaking. It has placed and held Cote Shoes in the front rank money-makers and trade builders. It is obtainable at a price that makes your customers well pleased with

COTE VALUE

The Yamaska Mark

The "Yamaska" mark has for over fifty years been a guide to real worth in shoes.

You will find it just as reliable a guide when you are doing your buying for the coming season.

It will show you shoes that meet selling competition just as successfully as they stand hard wear.

LA COMPAGNIE J. A. & M. COTE

St Hyacinthe - Quebec.



Regal Shoes are a realization of the ideals of expert and experienced shoemakers—men who strive for excellence and distinctive character in their work. Regal Shoes also bring a full realization of the aims of progressive shoe dealers—the establishing of a profitable lasting trade with those people who know and demand good footwear.

Corson Shoe Manufacturing Co.
Limited

STIRLING ROAD, TORONTO

REGAL SHOES

MANUFACTURED

UNDER LICENCE





Truly keyed to the taste of the approaching season are the new Regal Samples. They are a fine showing of trade winning models, and in the lasts and patterns featured there is an exclusiveness that will win the admiration of the most critical. You have not seen the final word in Canada's Shoe Production until you have seen "Regals."

Corson Shoe Manufacturing Co.
Limited

STIRLING ROAD, TORONTO

REGAL SHOES
MANUFACTURED UNDER LICENCE





Smart
Instep Strap
Model No. 64.



Dressy Man's
Shoe in Kid or Calf.
Model "Apollo"

Salesmen
are now starting
out with Spring 1921
samples which will carry
a message of the "Canadian"
made shoe that will definitely
cover all the requirements for your
success. YOU CAN BUY WITH SAFETY.

The HARTT BOOT & SHOE CO., Limited

—Canada's Best Shoemakers—

FREDERICTON, N.B.

HARTT

HARTT

Mention "Shoe and Leather Journal" when writing an advertiser



COURAGE

Is as much a commercial asset to-day as it ever was.

THERE IS A LOT OF TALK GOING ON THESE DAYS ABOUT "ECONOMY." The consuming buyer who wishes to be truly economical will do well to put PRICE and QUALITY in their proper relation, and we believe the merchant who desires to be permanently and truly successful, will not even contemplate substituting Price for Quality.

IT IS OUR UNALTERABLE DETERMINATION TO STAND BY OUR TRADITIONAL POLICY OF "QUALITY" aiming at all times to improve it where at all possible. We believe that QUALITY and SERVICE are the real foundations upon which all successful business enterprises are erected. The opinion of the most successful merchants who are handling our line at present is, that The "HARTT" Shoe is one of the greatest merchandise assets they have.

TO THE DEALER WHO DESIRES TO CONVERT OUR LINE INTO A BUSINESS ASSET FOR HIMSELF, please advise us promptly so that we may have one of our salesmen get in touch with you and show you our full range of samples before his trip is completed.

Your enquiry will receive our most courteous and prompt attention.

"Canada's Best Shoemakers"

The HARTT BOOT & SHOE CO., Limited

FREDERICTON, N.B.

HARTT

HARTT

FINEST

Beautiful Lasts, Shoes well made



Woman's Bal.
MILITARY OR CUBAN HEELS

In late August and early September, when buyers showed a tendency to "hold off" where "ordinary" shoes were concerned, we started to show our new lines in the trade.

Everywhere we met uniform praise for the excellent shoemaking in the Spring Samples. Everywhere, the new lasts we are showing won enthusiastic approval.

But, better still, we found many of the trade willing and in a position to buy the quality of shoes and the values we had to offer.

IF YOU WANT THE BEST VALUES IN WOMEN'S FINE MCKAYS BE SURE TO SEE THE CLARK FULL LINE OF SAMPLES.

CLARK BROS., LIMITED

St. Stephen, N. B.

Permanent Sample Room, 20 Windsor Hotel, Montreal

McKAYS

Deliveries prompt *Prices right*

This season we have organized so well that we can guarantee that orders entrusted to us will be delivered on time.

Better still, a stock room cleaned out by last season's run has made it possible for us to price every sample after taking full advantage of the leather situation.

Reductions on last season's prices vary, of course, according to the materials used. But you can be sure that every Clark price is based on the lowest market for the material in question.

CLARK'S FINE McKAYS FOR WOMEN ARE THE FASTEST SELLING LINE IN CANADA TO-DAY—MADE RIGHT AND PRICED RIGHT.



235
No. 22½ Black Kid. No. 231 Patent.
No. 230 Brown Calf. No. 235 Gun Met. Calf.
Widths AA to D.

CLARK BROS., LIMITED

St. Stephen, N. B.

Permanent Sample Room, 20 Windsor Hotel, Montreal

Patterns Made by Conaway-Wadsworth

have all the earmarks of the product of real shoe men.

They are right in every little detail because it is their business to know shoe-making.

**“They’re the last word in
style—and fit perfectly”**

That’s what the superintendent of a high-grade factory said of the new models we supplied him.

It is our business to supply up-to-the-minute styles and patterns that fit.

Conaway-Wadsworth Pattern Co.
Limited

223 MCGILL STREET - Rooms 11 and 12
MONTREAL, QUE.

GUS LOSSMAN, Manager

This is a Kid Season

SHOE MANUFACTURERS are showing more kid shoes than ever before.

Men's and Women's Fashions point to a Kid season.

More manufacturers than ever before have paid us the compliment of making their Kid samples from JOHN R. EVANS KID—because of the beautiful finish it takes.

There's nothing like leather—and there's NOTHING LIKE EVANS KID.

John R. Evans Leather Co. Limited

214 LEMOINE STREET, :: :: MONTREAL

IT'S A MIGHTY GOOD LINE

That is what Jobbers say of Duchaine & Perkins Footwear. Its popularity with the trade has been put up a notch with the addition of our

NEW LINE OF MEN'S GOODYEAR WELTS

Give it your critical inspection. You will find wonderful trade possibilities in it.

For the coming season we have made some splendid additions to our range of

High-Grade McKays for Men, Women, Boys, Misses and Children

Trade Winning Styles and Values.

Trade Holding Quality.

Get this line working for you during the coming season.

DUCHAINE & PERKINS

195 De la Couronne - Quebec, Que.



G.L. & H.



The Certain Line for the Jobber

THE jobber who sells G. L. & H. Canvas Shoes has a line that represents the best value in Canada.

The retail merchant can be sure that in buying this line from his jobber, he is buying a line that will be well made according to style and at a price that will net him a good profit.

MANUFACTURERS TO THE JOBBER OF THE BETTER LINE OF
WHITE CANVAS SHOES FOR WOMEN, MISSES AND CHILDREN;
MAKING, ALSO, WOMEN'S FINE and MEDIUM MCKAY LEATHER SHOES

Gagnon, Lachapelle & Hebert

55 KENT STREET, MONTREAL



OLD RELIABLES

Best "Everyday" and "Aurora" Shoes

May well now be called "Old Reliables" for they have been proving their reliability for many years, proving it to the Jobber, the Retailer and the General Public.

That's because they are made and priced right.

Our Spring Lines maintain this Standard.

Ask Your Jobber

THE T. SISMAN SHOE CO. LIMITED

AURORA, ONTARIO

Saving Profit for the Merchant

THE merchant's profit is often a gamble—
depending upon the amount of shelf warmers
he buys.

But—

when you can place conservatively and choose
from over 500 lines of which

WE CARRY A
COMPLETE STOCK
YOUR PROFIT IS SURE

Our advice for Spring is to buy intelligently
from a house that will carry stock from which
you can sort quickly.

Locke Footwear Co. Limited

60 St. Paul St. East, Montreal

Successors to
DUFRESNE & GALIPEAU, LIMITED

Also operating our own factory producing great values
in "BULL HEAD BRAND" all solid pegged shoes.



Important

Order a Sample lot.
They'll Convince you.

WE ARE NEVER UNDERSOLD. Depend on us for Men's Welts at lower prices. Consult with us to-day about No. 1 CALF or Fell Grain Side Leathers.

A post-card will do. Learn all about the strongest shoe proposition in Canada.

We Can Ship at Once



No. 41—Genuine Velour Calf - - - \$7.50
No. 65—Hav. Brown Calf - - - 7.75
No. 69—Side Velour R.H. - - - 6.00
No. 76—Brown Side R.H. - - - 6.00

No. 71—Velour Calf - - - - \$7.25
No. 28—Brown Side - - - - 6.00
No. 72—Side Velour - - - - 6.00

The Midland Shoe Company

KINGSTON, ONT.



No. 1



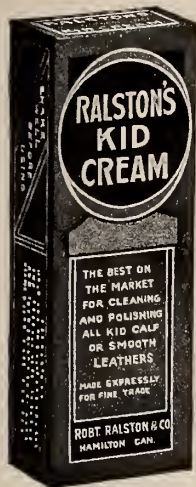
No. 3



No. 4



No. 8



A Dressing for Every Shoe

The above line comes in Black, Brown, Tan and Oxblood.



A Complete Range of Shoe Findings



THE RALSTON FAMILY of High Grade Polishes

Over and over again your customers will come back for Ralston's Polishes and Dressings because they give that satisfaction so much desired.

Order your winter supply now for prompt shipment, before there is any danger of frost.

Promptness in shipping is our strong feature.

Robt. Ralston & Co., Limited
Hamilton, Ontario



Brogue Oxford
in Brown and Black Calf



Black Kid Oxfords
in Wide, Medium or Narrow Toes
High or Low Heels

**In Stock
For Immediate Shipment**

**Women's Fine Welts
at
Moderate Prices**

BY restricting our lines to styles and patterns most in demand, we are able to manufacture Shoes of highest quality materials and workmanship at lowest possible factory cost.

Our Salesmen are now calling on the Trade with our Spring Samples. We invite your inspection. Remember, we will be able to ship you from Stock.

CANADIAN SHOES LIMITED
TORONTO, CANADA

THE YALE



High-Grade McKays

There is always a demand for Men's and Boys' High-Grade McKay Shoes. Just such shoes as we are making.

They have a style that is attractive and makes sales easy and the "Built In" quality that makes them "Stand Up" under hard wear.

True To The Line

The new Yale McKays for Men and Boys are made true to the line of quality and style and will be a distinct feature in retail selling.

In addition their excellent quality and stylishness they are priced to give you a wide margin on the profit line which still keeps them "True to the Line."

Be sure you see the Yale Products before placing.



The Yale Shoe Mfg. Co., Limited

Makers of Fine McKays for Men and Boys

Galt

:

:

:

Ontario



Tetrault Values are Unapproachable

¶ When you are shown Tetrault Welts for Spring, you will see values in fine Men's Shoes at their peak.


¶ Our organization, recognized as the best shoemakers in Canada, has given its all in offering you these ultimates in value.

¶ Nowhere but in a Tetrault Shoe will you find such a wonderful combination of all those characteristics embraced by the term "good shoe-making"—at such moderate prices.

Sold by all Leading Jobbers in Canada

Tetrault Shoe M'f'g. Co.
LIMITED
MONTREAL

—Largest Shoe Manufacturers in Canada—



*Tetrault Service will
Stand Out as Unique.*

- Service demands “good shoes.”
- Service indicates “good style.”
- Service suggests “right price.”
- Service means “timely delivery.”
- Service covers “close attention to details of your business with us.”
- We are so organized that in all particulars, your relations with us will be the most pleasant and profitable experience of your Spring Season.

Sold by all Leading Jobbers in Canada

Tetrault Shoe M’f’g. Co.
LIMITED
MONTREAL

—Largest Shoe Manufacturers in Canada—

AULT'S

Shoe Supply Service

is a worth while proposition these days, when you are FILLING UP YOUR LINES FOR FALL and WINTER and CHOOSING YOUR STOCK FOR SPRING.

For Sorting

our stock has the selection in every kind of footwear that meets the daily requirements of every dealer. Only lines of proven saleability are included, and they are as satisfying to YOU in their profit returns as they are to YOUR CUSTOMERS in Serviceability. Remember, too, we are noted for RELIABLE SERVICE—PROMPT, Complete Shipments as Ordered.

Our Samples for Spring

are a fine showing of the best footwear productions on the market. You can choose from them, knowing you are providing yourself with Saleable, Trade-Building Goods. They feature

The Latest Up-to-Date Styles

in Men's and Women's Footwear, as well as

A Complete Range of Reliable Staples

These lines are well worth seeing. Don't fail to inspect them.

The Goods, the Prices and the Service you get from AULT'S will help you do a Profitable Season's Selling.

The A. W. AULT CO., LIMITED

MONTREAL

OTTAWA

TORONTO

Head Office

An Interesting Announcement



The New High-Grade Line of "MINISTER" Overgaiters and Spats

is now on the market. We have put the very best of material and workmanship into its production. You will find it SUPERIOR in every way.



Spats are an essential accessory to the Dressy Fall and Winter Costume. "Minister" Spats will give the

Trim Fit, Neat Appearance, Long Wear

that means your customers' complete satisfaction and profitable trade-building sales for you.

Be sure to see our line before ordering your season's requirements.



Selling Agents

ROSS & SHAW

32 Front Street West

Toronto



Beautiful McKays Priced Moderately

In designing our new Spring Line, we haven't overlooked anything that would make this season the most satisfactory one our customers have experienced.

The line is the "brightest" we have ever shown and without doubt the prices are a most interesting feature.

See the Complete Spring Line.

CANADIAN FOOTWEAR CO.
LIMITED
MONTREAL, QUE.



“Canadian” Footwear a Great Profit Maker

Size up all the samples you may like and you will come to the conclusion that our line is one that you can sell freely.

We believe that you will conclude that your Spring Season will hold plenty of profit selling our moderately priced McKays.

For Women, Misses and Children

CANADIAN FOOTWEAR CO.

LIMITED

MONTREAL, QUE.

THE DECIDING FACTOR IN YOUR CAREER IS:---WHAT YOU KNOW

TO THE RETAIL SHOE SALESMAN:

Will you hold a little "interview" with yourself—ask yourself these questions?:

- I. 1. How tall am I?
2. How big am I?
3. How handsome am I?

II. 1. What have these physical things to do with my career, as long as I am healthy?

2. What do I know about my business?
3. What is the "Deciding Factor" in my career?

4. Where will I be five years from now?

You are the only person in the world who can answer all these questions.

It is certain, however, that the **deciding factor** in your business career is this—**what you know**.

This is so, not because I say so, or anybody else says so, but because it is an inexorable law.

An ambitious, **thinking** retail shoe salesman, recently said this true thing to me:

"I want folks to respect me, and to like me.

My physique won't do the business. I must work it out some other way. It must come from something in me and about me, apart from my looks. It must come from something **within**—from my mind and my heart. I shall try to develop the 'inner man,' since nature hasn't done much for the 'outer man.'"

Friends, we can't all be big, tall, handsome, impressive men. Sometimes men of this type "go on their looks" too much anyhow. If a man is fine looking and also **knows** his business, all well and good. Not otherwise. But we certainly can so equip ourselves mentally as to win a good place in life's struggle, with the esteem and respect of our associates. Then, if we try to remember that the true man is kind, considerate, unselfish, helpful to others, of good cheer, ready with the sympathetic word and the "boost," people will probably like us, even love us.

Preparation of the mind, care for health, doing good—these things will make for Success in its best meaning.

The "Training Course and Service" is designed to help you in acquiring the necessary facts and expert experience in your profession—in Salesmanship, Correct Fitting, Materials in Shoes, Shoemaking, Merchandising, Stockkeeping, Display and Window Dressing and the Introduction to Shoe Store Management.

These things—prepared by about 1,000 experts in the different branches—will feed your mind with the stuff that will make you a bigger man in your profession—whether you are a veteran salesman or a beginner, no matter what your previous education and experience has been—will help you to **know your business**—will give you that confidence which certain knowledge inspires.

If you feel that maybe nature or circumstance hasn't been as kind to you as to some others—remember that "the inner man" is the **real** man—and the Training Course and Service will join hands in helping you to be what you want to be, in enlarging that "inner man."

The vacation season is over—**now** is the time to begin to get ready for the future, for the call of Opportunity.

Let this Training Course and Service be the "Deciding Factor" in your advancement.

I can't explain it all to you in the small space at my disposal in THE SHOE AND LEATHER JOURNAL, but I can—and will—tell you all about it in a 60 page booklet called "The Road to Advancement for Retail Shoe Salesmen"—Send for it—the coupon below is for your use.

ARTHUR L. EVANS,
President Retail Shoe Salesmen's Institute.



RETAIL SHOE SALESMEN'S INSTITUTE 727 Atlantic Ave., Boston, Mass.

Please send me your 60-page booklet entitled "The Road to Advancement for Retail Shoe Salesmen," together with full particulars of the Training Course and Service. It is understood that this is sent without obligation to me.

Name.....

Address.....

With what Firm.....

Shoe and Leather Journal



KEEP COSTS DOWN

by using cut soles that speed up production. When you use

HILLIARD & MERRILL CUT SOLES

you find them right in quality, properly graded, correctly sorted, counted, and made from the very finest packer hides only. These facts mean—waste eliminated, output increased, costs kept down.

Saving prices and samples sent on request.

SOLE LEATHER—We also furnish Backs, Bends, and Shoulders.

HILLIARD & MERRILL

INCORPORATED

Main Office: 206-210 Broad Street, Lynn, Mass., U.S.A.

BROCKTON WELTING CO., Inc., Dept. of HILLIARD & MERRILL, Inc.
69 Crescent Street, Brockton, Mass.

SALES OFFICES: BOSTON, 185 Essex St.; PHILADELPHIA, S. W. Cor. 5th and Arch Sts.; CINCINNATI, 810 Sycamore St.; MILWAUKEE, 258-260 Fourth Street; ROCHESTER, N.Y., 22 Andrews St.; NEW YORK CITY, 33 Spruce St.
FOREIGN REPRESENTATIVES: ENGLAND, Messrs. Pearson Robinson & Arterton, 4 Albion St., Leicester.
FRANCE: Louis Dubois, 47 Rue des Petites Ecuries, Paris.
GREECE: Hercule P. Issidorides & Co., P. O. Box 12, Athens.

L. H. PACKARD & CO., LIMITED

Montreal

SHOE STORE SUPPLIES OF EVERY DESCRIPTION

OVERGAITERS AND LEGGINGS—BOUDOIR SLIPPERS

PACKARD'S SHOE DRESSINGS

Our Travellers are now on the road with a full range of Samples

The following will represent us in their various territories—Viz.:

	Western Provinces		
	G. F. Wadsworth	-	R. J. McAllister
Western Ontario	Eastern Ontario	Ottawa Dist. & Eastern Townships	
I. T. Owen	W. W. Cowan	James Leddy	
Quebec City & Eastern Quebec	Lower Provinces	Northern Quebec	
J. B. Crochier	A. W. Gardner	Leo. De Delles	
	City of Montreal		
	Richard Wadey		

ONESIME GOULET



GREAT VALUES
FOR THE JOBBER



This season don't "grade down." Don't lose your reputation for selling Shoes that wear by trying to buy cheap shoes.

Buy good shoes for less.

Our line is a standard, bread and butter one that sells every day in the year.

Men's and Boys' Welts, Women's Mock Welts,
McKays and Standard Screw for Men, Women,

:: Misses, Boys, Youths and Children. ::

A solid line of Pegged Shoes for Men and Women.

ONESIME GOULET
575 St. Valier St. Quebec

WORLD WIDE

That's a broad expression, but not an inch too broad for Collis Leather reputation. Wherever the

BEST COLORED CALF

is known in the shoe world, Collis Leather is known.

Their popular browns Nos. 2-3-22 and 17 make up in the most stylish fashion, cut economically and work easily and quickly.

If you specify COLLIS you'll specify the best.

Collis Leather Company, Limited
Aurora, Ont., Canada

TWO WINNERS



Here you are able to do the logical thing—buy your Counters and Box Toes from the same organization.

There is no better counter made than the PERFECT FIBRE COUNTER and PARKER'S FELT BOX TOES have earned a reputation for being superior to everything in their class.



We also are able to serve you with a full line of supplies such as BLACKINGS, DRESSINGS, BOX GUMS, FISH GLUE, DRY PASTE, POLISHING WAX, SEWING WAX, "WAXOL" PATENT LEATHER REPAIRER, "CARBICON."

SELLING AGENTS FOR PERTH FELT CO., PERTH, ONT.
Makers of the Finest Line of Shoe Felts made in Canada

Parker, Irwin, Limited

11 West St. Paul St., Montreal

SOLE SELLING AGENTS FOR PERFECTION COUNTER, LIMITED

PALMER'S STORE

DANFORTH AVE., TORONTO



Note the broad lines of this Zouri Safety Set Front.

On a nominal frontage of 20 feet, Mr. Palmer has window display space of 48 lineal feet. Are you getting proportionately the same value from your windows?



The CONSOLIDATED PLATE GLASS COMPANY
OF CANADA LIMITED
TORONTO - MONTREAL - WINNIPEG



Mention "Shoe and Leather Journal" when writing an advertiser

W. B. HAMILTON SHOE CO. LIMITED

The largest combined Manufacturing and
Jobbing House in the Province.

Sorting for Fall and Winter

With our complete stock of well chosen
lines we can look after all your immediate
requirements in seasonable goods.

Our Samples for Spring

will be placed before you shortly. You
will find them an interesting showing.
See them before placing your orders.

15 Front St. East

TORONTO

HYDRO CITY QUALITY



You'll need just such Shoes—
Solid Leather Shoes—as those
produced by the Hydro City
Shoe Company to fill a
demand for honestly made
footwear for Men and Boys
that will give absolute satis-
faction.

Our Travellers are out now
with Spring Samples. Make
a point to see them.



Hydro City Shoe Manufacturers

Kitchener, Ontario

Limited

Increased Profits and constant Repeat Orders from Satisfied Customers
is the Result of Handling our

“SHOE FINDINGS THAT SELL”



“SELWEL”
Cemented Heel Lining
Repairer



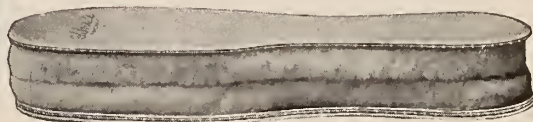
“SELWEL”
Stitched Heel Lining Repairer
Stitched with a smooth
zig-zag stitch.



FELT HEEL PADS



“WARMTREAD”
Cushion Insoles made of “Korxole” and
White Cushion Felt



“SILVERITE”
Lamb's Wool Soles

The above cuts illustrate only a few of the Findings Specialties we manufacture
Write for Catalog and Price List

L. G. & S. S. COMPANY

81 High Street

Boston, Mass., U.S.A.



Peterboro
SHOE

The Peterboro Shoe

Is just that much above the average staple
that a dealer is almost justified in p'acing
it among the finer grades and asking fancy
prices.

In other words it has all the appearance of
a high priced shoe and all the quality of a
shoe that will give unbounded wear.

**Made for
Men, Boys, Youths
and Little Gents**

We are distributors for the Peterboro district
of the Dominion Rubber Systems' Maple
Leaf and Fleet Foot Brands.

B. F. Ackerman, Son & Co., Limited

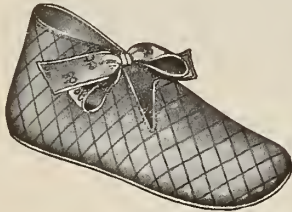
PETERBORO, ONT.

Western Branch, REGINA, SASK.

MAKERS OF THE “PETERBORO” SHOE

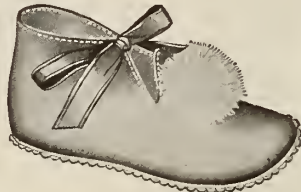
INFOOT BRAND

DAINTY FOOTING FOR THE BABIES



SK 855

Quilted Silk
Pink, White or Blue
Soft Soles



SK 858

Silk (plain)
Pink, White or Blue
Soft Soles



WS 851

White Kid Finish
Firm Soles
Pearled Buttons



WS 579

White Kid Finish
Firm Soles
Pink, White or Blue
Trimings

**Stock carried in Canada. Special attention
to orders for immediate delivery.**

Infants' Footwear Limited, London, E.C.1, England
GREENE-SWIFT BLDG., London, Canada

"Perfect" Counters

**"PERFECT"
COUNTERS**

Made for Use in
the Better Shoes



**"PERFECT"
COUNTERS**

Are Everything that
their Name Implies

For more than a dozen years Fibre Counters have supplanted, in increasing numbers, everything else for use in medium and high-class shoes. To-day better Fibre Counters are standard on the better shoes.

Perfection Counter Limited

699 LETOURNEUX AVE., MONTREAL

Sole Selling Agents - - PARKER, IRWIN, Limited, Montreal

TANNERS' OILS and Supplies



Sulphonated Cod Oil

Chamois Moellon Degras

FRED W. DAMON

214 PURCHASE ST., BOSTON, MASS.

Representative of the

NEW YORK QUEBRACHO EXTRACT CO.

for New England States and Quebec and Maritime
Provinces in Canada.

Send Us a Picture of That Window Display of Yours

The Shoe and Leather Journal will be glad to receive photographs of attractive window displays from any of its readers, from coast to coast.

Perhaps you have a story about your business or about your methods of conducting some department. Write and let us know about it.

The Shoe and Leather
Journal

545 King Street West, Toronto

Colonial Hide Company

MONTREAL, P.Q.
QUEBEC, P.Q.

OTTAWA, ONT.
PETERBORO, ONT.
THREE RIVERS, P.Q.

ST. JOHN, N.B.
WINDSOR, N.S.

Montreal Packer Hides

Country and City Hides and Calfskins

All Close-Trimmed and Thoroughly Fleshed

Horse Hides, Sheep Skins and Fleece Wool

Both our PACKER and our COUNTRY HIDES are delivered to the tanner, switches and dewclaws off, well fleshed of excess meat, thoroughly cured.

Most country hides carry 2 or 3 lbs. excess meat; some much more. Our hides are well fleshed. This difference of 5% to 7% means 1c. to 2c. per lb. This is only a portion of what the tanner saves when buying

“Colonial Trim and Delivery”

If you have not tested out “Colonial Hides,” try a car and compare yields.

**STANDARD
SCREWED
SHOES**



IN
MEN'S, BOYS', YOUTHS',
LITTLE GENT'S
AND CHILDREN'S

**A. A. COTE & SON
LIMITED**



**McKAY
SEWED
SHOES**

IN
MEN'S, BOYS', YOUTHS',
LITTLE GENT'S
AND CHILDREN'S

**ST. HYACINTHE,
QUEBEC**

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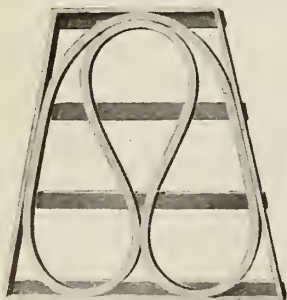
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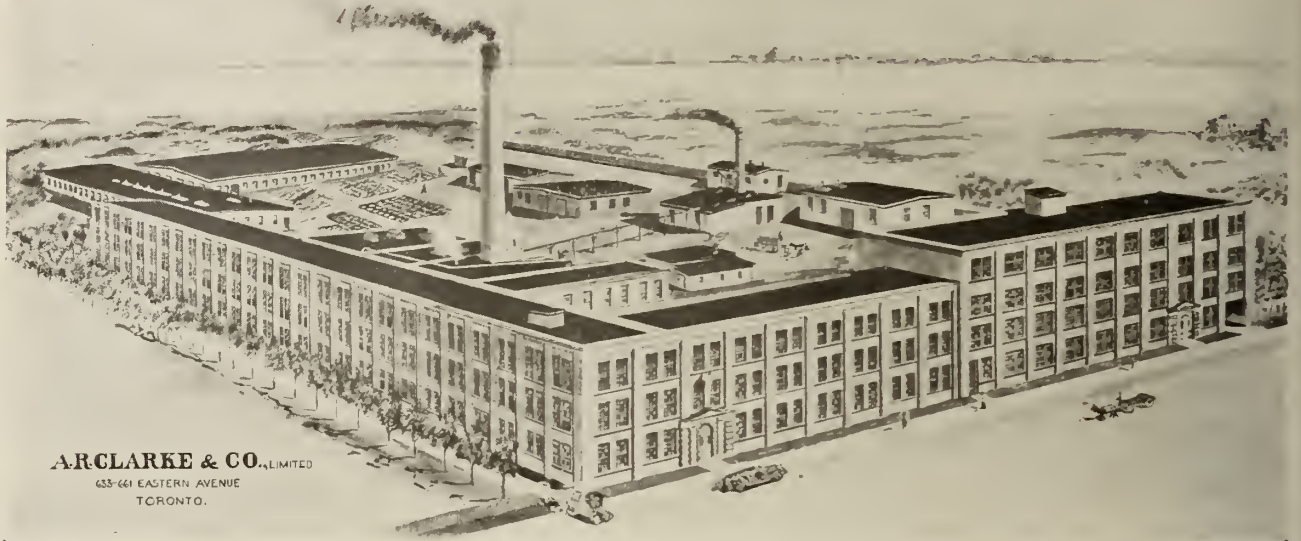
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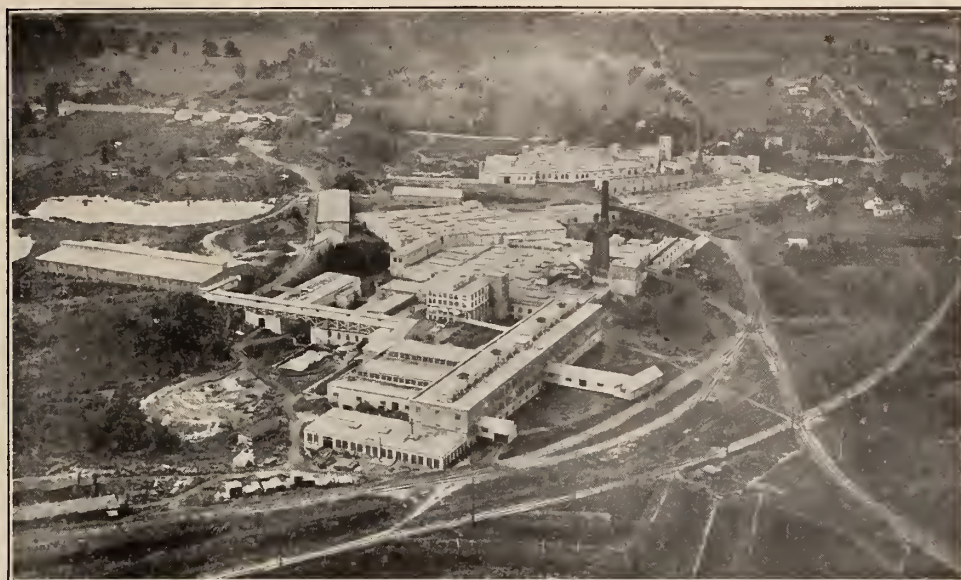
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TO ADVERTISERS

The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

PUSHING THE BATTLE

AT a time like the present the danger every merchant faces is that of allowing creeping paralysis to take hold upon his business. With everybody talking lower prices and sloughing business the psychological effect is far reaching. The "fear" spirit seizes buyer, seller and affects even the red blood of the most aggressive merchandizer, if he is not on his guard and does not make an effort to counteract it.

It is quite safe to say, nevertheless, that there are men who will, right through until next stock-taking, go on developing their business and increasing their profit account. These will not be the men who lie down when difficult situations face them; they will be those to whom obstacles only suggest more thorough and intense effort.

We have been passing through a period that might well weaken or paralyze the selling instinct of the average merchant or salesman. Everything until three months ago was moving their way. Customers asked the price when they saw goods they liked and cheerfully paid it. The question was simply that of showing them what they were willing to pay for. Price cut very little figure and salesmanship became a mere matter of producing the goods. It could only be expected that such conditions should develop selling inertia.

With everybody now talking lower prices, and with customers voicing the suspicion that they are not getting what they are paying for, the proposition of selling becomes once more a good sized man's job. Those merchants who fully realize and appreciate the conditions that face them to-day, and who get down to real effort, both themselves and their sales force, will have little to fear concerning the next three or four months. It will mean the facing of buying, selling and management problems in a way that has not been necessary for a considerable time. It will call for a decided change of attitude on the part of salespeople that may be difficult in many cases to bring about. With goods up to the mark, salesmen with their feet in the ground and a policy of aggressive publicity, the wide-awake merchant has everything before him and little to fear.

The testing time for real merchandizing is on.

Stray Shots From Solomon

Wisdom Crieth Without;
She Uttereth Her Voice in the Street

Religion that lets a man steal extra discounts and allowances from his creditors, and permits him to cancel orders and return goods in order to buy them from others, is cross-eyed. A man may be an elder, a deacon or a steward in the church; but if he works the flim-flam game on the people he buys goods from, his religion is not worth the powder it will take to blow it over Gilroy's barn. There is too much of this psalm-singing on Sundays and "shinanagin" on Mondays. The worst of it is that people try to make themselves believe that this kind of thing is not exactly crooked. We would like to know the difference between a man who gets a lot of goods and holds up the seller for an extra five per cent. discount, with the alternative of having them returned, and the highwayman who drops a pistol under your nose on a dark night and requests the privilege of examining your purse or your watch. The man who can make the distinction will beat the Devil at drawing fine lines. The only difference we can see is that a man gets penitentiary in one case, while in the other he usually gets the discount.

* * *

A farmer living a short distance from this city in a moment of weakness the other day blew in two dollars and a half at a city departmental store for a fall hat for his wife. On returning home he was so overcome with remorse that he went out to the barn and did the Haman act from one of the cross-beams. The hired man happening along just before the curtain dropped on the scene promptly cut the old hayseed down. He revived and apparently repented his rashness. At the end of the month, however, while again expressing his appreciation of his employee's act, he qualified it by regretting the latter's extravagance in not untying the rope instead of cutting it, and docked him the price thereof. The hired man believes that he cheated hell out of the meanest man that ever lived outside its sulphurous depths.

* * *

Some men can't stand prosperity. A big place contracts instead of expands them. We have known some fairly decent fellows who have been spoiled by getting on a little in the world. Of course the man who is small anywhere is a small man at the start. We have in mind a party who was a model apparently of courtesy, kindness and generosity when he was an employee, but who became a niggard and an oppressor when he grew to be an employer. There are some men who seem to thrive and prosper by grinding and crowding others, but just keep your eye on them

for a while and you will realize the experience of the Psalmist who says in regard to the wicked: "Yea, I sought him but he could not be found." This kind of sowing is bound to bring its own crop. You old screw, your meanness will make its circuit and get round to you in time. You may squeeze your unjust discounts and rebates, take advantage of quirks in agreements and manipulate things your way for a while, but the end of the lone lane will come yet. We might mention concerns in the trade we represent that afford ample illustration of this truth. Think, young man, before you make up your mind to live the life of the commercial highwayman. "Envy thou not the oppressor and choose none of his ways."

* * *

There is an ancient myth that tells of a magic skin, the possessor of which had the power to acquire anything he wished for, but at each gratification of the desire it shrank, until finally it crushed him. Supreme selfishness is the qualification for the thirty-third degree in the Royal Arch Demons, and plenty of men here are diligently shaping for it. A preparedness for the lodge room is written in some of their faces. When a man gets so he can't think of anything but himself, he is nothing but a moral mummy whose remains are only fit for the scrapple of the interno.

* * *

The writer of "Stray Shots" has distinct recollections in his Sunday School days of a good old "Mother in Israel" whose continuous sojourn with the church militant was a source of worry to her fellow members.

The good sister referred to lived so high above the rest that her focus upon their failings threw the latter into such strong relief as to frequently cause those "burnings" that the apostle speaks of so feelingly. It was not any wonder therefore, that one of the church officials at a meeting at which no little interest had been created by the "faithfulness" of the old lady in question along the line of "telling your brother his faults," solemnly prayed that the Lord would take her to Himself as she was too good for her surroundings. There are some people who really seem to be subjects for translation and no serious protest would be made by their friends or acquaintances. We have known wives whose husbands were so good that they would like to see them at heaven's length or at any other distance where their meanness and selfishness would make life less worrisome. We have known men and women so full of their own goodness that they could not live with their families. It is not infidelity that saps the foundations of Christianity, it is the consummate meanness and selfishness socially and commercially of some of those who profess its tenets. The religion of the man who can't kneel down with his family as freely and kindly as he can at the prayer meeting is not worth a button on last year's coat. The man who is so good that he is always picking holes in some one's character would pick a pocket if he got the chances "Be not righteous overmuch."

Far from the Madding Crowd

Good Business on Sane Lines—Cleaning Up Stock Without Red Posters—What One Dealer Says About Special Sales—August and September Profitable

A prominent city shoe dealer smiled as a SHOE AND LEATHER JOURNAL representative asked him last month why he was not following the general tendency to flare up with special sales announcements. This store does a steady business in a down town district, its sales covering fine lines as well as ordinary grades, although the bulk of trade is in the medium and staple class. During the past three months it has practically been hemmed in by stores offering all kinds of inducements in the way of shoe prices, but the establishment has remained true to its policy of doing a legitimate day to day trade in the well known lines it handles.

"We have been playing our own game," said the proprietor recently, "just jogging along and trying to keep up our sales to normal or better without throwing away our profits. We have a pretty good stock of shoes here and at the beginning of the season I confess it was a little top heavy. We made up our minds, however, to go quietly ahead and push sales judiciously, and at the same time build up trade. We left the soap-box and brass band methods to our competitors, who certainly used plenty of noise in their efforts to get rid of goods and dispose of a lot for jobbers as well."

"As for ourselves we followed a definite fixed policy. We decided upon the lines we wished to clean out, and marked them down. We keep a list of our customers, of course, and we announced these reductions by mail, inviting them to call and see them. We suggested at the same time several new lines just received at reduced cost that we thought they might be interested in seeing."

"We planned a campaign of new goods in this way. We picked out a number of new styles which we introduced through our windows and upon display stands, making it plain that they as well as all our regular stock were now on a replacement basis. We marked down a number of our popular lines, taking what we thought would be a fair loss on them, and we have been agreeably surprised at the amount of business we have been doing. The only advertising we have done has been through our regular space in the local papers, in which we kept merely a quiet reminder that our shoe prices had been revised to meet the changing market conditions and the public demand for lower living costs. In our windows we inserted a neat announcement of our policy to give our customers the full benefit of reductions in shoe costs, and on each pair of shoes we marked the old price and the new."

"But I may say the principal success of our scheme lay in our keeping up the demand for regular footwear. After all people want good shoes, and are

still interested in up-to-date goods. They have the money to pay for what pleases them, and women especially are not yet quite ready to go back to the era of cheap, meretricious footwear, that could once be sold by the case. We have kept up the effort all summer to educate them to the fact that they ought to continue to give the attention to their feet that has particularly marked the last five or six years. It is astonishing the amount of our sales in actual new goods and it seems still more surprising that we have cleaned up our stock to an extent that leaves us ready for fall business when it starts."

"Of course, our success has depended also very largely upon our sales force, and the hearty, enthusiastic way they have taken hold of our plan of campaign. Some of them were inclined to get a little blue when they saw sales announced all around up, and especially when at times the store seemed to be more or less deserted. But we got together at the beginning and I explained to them that their ability as salesmen was going to be put to the test. With an upward market it had been easy to sell shoes. With things as they were, we would have to do more persuading. We planned a little bonus scheme that encouraged us all to work harder and went "to it."

"Really, I think the situation has developed our men as nothing else would. They have quit talking about other things and have got down to selling shoes. Our sales for the three months have been considerably better than last year, and our expenses have been lighter. But the thing we value most of all is that we have kept the store free from the backwash of the ordinary sale. We have prevented them pasting on our store the label "cheap," which is certainly a detriment to an establishment that aims to do a year in and out business in shoes."

"I find that people are as much interested in good shoes as ever, and you have only to convince them that they are not being fleeced, and they will come across with the price. I find there are enough people who want the right kind of goods, and who like "something different" to enable a wide-awake, progressive retailer to build up a paying clientele. I don't think it pays in the long run to make a reputation only for cheap shoes, or anything else for that matter."

"I think business for fall will be what you might call conservative. People will buy carefully, but I have an idea that they will buy well. There will not be the demand for cheap goods. I think the public has been surfeited with cheap shoes and are coming back to good shoes at reasonable prices. We are following the policy of slowly but steadily introducing new lines to keep us up to date. There is nothing like bright new goods to arouse attention. One can almost always sell a new shoe of the better class even to those who come into the store with a determination to get down to bed rock on prices. Our motto just now is to keep up the stock by regular careful buying and to introduce enough new features to give our salesman ginger and keep up the interest of buyers. As to buying for spring we are taking our chances and ordering just now about fifty per cent. of our possible needs. Along about the first of the year, or perhaps sooner, we will complete our orders or bring it up to at least eighty per cent."

Shoe Trade With South Africa

Possibilities of Canadian Trade—Interest in Canadian Shoes—United States Increasing Its Trade—Wonderful Growth of Native Industry

WE have been asked several times during the past few months as to the possibilities of trade with South Africa in leather and shoes. It appears that just now there is very little change of opening up new business as the country, like many others, is flooded with stocks of boots and shoes. As soon, however, as business settles down to normal levels, there ought to be a good opening for Canadian-made footwear.

In the past six or seven years the production of shoes in South Africa has gone ahead very rapidly but the goods are mainly of the staple class. There is abundant room for the introduction of high class and medium goods, which are mostly imported from Great Britain and the United States.

The factory output for the year 1918 was: boots, 833,700 pairs valued at \$2,500,000; shoes, 457,335 pairs valued at \$1,113,600; slippers, 123,813 pairs valued at \$202,700; Veldschoens (heavy, cheap grade, used in back country districts and by natives), 350,853 pairs valued at \$519,200; leggings and gaiters, 4,800 pairs valued at \$28,500; leather portmanteaux and bags, 483 valued at \$1,280; and several other articles and class of work done.

In leather by weight there was used 2,681,138 pounds of South African origin and 219,201 pounds of imported. In leather by measure the imports were 552,007 square feet, while South Africa supplied 290,564 square feet. Uppers and soles imported for these factories totalled 57,270.

The imports of shoes into South Africa last year amounted to about \$7,000,000, of which the United States contributed \$4,200,000. Great Britain \$2,150,000 and Canada only \$6,825. It will be seen that considerably more than half the shoes coming into the country are from the U.S., and a little over a quarter from the United Kingdom, while all the other imports, principally from Switzerland, are practically negligible. Canada only figures on a sample basis.

The total quantity of children's boots and shoes imported during the year 1913 was 1,299,912 pairs. This importation decreased each following year until 1919, when the total import was only 516,254 pairs. The United States, which had a pre-war average importation into this market of 9,500 pairs a year, by taking advantage of the shortage from regular sources of supply, increased the shipments year by year until, in 1919, they reached a total of 196,642 pairs. The United Kingdom trade dropped from 1,267,459 pairs in 1913 to 278,717 pairs in 1919. This latter amount was actually less than half the total quantity shipped from the British Isles in 1918. Switzerland has been increasing her trade each year, running from 6,639 pairs in 1913 to a total of 21,698 pairs in 1919. A newcomer to the South African market during the year under review, Australia, shipped 7,107 pairs, and at a higher average value than that shown by any other country.

The total quantity of women's boots and shoes imported during 1919 fell short by about one-third of the quantities imported during 1913 and previous years, the figures for 1913 being 1,694,743 pairs, reduced in 1919 to 974,917 pairs. Of the latter total, Canada shipped 1,017 pairs, constituting practically her first entry into the market; the small figures of previous years represent merely sample shipments.

It is worthy of note, however, says the Canadian Trade Commissioner, that the interested trade speak very favorably of the Canadian-made women's shoes, and the fact

that the United States has so significantly increased her shipments to this market within recent months affords evidence of definite possibilities for the Canadian product of similar styles, although something approaching the English lasts and quality will command a bigger sale.

With a 1913 shipment of only 35,042 pairs, the United States figures for 1919 run to a total of 514,183 pairs. The United Kingdom, on the other hand, reduced her shipment of 1,527,192 pairs in 1913 to 337,495 pairs last year.

Switzerland, which specializes in the higher and more fancy grades of women's shoes, retains her hold upon the market here for these goods, although her shipments last year only reached one-half of the previous year's total. During 1919 the Swiss importations amounted to 97,598 pairs, as against 49,909 pairs in 1913.

The total quantity of men's boots and shoes imported during 1919 was 818,466 pairs. This number was slightly in advance of the previous year's figures, but does not compare with those of 1913, when the total reached 2,019,976 pairs. It should, however, be mentioned that the latter figures include "footwear, not leather," which is now given under separate entries. Notwithstanding this fact, the last three years show a considerable falling off in the quantity imported as compared with the three previous years.

Canada entered the South African market in a definite way in 1917, prior to which year only a few sample shipments had been made. Last year's import reached a total of 3,049 pairs.

NATIONAL CASH REGISTER PROFIT-SHARING PLAN

A profit-sharing plan was announced to the Canadian employees of the National Cash Register Co. by Frederick B. Patterson, vice-president, who made the trip from Dayton expressly to explain the many unique features of the plan. Briefly summarized, the plan calls for a clean fifty-fifty division of profits between company and all employees, who are not members of the company, after paying six per cent. on the money invested by the company.

After this six per cent. interest is deducted, the remaining profits are divided equally between employees and company, to be in cash as close as possible to the accounting dates, which are on January 1st and July 1st.

While there is no restriction whatsoever as to the use to which employees may put their share of the profits it is stipulated that the company's fifty per cent. of the profits may stay in the business—to erect new buildings, buy new machinery, for inventions and improvements, enlarging the business and safeguarding it against unusual and unforeseen losses.

Through the profit-sharing plan thus voluntarily introduced the company hopes to achieve reduced labor turnover, closer co-operation, increased efficiency, less waste of material, time and labor, decreased costs and a stimulated desire for promotion, and, most important of all, increase the profits. With a view to making each employee keenly desirous of a better position, the employees' share of the profits is graded. Each employee is placed in one of five groups, according to efficiency, responsibility and knowledge of the business. The first group—executives (not including the owners)—will receive 12 per cent. of the profits. The second group—foremen—will receive five per cent. The third group includes employees of the rank of job foremen and will receive eight per cent. of the profits. The fourth group is the largest, and includes all who have been in the company's employ over one month. These will receive 25 per cent. of the profits. Only those who have been with the company less than thirty days—the fifth class—will not be entitled to profits. As an employee merits promotion from one class into a higher class he will be getting a greater proportion of the profits. Each employee's share of the profits is based on the salary or wages he receives.

Let the Cat Out

Don't Be Afraid of Prices—Tell the People What They Want to Know—Wasted Persiflage in Advertising

A WRITER in an American publication discussing the tendency in much of the national advertising to dodge the price question says very aptly, "Why not let the cat out of the bag—if for no other purpose than to show the consumer it will not scratch." He animadvert on the "costs-no-more-than ordinary shoe" palaver and calls the "you'll be surprised-how-little-they-cost" stuff as fatuous and insincere.

These days it is sheer waste of good money to advertise an article without telling the reader how much it is sold for. People expect to know not only the character and quality of the goods but what they are expected to pay for it. This blindfold advertising may be all right for household or toilet preparations where the price is even of sufficient consideration to make it worth while mentioning, but when it comes to such things as wearing apparel, footwear, furniture and things where comparative costs are an object, it is foolish to expect results from a mere mention of the merits of the articles discussed.

"We do not want our competitors to know our prices" is an argument that has gone the way of the old criss cross show window and the front door "barker." Your competitors will soon find out your prices if they care to and in the meantime customers will go where goods are not only marked but advertised in plain figures.

The critic already referred to says with regard to results from this "pig-in-a-poke" advertising:

"I have often been surprised to learn accidentally that an article cost less than I had expected from the blindfolded advertising. Also I have often been disgusted to discover at the last moment, with escape utterly cut off, that an article cost more than I had expected. The logical place to relieve the fears of the consumer is in the advertising. Also it is the logical place to soften the shock—if there is to be any. The advertiser has all the time and opportunity in the world to set the buyer right in the matter of price—to sell him completely on this as well as other features."

The attitude of the average buyer to-day is first "What does it cost?" This is especially true with retail conditions as they are. We do not mean that people are influenced primarily by the price, but ninety-nine out of every hundred men and women are looking at things just now from the cost angle. They set themselves a price in their spending and when they see an article advertised at a price that meets their ideas of their financial limits they investigate. It may not be quite good enough and they will go up, if they find it necessary. But they first and foremost want to settle the cost question. This applies to the more expensive as well as cheaper classes of goods. The good buyer will not be served by the cheap Jack announcements of goods at less than half price. He will turn from them as naturally as from the cheap and nasty in what he eats or drinks.

The attitude of the average person reading advertisements is very aptly though quaintly put by one who says:

"Tell us about the money end, gentlemen. We've got just so much to pay our way through the advertisements. Don't keep us looking at the blue sky all the time—it's hard on the eyes. We don't like to annoy you, but if it would not be asking too much, what is the price of your wares? Now, of course, if it is against the lodge rules, we will not insist. We can hunt around and find out—or we may run across somebody who knows. But just this once—we won't

tell a soul—as man to man—just what would it take to buy this contraption? What? You don't say? I'll go right down and buy one. Had no idea I could afford it."

ADVERTISING HIGH GRADE SHOES

The accompanying advertisement which appeared in a Vancouver, B.C., daily, is a sample of a very tasteful announcement intended to sell high class trade. It suggests the store, its goods and their appeal to those who wish shoes "that are different." The argument is very tactful



Women Who Seek the Charm of Footwear Style Should Not Choose at Random

Ultra-fashionable Fall Footwear is not found in every Shoe Store. Originality and exclusiveness are the true exponents of style. Accordingly, the Shoes you choose should possess these qualities—if they are to conform to Fashion's final dictates. One glance at these Fall styles in Brogue Oxfords will persuade you to "step into them."

See This

Smartly designed Dark Brown Willow Calfskin on an approved Brogue last, an interesting example how to make a smart Shoe with exceptional stamina. Welt sole and an approved mannish heel. **PRICE.... \$15**

This Shoe may also be had in Black Calfskin. Price \$14.

EDWARD STARK SHOE COMPANY LTD.

693 GRANVILLE ST.

and suggestive and is sure to catch the thought as well as the eye of the class of people it is intended for. It has also the merit of being definite both with regard to the goods and the price. The design of the advertisement is striking as well as neat and ought to be effective in sales promotion.

Fashions in Women's Shoes

Trying Out the Trade—Full Style Note Hard to Strike—Great Profusion of Low Cuts for Spring—Colors Rampant in Women's Footwear—Fancy Ornamentation the Vogue in Pumps and Oxfords

FROM what may be gathered concerning Spring Shoe Styles both across the line and here, the full note has not yet been struck, although there is abundant evidence of the determination on the part of manufacturers to tickle the fancy of buyers. In spite of the predictions of six months ago the low shoe does not seem to be as much in demand as was expected this fall, with the result that a good many will have to be carried over for spring. Nevertheless, the samples for the coming season embrace quite an array of high boots, a few of them running as high as eleven inches. There are many curved and fancy tops, and quite a few are ornamented at the tops as well as in vamps and quarters.

High and Low Cuts. The spring and summer season decidedly favors low cuts in spite of the many attractive designs in the former. Oxfords, of course, lead in spite of the craze that has existed in the past two or three seasons for pumps, and particularly colonials. The Oxfords are more ornate than ever, many lines being shown in brogans, which this season are somewhat lighter in style, imitation vamps and foxings being used. Much lighter shades are used in leathers, particularly in turns, while panel effects, full fox and whole quarters seem to vie with each other. Combinations of light and dark shades of kid and calf as well as combinations of

leather and satin are seen in low cuts. Kid is used in the lighter and calf in the heavier brogue styles. Sport Oxfords are in great profusion with white buck leading and imitations thereof, and white canvas following. It will evidently be a great season for sport and semi-sport shoes. Five eyelet oxfords in both bal. and blucher effects seem to promise great popularity with the blucher style made with rounded corners on quarter.

Pumps and Colors. There is great variety in colors in pumps, the predominating ones being light shades of tan, ivory and gray. There is a goodly representation of mahogany in the lighter shades, deep browns, combinations of dark and light tans, blacks in combinations of kid and satin and other materials are to be seen. Beading and other ornamentations are quite profuse, especially in the satin shoes. Open work vamps, cross straps ornamented with beads to resemble silver, gold and bronze are some of the innovations. In colonials the tongue is shortened on most of the samples, and adapted either for buckles, bead ornaments or bows. Buckles do not seem to be quite as much in evidence as they have been.

Style Features. Lasts are slightly wider, with the twenty-five cent or coin toe given the decided preference. In most of these the recede effect is given. Vamps are slightly shorter running from 3½ inches to 3¾ inches, the average being perhaps about 3 5/8 inches. Louis wood heels seem to predominate, the leather heels and the cuban not being so popular. There are quite a few Baby Louis or "flapper" heels, but it looks as though the vogue were waning. Heels run from 10 8 to 14 8. Edges are lighter and the whole tendency in manufacture and in style is towards lightness in effect.

In colors midnight blue is making a strong bid and boots

(Continued on page 29)



Jacking Up the Salesman

Time for Real Selling Effort—More Spirited Selling Demanded—Retailers Need Revival of Selling Gumption

IN discussing present conditions in both wholesaling and retailing W. A. Wolff says some pertinent things in *Printers' Ink*. He remarks:

It is not only salesmen, the men who are meeting customers face to face, who have failed to wake up to the overturn in selling conditions that began with the downward crash of prices last spring. Many executives are still wandering in a tangled maze in which they cannot distinguish cause from effect. They are attributing diminished volumes of sales to every cause but the right one. Or, what is still more menacing to their concerns, they are trying to delude themselves and others into the belief that everything is still for the best in the best of all possible worlds.

You don't want to stop at wholesale salesmen—the men who sell the retailers. Get after the retail selling forces, too. They're salesmen—and in the last analysis the manufacturer's salesman, and the jobber's, are dependent on the retail selling force.

And it's right there, at the point of contact with the consumer, that we've got to start correcting the trouble. For years retailers have been treating customers as if they were doing them a favor. They haven't meant to discourage them from buying, of course, but that's what they've done in effect, isn't it?

Retailers Need Revival of Selling Gumption

Clerks in shops have been indifferent about sales. They've known that in certain lines they couldn't hope to meet the demand. And now things are turned around. They're finding it difficult to move things from the shelves.

Retailers confirm that view—reluctantly, some of them, with enthusiastic, although worried, agreement, in many cases.

"It's a hard thing to say," one of them said. "But we are finding that we've lost, for the time being at least, a certain contact with our customers that used to be one of our biggest assets. They used to depend on us—to know that we were anxious to serve them and to please them. Our salespeople haven't been showing that spirit in the last few years.

"We do everything we can to maintain it, and to restore it when it seems to be lost. But it isn't easy. Salespeople have grown used to being unable to give customers what they want. Discipline has slackened, in some cases, because, for a time, it was almost impossible to get competent people. Breaches had to be overlooked that in the old days would have involved instant dismissal. Yes—there's no doubt about it, flabby salesmanship extends to the retail seller.

"And I don't mean just the clerks in the bigger shops. The worst offender, against himself and against business in general, is the man who runs his own small store. He has become used to dominating the situation. He can't get over the idea that he's still a sort of autocrat. He can't get into the way of going after business again. Instead of getting busy and hustling to get new customers and to persuade those he has not to restrict their buying, he sulks and talks about hard times."

A sales executive whose product depends for its sales greatly on carefully planned display in retail shops, said:

"There was a time when I had a perfectly useless sales force on my hands," he said. "For about ten months we

were apportioning what we could get from the factory—giving our customers as much of their orders as we could, and trying to be fair to all of them. I kept instructing salesmen to work on retailers—to keep their good will, for one thing, and to give them advice on handling their customers, for another.

"And I know that right now, when a lot of my salesmen are having trouble, the ones who are making good, the ones who are doing better than they did last year, are the men who are spending a lot of time coaching retailers, and jacking up their selling methods. Naturally—they know they can't sell goods unless the retailer does. They're filling them full of pep and confidence—and they're getting results."

This particular executive was one of those whose eyes were wide open—and had been open long enough to see the storm coming before it broke.

"I warned my salesmen," he said. "I did everything I could to keep them from being too satisfied with themselves. But I made one serious mistake. I ought to have followed my instinct and fired the whole lot when we didn't need them. They'd be better off and they'd be better salesmen to-day if I'd done that. If I had I'd have given them what they needed—something to sell. That was why they were getting rusty—because they weren't working at their trade—selling. And if I'd fired them I'd have forced them to sell themselves in a market that was overstocked with salesmen!"

Fortunate for Them

One group truthfully declares that its selling forces are not flabby. That is the group of concerns that have never experienced the enervating prosperity that has been so widespread in the last few years.

"We've always had to sell our goods," said the sales manager of one such concern. "There's never been a time when we couldn't fill all our orders—or when we couldn't have filled even more orders than we were getting. I can say this much, though I'm having trouble with some of the new men we have taken on lately. Experienced men, men with good selling records in other lines, seem to be discouraged too easily.

"We sell, principally, to grocers. And these new men come back and report all sorts of reasons for failing to get orders. I judge they must have been getting away with excuses lately. We know sales can be made—and we know that they can't be made without work.

"The cases aren't exactly on all fours, I'll admit. But as a matter of fact, we're benefitting from the trouble some other houses are having. Their lines aren't competing with us directly, but one of our salesmen wouldn't have so good a chance to sell a big order to a man who had just bought one of them heavily as if he had been first on the ground—do you see? And some of those lines are represented now by salesmen who for the last three or four years have dropped in and told retailers how little they would have to get along with.

"Well—they've got to overcome that retailer's knowledge that his trade has been educated to the point of doing without that particular product. It's a handicap. I'm glad we don't have to fight it!"

A colored soldier at the parcel-post window of a Northern camp: "Ah wants to insure this 'ere package, 'cause Ah want mah gal in Florida to get it sure."

"What does the package contain?" asked the clerk mechanically.

"Dat's a shoe-box full ob snow, boss, and Ah'm mighty anxious foh Ca'line to get it, kase she's never done seed no snow befo'."

Price Reductions

High Prices Largely Due to Labor—Buying Public Misled by Newspapers—By J. M. MONTGOMERY

EVERY one has been discussing the high cost of living and demanding greatly reduced retail prices on practically all commodities.

Does labor realize what that means? (In using the word labor, we must include manual, clerical and executive in all capacities.)

We all know the cost in our own selling or producing capacities, but have we taken into consideration the percentage of labor in the articles we buy?

Of course, the cost of raw material carries with it the least percentage of labor, while the retail price to the consumer includes the greatest. It is estimated that at present from two-thirds to three-quarters of the cost to the retailer has been paid for labor.

At first you say "Impossible!" Think this over, figure for yourself, and draw your own conclusions as to what decline is equitable and fair, and likely to prevail until everything entering the cost of production shows its proportionate decline.

Take for example a pair of shoes. There is first the labor of handling and transporting the raw supplies; then the cost of manufacturing them into leather; then the cost of manufacturing them into shoes, and, finally, the retailers cost of selling to the consumer.

In many manufacturing lines the original cost of the raw material is exceedingly small, as compared with the value of the finished product. For instance, the value of hides and skins the world over is largely represented in the labor of the shepherd, farmer, butcher, transportation and other charges. Therefore, the raw material, say four feet of leather including the soles in the average pair of shoes, cannot possibly amount to over 10% of the cost to the retailer, and 5% would no doubt be nearer correct, or the iron ore in an automobile, or an intricate piece of machinery like the newest type of newspaper printing press amounts to less than 5% of the selling price. Is it, therefore, any wonder that prices have advanced and kept pace with labor, and under these conditions what can we reasonably expect in the future?

It would be of great value if some of your readers and others in other lines would figure accurately the total cost of labor in the product which they sell. I believe our Government should have such figures for their consideration and enlightenment, as well as the consuming public. It would certainly clear up a wrong impression now largely prevalent that the present high prices are due to the cost of raw supplies.

Is it, or is it not, true that taking the cost of all the leading manufactures only 10% of the selling cost to retailers is represented by original raw material, and 75% is cumulative labor?

It is to be hoped that this aspect of conditions will be freely discussed and brought to the attention of the buying public that they may appreciate the reasons for ruling high prices of manufactured products.

The above refers to staple manufactures, and not to specialties and controlled products.

Much has been said about the excess profits made during the past four years, but it must be remembered that they were largely due to the enhanced value of the stocks on hand and contracted for, and by the reduction in overhead expense owing to increase of dollar amount of business.

This, however, is a thing of the past and our Government will have to depend upon other sources of income hereafter.

There have been some misleading statements in the press. One that hides had declined 50%, and in consequence shoes would sell at half price. If from two-thirds to three-quarters of their cost is for labor, as explained above, such a decline in price to the retailer is absolutely impossible, even if the raw material cost nothing.

If labor and capital, judging from interest now being paid on foreign and domestic bonds, are getting approximately double pre-war rates, with contracts in many cases covering long periods, is it not fair and equitable that all other factors should be figured on the same basis.

If this is clearly understood by the consumer why should not business resume on this basis in all lines and everyone act accordingly? This would seem the wisest course to pursue until world conditions become more stabilized and prices find their true level.

CANADIAN PATENTS ON SHOES

The Patent Record shows a number of new patents granted in Canada on shoes. One is obtained by Andrew S. Christie, Vancouver, B.C., on which the claim is: "In a Blucher boot, the method of fastening the lower corner of the facing flap, which consists in cutting the vamp and the leg part so that they interlock one with the other and overlap at the said corner, the vamp being then stitched all the way around the upper on top of the leg part and close to and underneath said flap at the said corner."

Another patent has been obtained by Thomas R. Lulhan, of Johannesburg, South Africa, for a Boot Protector, evidently for the bottom of the shoe.

Henry A. K. Polant, of Ottawa, Ontario, has a patent on boot, shoe or overshoe, the claim of which is as follows: "With a boot, shoe, or overshoe, the combination of a vulcanized rubber heel or portion thereof, a vulcanized rubber sole plate, means for attaching same, a rubber insole or false sole, and a copper plate adapted to be fitted within the boot, shoe or overshoe."

Mr. Polant also has one on a heel which has the following claim: "In combination with a sole, a heel formed of a number of layers of leather adhesively attached together, orifices in said sole and in said heel, said orifices registering opposite each other, a tread portion adapted to be fitted over said heel, orifices in said tread portion so positioned as to register over said orifices in said heel, means whereby said tread portion may be detachably connected to said heel and said heel detachably connected to said sole."

Anton Wedum, of Lillehammer, Norway, has one on an inlay sole, description of which is given: "Inlay sole composed of five layers of moisture absorbing, insulating and waterproof substances, characterized by this that the upper layer located nearest to the foot consists of wool fabric mixed with dog wool and sheep wool, the succeeding layer of tow linen, whereupon follows a layer of wool, beneath which is placed a layer of tarred oakum and under the latter a layer of curled horsehair is arranged."

Richard Weston, of Campbellford, Ontario, has a patent on a shoe of which part of the claim is as follows: "In a shoe, the combination with the outsole and insole and upper secured at its edges between the outsole and insole, of a strip extending around the upper face of the outer edge of the outsole against the upper but free of insole and upper, and means for securing the strip to the edge of the outsole to give the appearance of a welted or stitched down sole."

The United Shoe Machinery Co., of Canada, has a patent on a machine for working the marginal portion of a shoe upper into lasting position, etc., etc.

Henry C. Egerton, of Ridgewood, N.J., has a patent on a shoe stiffener granted in August this year.

Shoe and Leather Trade Jottings

Gossip of the Busy Marts—Trend of Events in Leather and Shoes—Spring Campaign in Progress—Business Slowly Forging Ahead—Retail Trade Improving in Spite of Hot Weather—Crops Now All In

FOR a couple of weeks we have had the season turned backward and have had some of the weather we ought to have had in July. This has had the effect of clearing out a number of lines of summer shoes, but has also kept back the sale of good sensible footwear that should be in demand about this time. A week or two ago it looked as though the fall had definitely set in and word of snow and frost from more northerly points gave encouragement to the belief that the demand for heavier footwear was about to make itself felt. But people have lately gone back to straw hats and canvas shoes, a thing practically unknown in Canada in September. Nevertheless there has been a quiet change in the situation. Parents have discovered the needs of children after the first few days at school, and those who have returned from the summer resorts have found that last spring's footwear is not adequate for present needs. Business is quietly picking up, so say retailers, and they all seem quite satisfied with the general trend of affairs. Stocks are gradually being reduced even with the fall goods that come in, and everyone seems hopeful of a steady fall business at fairly good prices.

Wholesale Trade. Jobbers report quite an active trade and within the past couple of weeks have gotten rid of quite a lot of goods that would have been carried on the shelves for the next six months had it not been for the spell of warm weather. But, aside from this sorting has been very good considering conditions, and the state of opinion with regard to prices. Reports of the gradual dropping of prices in other lines have not been without their effect upon the shoe trade. Dealers seem anxious to complete their stocks but are afraid to go ahead and take the risk of lower prices. This condition of affairs is bound to make the whole fall season backward and unsatisfactory to buyer and seller. Jobbers themselves, are quite uncertain what to do at the present juncture. They are a little more willing to buy than they were a month ago, but seem to be hanging back with their orders for spring goods. Some are seeking to attach a "string" to their requirements in order to cover themselves should the market go down any further.

Among Shoe Manufacturers. There is a little more hopeful atmosphere abroad. Orders have been coming in a little more freely for fall goods for immediate requirements, although the volume reported is not sufficient to keep the plants going more than part time. Some manufacturers who have started travellers on their spring trips report a fair amount of business only. Dealers seem afraid to take the plunge and, where they have

ordered at all liberally, have been insisting on being protected as to prices. There has been less trouble getting orders for fine goods than for staples, although the latter are more urgently needed for use in the immediate future. The reason is probably owing to the fact that prices in the higher grades do not show the change that prevails in the medium and cheaper lines. Some dealers, however, have gone as far as anticipating fifty per cent. of their spring needs, and are letting it go at that.

Effect on the Trade. As one manufacturer puts it, "If the retail trade hold back and do not give us a chance to make the goods there is going to be the same difficulty there was last year in getting them through in time for spring business. We cannot do the impossible, and it is physically impossible to turn out all the goods that will be needed for retail trade in January and February. I notice that one dealer says that January will be early enough for him to place his order for some of his lines. He must have a woeful misconception of manufacturing conditions if he imagines that a factory can do justice to his order, especially if there are many others who follow the same policy. Last year it was shortage of materials and labor that manufacturers had to contend against. This year with plenty of both they seem likely to be put up against the problem of putting five months' business into less than two."

Leather Still Quiet. Quite a few fair sized parcels of uppers are changing hands, and some concessions are reported, but as a rule prime selections of side leather, calf and kid are firmly held. Medium priced stock is not in very active request, and is quite easy as far as the market is concerned. In sole leather there is not much doing. Manufacturers have not commenced to buy, although a good many have been feeling the market out. Sole leather tanners are standing firm on ruling prices for top grade stuff and as stocks are limited they are not inclined to be tempted by some of the offers made. During the past week or so, it is said that some fairly good sales have been made and there is some talk of concessions, but these cannot be verified. There seems to be little disposition on the part of the trade to press sales.

American Conditions. There is very little change reported from American centres. Small lots of leather are going forward but business in leather and shoes is even more backward here than in Canada. There is a fair demand for the higher grades of leather, which are steady in price and there is a goodly lot of medium stuff moving at easier prices. Shoe manufacturers are not yet feeling the effects of travellers out with samples, who by the way are having a hard time. The hide situation is unchanged. The packer situation is still quiet on a basis of about 25 to 27 cents for heavy native steers. In country hides there is a little doing but not much. Buyers are offering 15c for country buffs and holders are asking 18 to 20c. There is a little more movement in calfskins, which have strengthened somewhat since last report. In dry hides there is practically no movement. Sole leather tanners are still laying back on their oars and awaiting developments.

Newspaper Advertising

Some Timely Comments on Newspaper Advertisements of Canadian Shoe Retailers

IT must be admitted that the Associated Advertising Clubs of the World are doing some good work in the way of suppressing fake advertising and raising the general tone of doing business. A very concrete case came up in Cleveland recently where a company which proposed to hold a sale of shoes found that it could not advertise them in Cleveland newspapers without telling the truth about them, and so, the sale was abandoned after two or three days' effort, the sale falling flat when its promoters could not get newspaper space.

As soon as advertising "copy" was submitted to Cleveland newspapers, the matter was taken up by the newspapers with the Better Business Commission of the Cleveland Advertising Club.

Investigation by John L. Fleming, Merchandise Manager for the Commission, showed that while the values offered were good, claims as to former values or former prices were untruthful.

The newspapers agreed to protect legitimate business men of Cleveland by declining such advertising copy. The itinerant merchants thought they could get along without newspaper advertising and tried it to their sorrow.

Of course not all newspapers may be willing to go to this length in the assistance of better advertising. But where a real good and active ad club is in existence the papers usually are willing to co-operate. It should be noticed that even though the values offered by the concern mentioned were good the club would not pass their advertising on account of the misrepresentation of former values.

It almost seems necessary that a law against false advertising is needed to keep men honest as well as to protect the public.

The sample ads we have chosen are certainly varied in character. The largest one is a St. John's, Newfoundland, advertisement, and while it is attractive and large it is just a question if there is not too much white space. All that space must be paid for by the advertiser and it would have been possible to have produced equally as good an ad without leaving out any of the items and not use so much space. This ad is four columns wide by a full page in depth. A shoe retailer last week suggested to us that he was adopting every legitimate means of advertising outside the newspapers because of the prices of space these days. Another way to consider this question is to use the space you pay for and not leave so much of it white. Compare this ad with the Downey ad in the centre at the top and you will find there are 24 items in the Downey ad and only 9 in the large one, which is considerably more than twice the size of the smaller one. It may be argued that the larger one is the more attractive. This we will grant, but people these days pick up a newspaper to read the ads. The public has been educated to the advertising idea. Years ago it required something to ATTRACT attention in the way of display to get people to read the advertisement. But to-day in articles of necessity people are looking for values and need no special attractions in the way of displays.

Also compare the Connolly ad with the Downey one. Read the Connolly one carefully and see if it will attract you to purchase. The cuts are truly attractive and will cause one to look and then they will read about the values, but there is no way of judging the values because the price is the only way that one may judge of the value of an article. The Downey ad comes to the point without many words—al-

most immediately. These are specials at reduced prices. Then follow the description, and the prices of the various lines, and these are so varied that hardly a family but will need something advertised. It will be easy to see if anything is in the list that the reader requires.

The Levison ad is simply an announcement of the Fall Opening and is a well set and attractive advertisement.

The Cowan ad starts off well but becomes a little general in the latter part. If more definiteness were given it would possibly strengthen it. The Martin ad next to it has six items in the same space. The models are well known lines and if displayed in the window in connection with the ad this should bring results.

The Victory ad takes about the same place as the Levison one, that is it is an announcement of fall goods. But if this is not followed with more ads with more detail and prices it will not likely be very productive of result.

The little ad We Buy Shoes to Sell, You Buy Shoes to Wear, has an excellent heading. Now it might make it stronger if it went on and told some of the shoes they had bought for you to wear. The talk used is not what advertisers call selling talk. It does not tell of the specific shoes THEY have to sell to YOU. And that is what you are interested in.

The Higgins ad is a particularly good one. It is compact and well set. It comes to the point quickly and tells the price. If there is any objection to it, it is in emphasizing that the store is essentially a young man's store. Men to-day of forty, fifty and even sixty know they are not in the young men's class any more, but they do not like to have it rubbed in. And many men of these ages buy footwear as stylish and up-to-date as do those of the ages of 17 to 25. To make a man of fifty feel if he went into the store and found that it was advertised as essentially a young man's store, that he was possibly out of place would hardly be liable to get much business. This is not what the writer of the ad wished to convey in all probability, but that is the way it can be interpreted.

The Waterbury & Rising advertisement is a splendid one. It gives the reason for the reduction of the goods and tells the prices of the various lots. This ad should have attracted much business.

The school shoe ad has just that element of curiosity about it that would attract some mothers to buy. There are a number of kinds and sizes at certain prices and a mother will read it and immediately determine if there is anything suitable for her little Willie or her little Mary and will likely "Call and look them over," as the ad suggests.

The \$1.00 ad is strong and should have done business, but the comment will apply as mentioned for the big ad. A little too much white space which is very expensive these days. Make your ads work.

The \$7.95 ad is quite unique. There is nothing said about how good they are or whether the price is reduced or not. But you may see them in the south window and judge for yourself about them.

The lower corner ad is a very strong one and should have pulled trade. The shoe is attractive and the list of four is interesting, and one will be liable to read it because there are just four and one will want to know what the four are. One will not be kept in suspense. The short description is given and then the price.

These ads show that retail shoe merchants are learning the value of newspaper space for letting the public know about the goods they have to sell.

A tannery was established in Quebec about 1670, and in 1691 we are told that ox and moose skins were tanned in that place.

Since then the production of high class leather has reached millions annually and the shoe industry developed proportionately.

Fall Selling at American Centres

The Trend of Sales East, Centre and West—Boots Grow in Popularity for Fall Wear—Business Improves with Seasonable Weather—Less Sale Splurging and More Settled Feeling as to Prices

SPECIAL CORRESPONDENCE SHOE AND LEATHER JOURNAL

IN all the large centres throughout the union there is evidence that the special sales furore has about spent itself and the shoe trade is getting down to the steady every-day routine of supplying the nation's needs in regular footwear. In many of the larger cities dealers are making a determined effort to turn the attention of the public from the price question to that of style and quality in footwear. The windows of the large retail shoe establishments are devoted to displays which show that shoe manufacturers as well as retailers realize that an appeal must be made to popular taste and appreciation of shoemaking merit if business is to settle down to a satisfactory basis. Here are a few outlines of what may be found in some of the best stores in the various sections of the country which may afford those who sell shoes in Canada an idea of what is selling and likely to sell this fall in high grade footwear.

New York Shoe Displays

The keynote in women's shoes in Greater New York seems to be color and the displays feature colored kid in both boots and low shoes. Plain colors are used and combinations to quite a considerable extent, although the plain predominate. Browns seem to be the favorite at present although blues, grays and even light tans or champagnes figure to some extent. Midnight blue with light blue stitching and occasionally dark and light blue combinations are seen. Plain kid and suede in dark browns seem to be popular in both high and low cuts. Blue kid in low cuts is shown in many of the best stores and it is claimed that it is selling well.

It was thought that two-thirds of the shoes sold in New York this fall would be low cuts but a change has taken place which promises to divide the popularity of high cuts with the low fifty-fifty. Some extreme high cuts are fully twelve inches in height. The covered Louis heel seems to be growing in popularity in spite of the promised strength of leather heels.

Boston Style Trend

In New England and especially in Boston the oxford seems to maintain its supremacy for fall wear in women's shoes, although boots are moving along and promise to be more popular as the season passes. Strap effects are still going strong and there is no evidence at present of their diminution, but rather the contrary. Brogue shoes are not quite as popular as they were but are prominent in all displays with the ornamentation somewhat toned down. In colors the browns, especially Havana, golden mahogany hold their own with an occasional splash of color. Boston is more staid than New York and has not yet been captured by the color craze.

In men's wear the trend is very largely in the direction of boots rather than shoes. The men have not taken as readily as women to the use of low cuts and spats. Two-thirds of the styles shown are in tans, the rest in blacks. The brogue not only holds its own but is in some cases more pronounced than ever in its outstanding characteristics. Some are shown in grained calfskin with heavy brass eyelets

and the full share ornamentation and a little more. Somewhat roomier lasts, as far as toes are concerned, are the rule.

Philadelphia Pointers

Styles in both men's and women's are more staid as in Boston, although there is plenty of swing in both. Women's displays feature oxfords very largely and brogue patterns seem to be popular in dark tans. There is quite a showing in boots but the predominance lies with low cuts. In one of the stores a "Kiltie Pump" is prominent with a close "Kiltie" tongue with an elastic gusset, and a catching wing tip and perforations that give it a chic appearance. A strap buckle oxford in a welt with a wind tip and perforations in the straps as well as on the shoe stands out as a striking novelty.

In men's lines plain shoes predominate, although there are many striking effects in brogues both in high and low cuts. The former seem to have a decided majority and stand in the proportions of 60 to 40 in tans and blacks. There is quite a tendency towards the square toe, although the round coin toe is the most popular.

Chicago Shoe Tendencies

Business has picked up wonderfully in Chicago in the last two or three weeks and wholesale houses report the outlook as very encouraging. Sales have been confined very largely to low shoes on account of the fine weather prevailing last month, but with the advent of the cold blast last week the boot trade took on new life. In men's lines brogues are being displayed very prominently, many of them in Scotch grain and Norwegian calf elaborated with army tips, perforations and heavy eyelets. Nut brown seems to be the favorite color, being lighter in shade than mahogany and is shown in both men's and women's lines. The interest in colors seems to have hit Chicago and in the displays of women's footwear dark blues, colored suedes and satins as well as brocades figuring in the showing. Brogue oxfords with elaborate perforations still hold the spotlight and low cuts seem for the present to outdistance high boots in the race for popularity. Nevertheless there are some interesting displays of women's high shoes in some of the best stores, quite a number being as high as nine and a half or ten inches. The darker shades of tan prevail, but there is a goodly sprinkling of lighter shades and combinations of dark and light in kid as well as satin. Walking shoes with military and Cuban heels are in good demand.

Saint Louis Footwear Conditions

Fall business has not properly started, as summer shoes have been selling right up to the first of October. There has been little inducement to make displays of Autumn footwear with the thermometer over the eighty mark. There are indications, however, of a good season's trade. The great bulk of this will undoubtedly be in oxfords both men's and women's. Brogue effects will be popular right up to nearly the close of the year. Lighter tans are finding most favour and some shades almost as light as champagne are found in combinations of light and dark tans. A great variety of low cuts in suede satin, and combinations of kid suede and satin are shown with profuse ornamentation of bead work and buckles. In high cuts the styles promise to be plainer, although brogue effects seem to be popular in both men's and women's boots.

Pacific Coast Trade

Business in San Francisco is slower in picking up than in most eastern cities. Fall business has only gotten under way and is rather quiet so far. Low shoes are selling in both men's and women's much more readily than boots. In the fall displays so far the features have been largely men's and women's brogues, principally in oxfords which show

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Show Cards for October

October is one of the Best Months of the Year for Decorating and Having Specially Attractive Windows and Show Cards

OCTOBER is always kind to the window trimmer and display man. The golden colors of fall permit him to create some specially attractive designs. The browns and kindred shades, too, work in so well with the brighter yellows. There are two days that will invite decoration and afford some splendid advertising material. These are Thanksgiving and Hallowe'en. Of course Hallowe'en is not a public holiday but it has a very strong hold on the public mind as an old-time custom and because of this, furnishes a splendid occasion for advertising and decorating. Thanksgiving is a public holiday and in connection with it are various emblems that give much latitude in the making of cards for your displays.

It seems almost superfluous to advocate the use of cards these days, for in well-established businesses they have become a part of the existence of the store. Still there are those who do not use them nearly so freely as they should. There may be reasons for this, but there is not one reason that cannot be overcome. Some feel the expense too great. This is not correct any more than the expense of fixtures and many other things about the store are too great. Nor should this be considered an expense. It should be looked on as an investment the same as any other advertising.

Another reason, or would not the word excuse be a better term, is that in many places there may not be card writers. In a great number retail stores there will be someone who can make some headway in the work of writing cards. These cards may not be so good as a professional card writer can make, but they will be better than nothing.

These cover about all the legitimate excuses, but there is another reason that is hard to overcome and is far from being legitimate, and that is indifference. There are so many who do not care or take the interest they should in this class of advertising and decorating. These are possibly the hardest ones to convince they should use cards. Or possibly they are the hardest to arouse, for it is not always a matter of con-

vincing them—it is more of getting them to shake off their indifference.

The cards we show as samples for October use are not hard to execute. They are designed for those who are not so adept in the making of cards as a professional card writer. The Thanksgiving card with the turkey design may have the picture drawn on the card, or it may be possible to find a picture of a turkey and cut it out and paste it on. Often-times pictures of this kind are obtainable [in children's picture books, and may be had for ten or fifteen cents. These are often done in colors in these little books and look real well when used on a card. Care should be taken in cutting them out. It is best to use a very sharp knife and lay the picture on a piece of cardboard while you are cutting it. If you paste it on to a dark card it may be well to leave a very narrow edge of white all around the picture, as it will set it off nicely. This card will be used in a Thanksgiving window, which may be put in with pumpkins, wheat s' leaves, fruit, etc., in very moderate amounts so they will not attract from the display of shoes. As there are no prices given on the card it will be advisable to use individual price tickets with the card. The wording suggested on this card may be changed to suit your own particular needs. The size is about 11 by 17, or it could be 14 by 22 if your windows are sufficiently large. The lettering may be done in brown and the border in yellow.

The card with the picture of the young woman is a fitting illustration of what is possible with a cut out picture. This picture was cut out of the cover of a Saturday Evening Post of the date of October 2. It is cut close to the picture and pasted on to a white card. The lettering is done in black and the border in red. This card is particularly attractive and is used in this suggestion for hosiery, but it can be used for shoes or slippers just as well. The pose of the young woman directs the attention of the observer to the feet, which makes it a very appropriate card to use for a shoe or hosiery display.

The Fall Lines panel card is quite easy to do. The figure may be made of white paper and pasted on to a darker card or it may be drawn on to a white card, which is the way the sample is made. The side of the card is cut away, giving the impression that the figure is stepping off the card or hanging off it. The head is painted to resemble a pumpkin and the big circle at the back is in plain yellow. The lettering on the circle will look well in brown and the large letters are

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Sample cards for October selling



Vicious Press Tactics

**Dastardly Policy of Knocking Shoe Trade—
Montreal Yellow Journalism Rebuked—
Shoe Men Should Curb This Wild Talk—
Plays Havoc With Shoe Trade**

THE shoe trade and the public at large have suffered incalculable damage from the vicious, uncalled for attacks made by irresponsible newspaper writers, during the past four or five years, upon both its methods and personnel. It was through sensational articles that shoe prices were first boosted. Gratuitous statements were made a couple of years ago that footwear was going "out of sight." It was the prophecy of \$20 shoes that set people on edge so that they bought in many cases a year's supply, with the result that the very thing that was predicted happened. The panic they started caused run of shoes which, added to war conditions, put them up to the figures they reached.

The next move was to brand shoe retailer and shoe manufacturers as profiteers, and the wave of indignation resulted in the investigations by the Board of Commerce, which fortunately exonerated shoe men from the charges. Still these wild-eyed sensation mongers kept up the chase and men of standing on the community have continued to be marks for these newspaper scribblers. On the very day when they refused to publish the statement of the National Shoe Retailers' Executive expressing concurrence with the rulings of the Board of Commerce, one of the Toronto papers published a scurrilous diatribe on retailers and their profits.

Newspapers have been mostly responsible for the price panic of the past couple of months which has paralyzed the shoe industry, throwing out of employment thousands of working men all over Canada. Just now the shoe trade is struggling with the problem of getting down to bed-rock prices and to have it hammered into the minds of the people that they are not only being ridden but robbed is calamitous.

As a sample of the wild, reckless and vicious methods adopted by the yellow type of daily newspaper, the article which appeared in September 28th in the Montreal Herald is perhaps the most glaring. A two column article with scare headlines on the front page appears herewith

As might have been expected a large deputation of retailers, shoe manufacturers and leather men waited upon the Herald and protested against the article as not only unjust but misleading and calculated to do great injury to the industry. They said that the crash was already over and that no further reductions were possible.

All that could result from the article would be to keep people from buying shoes at all. In an article published next day the Herald curtly announces that it will have more to say and give the public some startling news in the next few days.

This paper, which knows more about shoes and shoe-making than those who are engaged in it, says it will show how the shoe trade now languishing may be made to boom and conserve shoe manufacturing to Canada, instead of playing into the hands of foreign manufacturers.

In the meantime these statements and inferences that people are being robbed by Canadian manufacturers and dealers are having the effect of breaking down public confidence and stopping sales all around. As a matter of self-protection dealers should use the only remedy at their disposal—make those who utter these irresponsible statements feel it where it will hurt most—in their pockets.

Keep your dressing tins covered at all times. Evaporation is a stealer of money from the till of your dressing can. Don't mix old, dry dressing with new stock. Take out the old stuff before putting in the new. Also keep your waxed threads in covered tin or wide mouthed glass bottles away from moisture, air and varying temperatures.

PUBLIC DEALS TERRIFIC BLOW AT THE HIGH COST OF FOOTWEAR

Eight Factories in Montreal and Vicinity Suspend Operations—Others Down to Quarter Their Capacity—Hundreds of Shoe Operatives Out of Employment—Public Either Cannot or Will Not Stand High-Priced Footwear Any Longer

It is a well-recognized axiom in economics that sky-high prices mean decreased consumption. In no industry in Canada is the working out of this principle more evident at the present time than in the boot and shoe industry. The leather and shoe industries have reaped a rich harvest from the public. Prices that were absolutely staggering have been demanded and obtained. Now the reaction has come, and come with a vengeance. People either would not or could not pay the prices demanded. They have therefore been getting their old shoes repaired, and many have found to their astonishment that, with the aid of the humble cobbler, they can prolong the life of their footwear to twice or thrice the original span. This reaction is one of the most striking demonstrations of the power of the public, when once aroused, that Canada has ever seen.

For some months past the shoe industry has been suffering from a severe depression. At the present time there are no fewer than eight shoe factories in Montreal and vicinity closed down completely. There are others closed in Quebec. The ones that remain open are running for the most part only ten, fifteen or twenty-five per cent. of their capacity. There is not a shoe factory in Canada running at more than 35 per cent. of its capacity.

That is what the reaction means to the shoe industry. The manufacturers are losing profits they might be making, because the public will not pay their prices. Another still more serious feature is that many hundreds of workmen are thrown out of employment. That is what high prices are doing to labor, and it is a feature of the situation that labor might well take into consideration.

Another phase of the situation is that closed down factories and high-priced shoes are providing a direct invitation to shoe manufacturers in other countries to flood the Canadian market with cheap shoes, and thus take out of the country money that might otherwise go into the pockets of Canadian working men for the manufacture of shoes in Canada.

Manufacturers in Canada, feeling secure behind the high protective tariff, may think there is no danger of such an invasion. Upon this point the Herald will have some enlightening particulars to give in future issues. We maintain that there is no reason why boots and shoes may not be made as cheaply and of as good quality in Canada as anywhere in the world, and we wish to see the shoes for the people of Canada made in Canada. To-day the industry is in danger.

Retail Conditions and Prospects

Opinions of the Trade About Business and Prices—Feeling Their Way Along—Fall Business Improving—Going Carefully in Spring Orders

REPORTS continue to come in regarding conditions in the leather and shoe trades, indicating that in spite of the adverse reports appearing in newspapers, people are inclined to go along pretty much as usual, questioning prices of course, but buying steadily what they need. They seem to be more interested just now on the settling down of food prices, and the confidence that comes from the realization that bread, sugar, coal and other essentials are going to be more reasonable in cost is having a wonderfully steadying effect.

In conversation with a large manufacturer and distributor of fancy leather goods this week he stated that their business was not suffering to any extent, although it might be counted more or less in the luxury class. He said that there was some tendency with the large departmental stores to curtail their buying, but the regular retail trade were buying pretty much as usual. Their sales for the past two months were considerably larger than for the same period last year. As to prices, they had not been able to purchase leather very much cheaper and their labor costs and other increases in factory production had swallowed any lowering of materials.

Saying Little and Sawing Wood

A large downtown shoe retailer in Toronto, who is so modest that he does not want us to quote him, says: "Of course we feel the effects of the agitation in the papers but we are going right along selling the usual amount of shoes and getting fair prices. We have moderated our prices in accordance with replacement values and beyond now and then a little discussion with a customer we do not find much trouble in selling. I have instructed our salesmen to be very frank with customers and explain to them the fact that the drop has already taken place and that there is no possibility of a further slump in shoes. We are saying little and sawing wood. As to buying for spring we have already bought a fair amount of goods that we know we will need and know cannot go down much in price. As to the rest I am feeling my way."

Continuing the discussion started last month a large Toronto retailer says:

With reference to retail stocks, I would say that I believe they are in a conservative shape with reference to the number of styles, etc., but probably not as to size.

In answer to question No. 2, "the cry for cheaper shoes" is certainly not over, but the public are not asking for cheap shoes but for good shoes at a cheap price, if they can get them. We do not find any of our regular customers who are willing to sacrifice any of their "best quality" ideas in purchasing, for the sake of a reduction of a few dollars in price.

With reference to your question No. 3, we are pleased to inform you that we find our Fall business already picking up, and to date with the exception of the latter part of August, our entire year's business, month by month, is considerably ahead of the corresponding months last year, which were good ones, and while we are not looking for too much we are certainly not pessimistic, and feel that with both buying and selling there will be no difficulty in getting through this Winter with good results.

In reply to question No. 4, I would emphatically state that our policy will be to continue buying, but on a very

conservative basis, and if the retailers would help the manufacturers by placing their Spring orders when their representatives call upon them, and the manufacturers would help the retailer by protecting him if a drop in prices should occur between the time of taking an order and filling it, so that the retailer that buys now to help the manufacturer would be in the same position as the retailer who does not buy until early Spring and then wants his goods "at once," we think that while orders placed for Spring will not equal the amounts of those formerly placed, yet, the entire industry and the buying public will be quite satisfied for the coming season at least.

A prominent Halifax dealer writes: If a stock to be in "conservative shape" should be on the basis of from two to three turnovers in the year, I doubt if Retail Stocks are yet, generally, in that shape. While reducing "fever" is on, it might be as well to let it go to the above limit. It is hard on the wholesale trade at the present, but afterward, if lived up to, will be better for the consumer, giving him fresher styles at lower prices; it will certainly be better for the retailer himself, and eventually it ought to benefit the wholesaler.

I fear the "cheaper shoes" cry is not over. The cure is, however, largely in the hands of three or four groups. The retailer himself, the advertising manufacturers, the Press, the Commercial Organizations, the Government Bureaus of Trade,—could do a lot to put the consuming public in a more reasonable frame of mind.

I have an idea that the proportion of money spent, to money earned, is greater at the present than it was a year ago. This is caused partly by price-reducing sales, etc., and more extensive advertising. I do not think people will buy very freely, however, unless they are satisfied they are getting full benefit of any declines in price. The Merchant will find it easier to get profit based on replacement than on what he paid. Regarding Fall business, when the abundant harvests are considered, volume of business should keep up.

Regarding the policy for spring buying, I would say watch style trends very closely, give the customer a little more "ball" room, go easier on Louis heels. Try out cautiously, but not fearfully, the fanciful and the ornate, both in Men's and Women's shoes, for styles will change two or three times while and ordinary business is getting clear of a case lot. I do not see the sense of refraining from buying what you are sure to need, it is not fair to yourself, nor to your customer and it is certainly not co-operating with the manufacturer

A Western's Opinion

A Calgary shoe dealer puts it thus briefly: There has been a decided increase in our business during the past two weeks, although farmers are busy harvesting and threshing and very few purchasers coming in from outside points. Weather conditions are ideal for threshing and shipping the grain and we feel confident of a good Fall and Winter business. People who buy shoes for service are in many cases looking for cheaper shoes, but those who buy style shoes are mostly willing to pay a reasonable price for them, but are naturally asking when shoes are going to reduce in price.

A St. Catharines dealer says: I don't think retail stocks are yet in a conservative shape. The cheaper shoe cry is not by any means over. It seems to be getting stronger every day, thanks to public press, who publish every cut price article they can find; they all seem to want to make the shoe business the GOAT.

People are buying freely, business is good, only they are asking for cheaper shoes. When you ask them why they expect cheaper shoes they tell you they saw so and so in the paper. I expect business this Fall to be great, that is if we get good Fall weather

As for the Spring, I would buy what I think I could use, not plunge too deep, as I think the people by that time will begin to see there are not a lot of cheap shoes on the market.

Jingles in Advertising

Poetry, as a Rule, is Not Good Advertising Matter—There are, of Course, Exceptions

THE novice in advertising may be liable to use poetry. He will do it possibly because he may like verse or may like to write it. But as a rule poetry is not worth the paper it is written on as advertising matter. There are many reasons why it is not. First, very few people like to read verse. When there is a column of funny stuff in a newspaper and among it appears some verses, nine out of ten people will read the prose and skip the verse. It is the same in advertising.

Another reason is that, even if it is read, it will be the versification or the fact that it is verse that will take the attention of the reader rather than what the goods are that it is intended to advertise. That is, the attention is too much taken up with the fact that it is poetry, rather than about that of which it is written. However, there are exceptions to all rules and the very fact that there are exceptions proves the rule.

In the few cases that are exceptions they will be very special cases, and those where a man will be able to attract attention by using some local conditions, or will be able to write such good stuff that it will be looked for by the public. But it will be exceptional stuff of this kind that will go and be good advertising. And it will have to be classed as indirect advertising. It will not be that the verses sell the goods, but that the verses attract attention to the man or the store, and so keep it prominently in the public mind, thus making it an advertisement.

Printers' Ink Monthly gives an illustration of this kind of advertising of a shoe man in Wilkes-Barre, Penn., but it is as stated above, a directing of attention to the man rather than the goods, and as this writer has been writing this stuff for a great many years, he has established a record. The article, under the name of Jingles Sell Shoes for Kenny of Wilkes-Barre, follows:

Whether or not the jingle is a good advertising medium has sometimes been a disputed question. Skeptics generally argue this way:

"Yes, jingles are all very well in their way; people like to read them, no doubt, but do they sell the goods?"

On this point, "Kenney, the Shoeman," of Wilkes-Barre, Pa., is clear. He doesn't believe that jingles sell shoes; he knows it. He knows it because of tests that have extended back over fifteen years. All that time he has been writing advertising jingles for his own business and has had abundant opportunity to view the results. Altogether, he estimates that he has written over twenty-five hundred pieces of verse. Two specimens a week appear over his name in the two Wilkes-Barre papers.

Mr. Kenney writes jingles, in the first place, because he likes to; in the second place, because he has found they sell goods.

Mr. Kenney's verses are known all over the Wyoming Valley. They enable him to sell shoes not only in Wilkes-Barre, his home town, but throughout the suburbs which cluster closely around. Jingles have advertised his name and business and established a prestige for his store that brings in customers from a radius of several miles.

One of the reasons for his success in jingles lies in the fact that he always chooses his subject from one of the topics that he knows the people are talking about. He watches the news of the day and utilizes it in verse form. His lines are rich in local names and abound in local color. People are bound to read his stuff because they want to

hear what Kenney says about the mayor, about the local councilmen, about the municipal election, about Henry Ford, or the Peace Treaty. Mr. Kenney doesn't like jingles about shoes, and brings them in only incidentally, generally as a sort of "cracker" at the end of his verses or in an appended paragraph.

As an example of how Mr. Kenney works, let us see how he made use of elections in his home town. It happened that he, himself, was among the candidates for city council. On the morning of election day the two local newspapers appeared with the verses.

Unfortunately, when election day passed it was found that Mr. Kenney's name was among the missing, but he wasted no time in grief or grouches. Here is the jingle:

STILL A-SMILING

(By James H. Kenney.)

You'll find me still a-smiling
No matter how it ends,
The air is clarifying,
Report my many friends.
They say "The wind is changing
And sentiment is strong"
To mark an (X) for Kenney
And push the word along.

You'll find me still a-smiling,
Let the vote go as it may,
The people should be victors
O'er the powers that rule to-day.
They're tired of bluff and bluster
And they're tired of men who shirk,
It's the men behind the ballot
Who are out to do the work.

"Vote for James H. Kenney for City Council. Filed on both tickets. I thank you. (Kenney, the Shoe Man.)"

He was asked if his jingles didn't sometimes offend somebody.

"Sure," he answered, "but it doesn't seem to hurt my business any."

He was formerly a cigar dealer, and used jingles to such good effect that he made his "7-for-25" brand famous all over his section. About ten years ago he went into the shoe business, and what he has done for cigars he was equally successful in doing for shoes.

If your customer cannot make a profit out of your product, instead of being an asset for you, he is a liability.

Some salesmen create unsuccessful customers by talking them into buying more goods than they can sell.

Success in salesmanship is not an accident; it is the result of expert knowledge and close application.

SHARK SKIN LEATHER

For years we have been hearing about shark skins for leather. If this clipping is correct the industry would seem to have gotten on to a practical footing.

Substantial progress has been made in the development of the fish-skin tanning enterprise of the Ocean Leather Co. They are now preparing to build plants additional to the one at Sanibel Island, Fla., with main offices at New York and branches at Fort Meyers, Fla., and Morehead City, N.C. From 100 to 150 sharks are caught per day, which are manufactured into fertilizer and delivered rendered for the oil. The principal industry, however, is the tanning of the skins into a very high-grade leather, demand for which cannot be satisfied, the company states. They claim that manufacturers of travelling bags, pocket-books and purses are clamoring for their products and that only about 25 per cent. of the demands can be satisfied.



Blachford
Shoe Manufacturing Company.
Limited
Toronto



*Are You Getting the Full
Benefit of an
Onyx or Georgina
Agency?*



No. 8299
Seat Brown Calf Lace
In Stock



Shoe Travellers' Get- Together—Smoker

**Looks Like a Big Night for the Ontario
Shoe Travellers on October 15th in Toronto
—Allied Trades Travellers Invited Also**

JAMES HEFFERING, president of the Ontario section of the Shoe Travellers' National Association, has been doing some hustling for the organization and recently called the executive together to consider the matter of holding some kind of a meeting for furthering the best interests of the society. The response was most encouraging, the following members of the executive being present: President James Heffering in the chair, Secretary McKeen and Treasurer Hardie, and the following members of the board: H. B. McGee, Perth Shoe Co.; Geo. Scott, McFarlane Shoe Co.; Geo. Grills, Reliance Shoe Co., and W. G. Martin, of Dominion Rubber Systems.

It did not take long to decide to have something real out of the ordinary and something that would bring the fellows together in a sort of free and easy manner so that the objects of the association could be presented to members and non-members and at the same time have an enjoyable evening. A smoker-concert will therefore be held on Friday evening, the fifteenth of October in the Foresters' Hall, 22 College Street, Toronto. The program as drafted includes, from nine to nine-thirty, gathering and a general mixing of the fellows, with possibly some surprises. This will be followed with a buffet-supper and a still-furtherance of good fellowship. During all this time orchestral music will be provided. This will be followed by a musical program, after which the objects of the association will be explained and a general discussion will follow, in which every member is privileged to take part and offer suggestions or criticisms and do a much kicking as a traveller is able to do.

That this first meeting promises to be a big success goes without saying. The executive have appointed a number of sub-committees of hustlers who will look after the various details of the evening and such gathering as this are bound to promote good feeling and bring about opportunities for making the association a powerful factor.

Despite the fact that the service per head will be two dollars the tickets are placed at \$1 each. The other dollar will be supplied from the treasury of the association. With such a splendid and varied program and a bunch of real live fellows this first meeting will likely be a tremendous success. Every shoe traveller in Ontario is invited to be present and a number of out of town boys will likely take advantage of this. Invitation notices will be mailed within a few days to an extensive list of travellers but if you are missed, come just the same, as it will be impossible to reach every one. Travellers of the allied trades are included in this list and all of them are eligible to membership. Travellers reaching the city on late trains Friday night are requested to come straight to the hall. There'll be time for something all the time.

QUEBEC NOTES

W. L. Francis, of Lachance & Tanguay, was in town preparing to get away on the spring trip.

J. E. Warrington, of the John Ritchie Co., Limited, has been enjoying a trip for a week or so.

The hide market is almost at a standstill. Tanners are buying but little from local dealers and nothing elsewhere.

The majority of the salesmen representing Quebec factories are well into their spring trip. Harvey Graham, of Wm. A. Marsh Co., has been into Quebec a couple of times since starting out and reports receiving a fair start, consider-

ing conditions. "Bill" Marsh started on his Western trip October 1st.

The general tone of quietness prevailing throughout the shoe and leather trade in Canada is, of course, felt in Quebec. However, from reports received from other points we must feel that we are rather fortunately situated.

Tanners of all kinds are putting very few hides in process and announce that they do not intend doing so until the market comes to life. There seems to be a decided impression that prices will firm up in November. What little leather is being sold changes hands at prices that are dependent a together upon conditions governing each particular transaction. It is difficult to get quotations except when in the market for a definite order.

Shoe factories are, in the majority of cases, still operating, although running on a much curtailed schedule producing late fall orders and rush business. The jobbers have as yet placed but little business, although the signs in this respect are much more hopeful. Small spring orders have been received, coupled with fairly definite assurances that placing orders in larger volume will come later in the fall. What manufacturer's most fear is that the large buyers will all come to market in the same month, upsetting the leather market to an extent to make it necessary to re-price many of their samples.

As Sunday, October 3rd, was the last day on which it was possible to bring out trout from the Quebec Province fishing camps, most of the leather and shoe trade held an informal convention in the woods the last week of the month. Among others who reported big catches were Luc Routier, Lucien Borne and J. E. Samson. As the others were more or less silent about their luck, we can guess that the water was a little cool for good sport.

On September 23rd, Lucien Borne was entertained in his own home by a number of good friends, the occasion being the 15th anniversary of his wedding. After leading Lucien on a wild goose chase to visit friends, during the early part of the evening, he was driven home about nine-thirty, where he found his house full of guests he hardly expected. During a jolly evening he was presented with a beautifully complete cut glass set—the kind most useful in Quebec. A telegram of felicitation was received from Louis Breithaupt, who was unable to get away from Kitchener. Among those present were: Henri Fortier, Nazaire Fortier, J. A. Scott, R. Gigeur, W. Richard, A. Richard, C. Lepinay, Luc Routier, John Perkins and J. Duchaine, A. R. Marois, J. E. Samson, J. A. Cloutier, E. Mallette, J. S. Galarneau of Colonial Hide, Narcisse Gagnon, E. Jobin, P. Dugal and E. Bourassa of Lucien Borne Co. It was some wonderful party, and even if it did start rather late in the evening the guests squared matters by departing decently early in the morning.

Old-time methods are certainly out of date in one of the shoe factories in Quebec. We had heard tell of driving cattle in by one door and shipping shoes out of another, but we had never been able to confirm this until the past week.

During the afternoon of the hottest day that we have had for weeks, a twelve hundred lb. steer, with a pair of horns that measured forty inches from tip to tip and a hide that weighed sixty-five pounds, walked into the shipping room of the J. M. Stobo Co., Ltd. Whether he was looking for J. M. or not we do not know. Perhaps it was Bob Chalue, but as both of these gentlemen were in the sample room, Mr. Steer, evidently becoming disgusted with the poor reception which he was receiving, made a tour of inspection round the treeing room and took his departure, to the entire satisfaction of the employees of the main floor. He was not even "treed off." Bob said that he was "shood off." Luckily there was no damage done and nobody hurt. The firm are considering the advisability of opening a research department in order that they may take care of future possibilities along these lines. Such cases have to be handled without loss of time.



Toronto Repairmen, Leather Jobbers and Officers of Beardmore & Co.

Photo by W. Brightling, Toronto

Complimentary Excursion of Beardmore & Company

The Company Take the Toronto Shoe Repairmen and Leather Jobbers to Acton, Ontario, Where Their Plants are Located—An Enjoyable Day for the Party

NOT even an early forenoon rain could dampen the purpose of Beardmore & Co. in taking the members of Toronto Repairmen's Association and the Leather Jobbers to Acton, Ontario, to see their immense plants which are located in that town. Sept. 29th was the day chosen, as the repairmen in Toronto close their shops on Wednesday afternoons. The trip was made by interurban cars leaving Toronto about one o'clock. Some idea of the appreciation of this trip can be had when it is known that two years ago one car was sufficient to carry the members, but this year two cars were requisitioned and filled. The party arrived in Acton about 2.45 and were immediately taken in hand by "Guides" of the company, each guide having about twelve men to look after, each group being numbered with badges furnished by the company.

The warehouses at the depot were first visited, where it was very noticeable the stocks were larger than two years ago, when the war was in progress and stocks had been pretty well depleted. It was a great and very pleasant surprise to the members of the association to see through these warehouses. It is from these station warehouses that all shipments are made, nothing being shipped direct from the tanneries. The party had a good opportunity of looking over the very fine sole leather, the production of the Acton and Muskoka tanneries.

The tanneries were next visited, through which the different groups of men were taken in different directions to avoid congestion. The various stages of tanning were very interesting to these men, who have been leather workers all their lives, but who have had no hand in the actual manufacturing of the product. These men also know good leather when they see it and it was interesting to note how they scrutinized the products on their rounds of the tanneries. Mr. Torrance Beardmore and Mr. Gordon Beardmore gave short explanations of the various treatments through which a hide must go from the time of its receipt until it is rolled up and shipped as leather. It is no matter of hours to tan

a hide, it is rather one of months, and that is one great reason why any modulation in the price of hides will not immediately affect the price of leather. It took some time to get through the entire plant, for it covers acres of space.

It may be interesting here to mention something of how so large a plant came to be built at Acton. The old method of building tanneries was to secure a hill of gradual slope and build on the side of it. At the top the bark mill would be placed and the vats would be located on the lower ground. This would enable the liquor to reach the vats by gravitation, for in those days the modern force pump had not come into existence. The site at Acton was a model one and the first small tannery was situated there. When the Beardmore company took over the business they proceeded to improve it, and as this was done little by little the ultimate tremendous growth was not noticed. But soon it became apparent that so much had been done in the way of modernizing the place that there was no such thing as backing up, and to-day it is one of the largest plants of its kind in America, and the investment represents millions of dollars. And where once the hill side gravitated the liquor and the beaming, fleshing and hairing of hides were done by hand, now modern pumps are used and the most improved machines quickly do the work that was then done by individual physical labor.

It was a surprise to every man when the guides opened a door in one of the compartments of the plant and ushered the men on to the beautiful lawn of the old homestead of the Beardmore family. Here had been erected an immense pavilion in which was a sumptuous spread, to which all were invited to sit down.

Mr. George Beardmore and Mr. Fred Beardmore expressed their desire to meet and shake hands with all the guests, which was done at the entrance to the pavilion. During the dinner Mr. George Beardmore expressed his great pleasure of the privilege of the company in being host to the members of the Association. He gave some little account of the establishing of the business by his father about 80 years ago. He also said that the advantage of meeting the users of their leather was that they might get into closer touch with each other and learn what was needed by the repair men, for it was the aim of the company to make the best leather that modern science and machinery and men could produce. His remarks were greatly appreciated by the friends present.

Mr. Burnett, the president of the Association, in reply moved a vote of thanks to the company for their kindness in bringing them to Acton and giving them such an enjoyable time. He also outlined some of the difficulties of the association and emphasized the fact that the Beardmore company had always been good friends of the association from



Toronto Repairmen, Leather Jobbers and Officers of Beardmore & Co.

its conception. Mr. Butterworth, the secretary, also spoke in similar strain and particularly thanked the company for their treatment of the association.

Mr. Torrance Beardmore, Mr. W. A. Moore and Mr. Hall, representatives of the company, spoke briefly stating that it gave them much pleasure to have the members of the association with them and hoped it would not be the last time.

Included in the program was a trip through the beautiful grounds of the Acton Athletic Association, in which is a most home-like club house, the gift of the Beardmore Company for the use of the employees.

Such a gathering as was held yesterday could not have been had fifteen or twenty years ago and bespeaks what modern merchandising is doing in the business world to-day. This gathering was made possible only by the organization of the Toronto Repairmen's Association. Then the Beardmore Co., recognizing the potentiality of such an organization, did a splendid act in bringing these men together. It aids socially and it aids in a business way and nothing but good result can come of it.

The trip home was enjoyed with songs and smokes and the city was reached about nine o'clock.

SERVICE IN REPAIR

Of course the great essential in a repair business is promptness and thoroughness. But work may be done quickly and well and yet a hold not be kept on customers. After all people appreciate little things, and sometimes they count more than the big ones. For instance you may put on a pair of soles and heels, they may be absolutely right in quality and workmanship, but if the shoes are sent home poorly finished, or with mud sticking into the upper, the customer will probably pick out some other repair shop next time.

A shoe repair man out West has discovered this and made good use of the knowledge. He commenced last June a "service" plan. He has adopted a system of advertising and letters which informs people that all they need to do is to telephone and their shoes will be called for and returned when finished. He also cleans and polishes all shoes sent for repair and returns them ready for the feet. He says that in spite of summer dullness he has steadily increased his business during June, July and August. The service has not only increased the business but has more than paid for itself. Here is a copy of a letter sent recently to people whose names he got from the telephone directory. His name is Welcome, and he is a practical shoemaker living in Douglas, Arizona:

To you, as a patron of that great convenience, the

Telephone, we come with an appeal for your shoe repair trade.

There can be no argument against repairing shoes, the one basis of money saved should settle that.

You no doubt appreciate quality, and like and buy the better class of shoes, such as cost you from \$10.00 to \$17.50 per pair.

When the soles are worn through you are through with the shoes unless you have them repaired.

The prices of OUR kind of shoe repairing are as follows:

Men's Half Soles, sewed or nailed.....	\$1.75
Men's Heels repaired.....	.75
Ladies' Half Soles, sewed or nailed.....	1.50
Ladies' Heels repaired.....	.50
Men's or Ladies' Rubber Heels.....	.75

A comparison of these prices for first class work with the prices of new shoes should convince anyone that they should have their shoes repaired.

A thought should be given for the comfort of an old shoe, especially during warm weather—we will retain that comfort for you and our half soles will wear as long as the original soles, or longer.

Don't overlook Rubber Heels—the most comfortable invention of the age. Everyone should wear them, they cost no more than leather. You want springs and a shock absorber on a car, why not have them on yourself?

You will be proud of the kind of work we do for you, your shoes will come home nicely polished, new clean pads in the heels to protect the hose, and if the tips on your laces are gone they will be retipped or when badly worn new laces will be supplied, all small rips will be sewed up, all white shoes will be cleaned.

The above service is free to patrons and is given with the idea of making you feel proud to have your shoes repaired at Welcome's Shoe Shop. We number among our patrons the rich as well as the poor. None feel too rich to have shoes repaired these days, and no one is ashamed to wear our kind of shoe repairing.

Just take a look around the house, in the nooks and corners, closets and trunks and see if you haven't some discarded shoes which could be worn for several months if properly repaired.

You should work the shoes on hand to the uttermost. Drag out their service to the very last, give production chance to catch up and your next new shoes will not cost you so much.

You Will Enjoy Our Shoe Repairing, the old shoe comfort will delight you and the price you were going to put

(Continued on page 45)

Attention Mr. Retailer To ASTORIA SHOES

WE wish to announce to the trade that our Top Quality Astoria Shoes for Spring 1921 are of strictly **SOLID LEATHER CONSTRUCTION**.

These Shoes contain Solid Leather Counters, Solid Leather Heels, Solid Leather Box Toes and Solid Leather Inner Soles. Eyelet Stay, Heel Stay and Top Facing, together with Oxford Quarter Linings, are of the very highest grade calf skin. Edges of quarters are all under-trimmed, which adds considerable to the style and finish of these Shoes and gives them an extremely neat appearance on the foot.

This line embodies the very last word in materials, style and workmanship, and we offer them for your consideration, feeling confident they will please you.

We have also added a second grade Calf Leather of exceptionally high grade. Workmanship and construction guaranteed.

In addition to the above lines we are still making our high-grade line of Side Leather Shoes, which have made a Dominion-wide reputation for themselves.

Our representatives are now all on their respective territories and will call on you in the very near future. Our prices are right. Don't buy your Spring lines before you see our line of samples. **IT WILL PAY YOU.**

SCOTT-CHAMBERLAIN LIMITED
LONDON - - ONTARIO

"Nothing but Leather in Astoria Shoes"

Meeting of Toronto Shoe Retailers' Association

Important Subjects Discussed and Action Taken—A Goodly Number Present

SECRETARY J. C. BUDREO, of the above association, sent out very urgent invitation notices of the regular monthly meeting which stated that some very pressing business was to come before the gathering among which was "Fake Advertising" and "Transient Traders."

There was a good response to the notices and a very enthusiastic meeting was the result. President Burnill occupied the chair. After the general business, reading of minutes, receiving reports, etc., was over the meeting took up the matter of false advertising. The general feeling seemed to be that through unscrupulous dealers who did not stick to the truth in their advertising it became hard for reputable merchants to conduct their business along lines of honesty and square dealing. After some discussion on this matter it was decided to send to the members of the association the following letter:

Letter to Members on Fake Advertising.

The question of False Advertising is considered by many members of our association to be very serious handicap to those who conduct their business on recognized business lines.

Your executive have had several complaints from its members who are desirous that the association should take some action in the matter.

Your executive have considered the matter from time to time and have had some very interesting cases called to its attention, notably the case in Owen Sound, where the merchants were successful in securing a conviction and having the offending party driven from the town.

In order to secure the fullest co-operation in the matter you are invited to report to the association secretary any case of fake advertising that occurs in your district.

Our members will understand that in order to take action your association must have the fullest possible information so that in making a charge be sure and secure the facts necessary to prove the case.

It may not be generally known what the law is on this subject so we give a few extracts from it that the members may see what they have at their backs in cases of prosecutions.

Following this the meeting discussed the oft referred to matter of wholesale shoe men selling at retail. There seemed to be a diversity of opinion as to the best method of taking this matter up with the wholesalers. Considerable discussion followed and it was finally decided to send the following letter to the wholesale trade:

Gentlemen:

Some time ago the Shoe Retailers' Association of Toronto endeavoured to get a joint meeting of the members of the Wholesale and Retail trade, to discuss and suggest means for curtailing as much as possible the grievance complained of by the retailers that the jobbers sell too many shoes retail.

This meeting was only a partial success because of lack of attendance, but those who did attend were most enthusiastic and promised their fullest support and co-operation.

Many who for business reasons could not attend wrote letters in sympathy with the movement. A rumor was also current that the wholesalers intended to organize shortly, and that then we may expect a complete stamping out of this vexacious problem, or reducing it to very small proportions.

The Shoe Retailers have reason to believe that the wholesale trade are in sympathy with them in this matter and that some are doing all they can to put an end to it.

If you are now doing all that is possible in this matter we wish to thank you; if on the other hand you have only given this a half-hearted support, will you please upon the receipt of this letter instruct your staff that no more shoes are to be sold from your premises except to bonafide shoe retailers?

Will you kindly let us know if we can count on your support in this matter and oblige?

Very truly yours,

TORONTO SHOE RETAILERS' ASSOC'N.

There was considerable time employed in considering the price situation in the light of new price lists on rubber goods, the decline in prices on leather goods, cancellation of orders, etc., it was, therefore, decided to defer action on the Transient Trader matter till next meeting.

LETTER FROM J. D. PALMER

The following letter written by J. D. Palmer, of the Hartt Boot and Shoe Co., of Fredericton, N.B., to the Prince Albert (Sask.) Herald, will be interesting to our readers:

Editor, Prince Albert Herald.—I wish to call your attention to an editorial which appeared in your paper on August 24th last, headed "No Hope for Lower Prices." This article referred to the shoe industry and I have read the same over very carefully and wish to enter my protest against it.

The average reader, after reading over this editorial, would come to the conclusion, particularly from the last paragraph of it, that the shoe industry in Canada was being handled as a combine. Nothing could be farther from the facts. If you are not aware of it I wish to give you a few following facts:

There are 158 shoe manufacturing industries in Canada. The competition between these industries for the Canadian trade is most intense and where there is a possibility at any time to lower prices it is always done. The competition regulates that.

Speaking as a large stockholder in what is considered as one of the prosperous shoe industries in Canada, I may say to you that if I had my money today out of the shoe manufacturing business, I would not under any circumstances consider re-investing it again in the same industry.

You refer to the matter of fall prices: Let me point out to you that the shoes that have been and are being delivered for fall to the retailers of Canada, have been made from the highest priced leather and other materials that the shoe manufacturing industry has ever seen, and that being the case, how in the name of common sense, could any manufacturer afford to sell them less than cost? If he did so his business career would only be short-lived and you, as a practical man—as man as I take you to be—must know that any business to be continuously and successfully operated must be operated on a margin of profit.

I feel that the article you have published has been published, perhaps, without having given the matter very much consideration, or you have not been familiar with the real facts concerning the shoe manufacturing industry. If you were you would never publish an article of that kind.

For your information I am asking the Canadian Reconstruction Association, who recently made a survey of the shoe manufacturing industry of Canada, to send you a copy of their report covering this industry.

I feel that you could read it over with considerable profit as this booklet covers, in a very comprehensive way, the subject of the shoe manufacturing industry.

THE HARTT BOOT AND SHOE CO., LTD.,

J. D. Palmer, President

Fredericton, N.B., Sept. 10, 1920.

Are You Helping Establish "THE BIG IDEA"?

ADVERTISEMENTS urging the public to buy what shoes they need NOW and to buy only Made-in-Canada shoes, are appearing in practically every important newspaper, farm journal, and magazine from Coast to Coast.

This extensive publicity campaign is supplemented by the motion-picture "Sole-Mates" which tells the story of the leather and shoe trades from the raw materials to the fitting of shoes in the retail store. It's a real human interest story and it will pay you to get your customers to see it when it's shown in your town.

By this time we hope that the portfolio which we mailed to every Retail Dealer in Canada has been safely delivered.

We also hope that the show card reading "We sell and recommend Made-in-Canada Shoes" is now prominently displayed in the thousands of dealers' windows and stores throughout the country, because in order to convince the people of Canada that their best interests are served by buying Made-in-Canada shoes, we do need the co-operation of the retail merchants.

There are some features in this portfolio that we would like to bring to your special attention. (Have you got yours handy?)

TAKE PAGE 5, for instance. Is the Show Card which accompanied the portfolio displayed in your window, or some other prominent part of your store?

ON PAGE 6, there is the copy for some advertisements which would be splendid for your local paper. Why not run these advertisements in your space in your local paper for the next four or five weeks? They will help tie your store up with the advertising we are doing.

ON PAGE 7 of the portfolio are details of an "Essay Contest for Retail Dealers and their Clerks." The first prize for this contest is \$125. There are nine prizes in all. Somebody is going to win these prizes. Why not you? Send us your essay as soon as finished.

ON PAGE 8 you will find details of the "Essay Contest for School Children," for which there are 100 prizes. Many dealers are making a "hit" with their youthful customers (and the parents of their youthful customers) by calling their attention to this contest and inducing them to enter.

PAGES 9 AND 10 relate to the editorial "The Too Modest Canadian." If you paste this up in your window or store you will be surprised to see how interested people are in reading it. Try it and see.

THE BACK COVER of this portfolio is a very unusual poster. It shows in a very interesting and graphic way the reason why every Canadian should buy "Made-in-Canada" shoes. Paste it up in your window or some part of your store. This picture tells a story very vital to Canadians just now.




There never was in the history of Canada, such strong sentiment in favor of Made-in-Canada Goods. Canadians are steadily and surely coming to the conviction that it is both economy and practical patriotism to buy Made-in-Canada goods—particularly Made-in-Canada shoes. It is therefore good business for you to identify your store as one which SELLS AND RECOMMENDS MADE-IN-CANADA SHOES.

If by any chance your portfolio has not arrived, please let us know and another will be sent you immediately.

Address National Advertising Committee

**Shoe Manufacturers'
Association of Canada**

1404 Traders Bank Bldg.
TORONTO



Tetrault Shoemaking Will Hold The Lead

—An organization composed of the best shoemen in Canada is making Tetrault Welts.

—Depend on them for Men's Fine Shoes.

—You'll get with your shoes an element of unparalleled value.

Tetrault Shoe M'f'g. Co.
LIMITED
MONTREAL

—Largest Shoe Manufacturers in Canada—



HENWOOD & NOWAK INC.
95 SOUTH ST. BOSTON, U.S.A.

AT THE FRONT "Famo" Glazed Kid

WHEREVER good shoes are known and genuinely stylish leathers appreciated, there you find FAMO KID at the front.

FOREMOST in cutting economies, in style effect, and in durability, it stands pre-eminent as the all-round practical leather to bring credit to your product.

HENWOOD & NOWAK, INC.

Tannery at Wilmington, Del.

General Offices: 95 South St., Boston



THE
NEWPORT
SHOE

“Newport”

“Laura Secord”

Women's Top Grade
Turn Footwear Exclusively

STARTING this unique factory at the psychological moment has placed us in a position to offer the trade the best women's turn shoes on the market at the prices. We have no high priced leather or materials on hand to contend with to average up our costs. All our materials are being bought as required on a declining raw material market. When we handed our samples to our salesmen, we knew just what they cost on to-day's market. We have made no changes in prices up to the present as it has not been necessary, but should leather and materials further decline before we ship our Spring goods we will give our customers the benefit of that decline at time of shipment, or in other words we will protect them against a drop that may take place. We wish to thank our many friends for the nice business they have given us so far, and would ask those who have not seen the samples to wait for our representative, as we know that it will be to their interest.

The Newport Shoe Co., Limited
Toronto

51 Wolseley St. at Ryerson Ave. . . . Wm. Chamberlain, Pres.



Important

Order a Sample lot.
They'll Convince you.

WE ARE NEVER UNDERSOLD. Depend on us for Men's Welts at lower prices. Consult with us to-day about No. 1 CALF or Full Grain Side Leathers.

A post-card will do. Learn all about the strongest shoe proposition in Canada.

We Can Ship at Once



No. 41—Genuine Velour Calf - - \$7.50
No. 65—Hav. Brown Calf - - - 7.75
No. 69—Side Velour R.H. - - - 6.00
No. 76—Brown Side R.H. - - - 6.00

No. 71—Velour Calf - - - - \$7.25
No. 28—Brown Side - - - - 6.00
No. 72—Side Velour - - - - 6.00

The Midland Shoe Company

KINGSTON, ONT.

Employment Exchange

Bona-fide advertisements of Situations Wanted or Situations Vacant in shoe and leather trade inserted free of charge. Space limit—one inch.

HIDE BUYER WANTED by Canadian Tanner. Must be exceptionally capable, with thorough experience inspecting and buying hides, Wet, Salted and Dry. Apply Box 912, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

TRAVELLERS WANTED—Well educated, good appearance and good connection, to represent us in Canada. Our Shoes, service, quality and recommendations unsurpassed. Factory at Belleville. Apply, Natural Tread Shoes, Limited, 310 Yonge St., Toronto.

MANUFACTURERS' AGENT, with fifteen years' experience, wants to act as representative for some reliable manufacturers of good lines of Boots, Shoes, etc., for the Province of Quebec, on 5% commission basis. Knows lines well—35 years of age—Married. Writes and speaks both English and French. Member of Montreal Board of Trade also Chambre de Commerce, District Montreal. Best of references. Only A1 firms wanted. Apply Box 913, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

YOUNG MAN, experienced in the shoe business, seeks position with high-class shoe manufacturing firm or retailer. Apply Box 911, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto, Ontario.

SHOE TRAVELLER WANTED to carry a good line of "Shoe Laces" for Ontario, New Brunswick and Nova Scotia as a side line. Good commission paid. Address "Laces" Box 1934, Montreal, Que.

FOR SALE—An up-to-date Shoe Repair Shop equipped with a Progressive electric shoe finisher, Singer sewing machine, Solidity jack, and all other tools and shoe findings necessary for the trade. Situated in a very good location. Doing all the business that a very lively shoemaker can do, and can be increased if desired. Price very moderate. Cause of sale, leaving country. Apply M. Cardmon, 212-13th Street, South, Lethbridge, Alta.

WANTED—Traveller for Western Ontario to carry Leather, Shoe Findings, etc. Good proposition to man with experience. Apply in first instance by letter stating where now employed and all particulars necessary. Maxwell Burns & Co., Limited, 28 Wellington West, Toronto, Ont.

SUPERINTENDENT desires change. First-class executive from office to shipping. Box 907, SHOE AND LEATHER JOURNAL, 545 King street west, Toronto.

WANTED—By experienced shoe man. Manufacturers and Jobbers line of Boots and Shoes, for British Columbia Coast. Box No. 898, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—The address of L. L. Reed, recently in Victoria B.C. Please send it to box 904, SHOE AND LEATHER JOURNAL, 245 King Street West, Toronto.

POSITION WANTED—Young man with fifteen years' experience in the retail and wholesale shoe trade desires position as traveller. Replies treated with strictest confidence. Box 902, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Traveller to cover City of Montreal, City of Quebec and Maritime Provinces with Women's Moderate priced Welts. Ontario factory. Trip starts September 1st. Apply Box 900, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WE WANT TWO REAL TRAVELLING SALESMEN—Men who are steady, business getters and who can prove that they have made good. One territory open in Western Ontario. The other is Manitoba and Saskatchewan. Our season opens August 15th. The line is complete—men's and women's Welts and McKays at the right price. Our house has been established for almost 50 years. Box DML 141, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Line of shoes or mitt and glove samples from manufacturer for either wholesale or retail trade, for all western provinces or portion. Address, E. A. Dagg, Manufacturers' Agent, 447 Pender street west, Vancouver, B.C.

WANTED—Shoe Travellers to carry Little Gents', Youths', Child's, Little Girls', Misses', Growing Girls', and Boys' McKay Shoes, to cover east and west Ontario, Montreal and western provinces. Box 908 SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Reliable man to take charge of correspondence, particularly that relating to orders and sales, and to handle some other office routine, in shoe factory. Preferably a man that has had some experience in the shoe or leather business. Address Box 903, SHOE AND LEATHER JOURNAL, 545 King St., West, Toronto.

WANTED—Traveller carrying only men's and women's Goodyear Welts, covering exclusively Montreal and Quebec cities, wishes a side line of some reliable firm. First class references. Large connection. Up-to-date permanent sample rooms. Address Box 10, SHOE & LEATHER JOURNAL, Room 510, Coristine Bldg., Montreal.

POSITION AS TRAVELLER with company handling Boots or Shoes or Shoe Findings or Rubber Goods. Have a good connection with the shoe trade in Eastern and Western Ontario. Apply Box 910, SHOE AND LEATHER JOURNAL, 545 King Street W., Toronto, Ont.



TENAX SOLES

Tenax Soles are light, pliable, waterproof, and noiseless, and give long, very long wear. You can recommend them unreservedly and be sure that they will build up a trade for you. DO YOUR REPAIRING WITH

TENAX SOLES

and

Maltese Cross

“SCOOP”

Rubber Heels

Gutta Percha & Rubber, Limited

HEAD OFFICES AND FACTORY - TORONTO

FALL SELLING AT AMERICAN CENTRES

(Continued from page 30)

profuse ornamentation. Heavy grain calf, with wing tips, pinked quarters and tips seem to be the vogue. In women's oxfords and low strap shoes there is a variety in style and color, amongst the more noticeable being lighter brown shades, grey suede and satin. Pumps and Colonials still figure very largely in women's lines. In men's the plain bal. and blucher cut, mostly in dark tans and mahogany, predominate with a tendency to rounder toes and a goodly sprinkling of the square variety. Blacks still seem to be in the minority. The color craze has just begun to make its appearance in the west, and no doubt in the next couple of months the showing in midnight blue and other similar innovations will become more pronounced.

SERVICE IN REPAIR

(Continued from page 37)

into a new pair can now be used for other badly needed things, like a trip to the Grand Canyon or the seashore, or the purchase of that new car.

O well, I suppose you will not have them repaired, because the days are too hot to take the long trip down town, it is a nuisance isn't it? but here we are back to our starting point.

It will not be a very enervating walk in to your telephone, and that is where we come in—just call 241 and we will send a messenger out at once—this for your convenience—your patronage will help to pay the bill. Our qualifications to do this work are beyond question. We are specialists in this line of endeavor—it is our own game.

Eighteen Years in Douglas in continuous service and the resulting large patronage is the answer.

We wish to serve,

WELCOME SHOE SHOP,
Telephone No. 241

SHOW CARDS FOR OCTOBER

(Continued from page 31)

in red with a black outline. Individual price cards will be needed with this card too. This card of course is for a Hallowe'en window.

The witch card is for the Hallowe'en window also. The witch may be cut out of black paper and pasted on to the card, or it can be drawn right on to the card, which is the better way. It should be done in black. The lettering should also be done in black. Price tickets will be necessary to use with this card.

These illustrations and card suggestions should awaken some ideas in your mind that will be suitable for your own windows and help to make them attractive.

SHOES AT \$150 A PAIR

Just how reliable news despatches are is sometimes hard to determine, but the following clipping is interesting even if open to question:

Many New York women, says a news despatch, pay more than \$10,000 a year for shoes alone, according to a woman who conducts a shoe shop in upper Fifth Avenue and caters to the well-to-do. She says that a woman of fashion must have four or five changes of shoes each day and that none of the footwear she sells costs less than \$50 a pair, while much of it costs more than \$150 a pair.

That this enormous sum is spent on shoes alone will be a revelation to many, especially to those who have been complaining about having to pay \$10 for shoes that used to cost \$5. But the thing that interests the public most is the fact

that the once lowly shoemaking trade has been raised to the level of an art.

The woman shoe dealer explains that a picture is first drawn of the feet of the customer; then a wooden model is made. After that comes a canvas model, which is fitted and "perfected" on the subject. Every pair of shoes is made to order and must fit just so before the customer is allowed to keep them. With the shoe studio to set the pace, it is no wonder that the women of the big cities dread the revelations of the short skirt less than their sisters anywhere else.

A SPLENDID ADVERTISEMENT

The newspaper advertisement shown here is one of the best we have seen for some time. It was written by George J. Ree of the Knowlton Boot Shop, Brandon, Manitoba. It has very strong features. The border is particularly outstanding. The headlines are striking and there is no mistaking or guessing about the prices, for these can be seen at a glance. The layout is exceptionally good and the "Special" set in the centre is separated from the rest of the ad by a "Box." There is just enough description with each item to tell what the shoes are and then the price, which finishes the story about the shoe. While the small reduction

CHILDRENS SHOE SALE

With the Summer days now drawing to a close, and school days once more here, the question of getting good school shoes for healthy children will again have to be solved. As in previous seasons, Knowlton's reliable footwear will be considered and we are right out in front, again with an economy occasion enabling you to get school footwear at pre-war prices.

This occasion at such an opportune time will be welcomed by parents who wish to make a dollar work over-time and Sundays too. We'll give your children shoes at prices less than the manufacturer wants to make them for now.

These shoes have not been bought especially for this sale, job lines and odd lots, but are our own stock, selected carefully by us for our regular business, and now offered to you at lower prices.

For ten days only will this chance be offered, so wise shoppers will be quick to take advantage of these bargains.

<p>Strong Durable Boots for Husky Fellows</p> <p style="font-size: x-small;">Buy shoes in leather that will stand up under hard wear.</p> <p style="font-size: x-small;">Here are good black leathers. Sizes 1 to 6 1/2</p> <p style="text-align: center; font-size: large;">\$4.95</p> <p style="font-size: x-small;">Some shoes are 6-inch leather welted amongst the best.</p>	<p style="text-align: center;">CLASSIC SHOES</p> <p style="font-size: x-small;">In all sizes in all seasonal leathers. Sizes 11 to 12</p> <p style="text-align: center; font-size: large;">\$4.95</p> <p style="font-size: x-small;">Patent button, patent lace, gun metal button, gun metal lace and button, kid lace.</p>	<p>Children's Hurlbut Welts</p> <p style="font-size: x-small;">The best shoe for children. Sizes 4 to 7 1/2</p> <p style="text-align: center; font-size: large;">\$3.95</p> <p style="font-size: x-small;">Sizes 8 to 10 1/2</p> <p style="text-align: center; font-size: large;">\$4.45</p> <p style="font-size: x-small;">The Best Shoe for Children. Hurlbut Welts in stock include 100 calf button, black calf button, black calf lace patent button, and lace.</p>
<p style="font-size: x-small;">ANOTHER LINE OF Misses' Shoes</p> <p style="font-size: x-small;">Sizes 11 1/2, 12, 13 and 2. One pair here and three priced from our stock. Calf leathers, kid leathers, patent leather boots.</p> <p style="text-align: center; font-size: large;">\$3.45</p>	<p style="text-align: center; font-size: large;">Special Purchase</p> <p style="font-size: x-small;">All odds and ends of our regular stock in children's shoes in sizes up to 10 1/2.</p> <p style="font-size: x-small;">Come and see these.</p> <p style="text-align: center; font-size: large;">\$2.45</p> <p style="font-size: x-small;">Smaller sizes, up to size 7 1/2</p> <p style="text-align: center; font-size: large;">\$1.95</p>	<p>Classic Boots</p> <p style="font-size: x-small;">Manufactured in England. Make and Turn sole, calf and kid leathers. Some with rubber soles. Sizes 8 1/2, 10 and 11 1/2</p> <p style="text-align: center; font-size: large;">\$3.95</p> <p style="font-size: x-small;">Smaller sizes in same first grade styles. Sizes 4, 5, 6, 7, 8, 9, 10 and 11 1/2</p> <p style="text-align: center; font-size: large;">\$2.95</p>

Two Special Prices For the Girls Who Are Bigger

<p>Growing Girls' Party Pumps</p> <p style="font-size: x-small;">Not only season's novelty and good dollars. This sale is a splendid offer. Top. Sizes 2 1/2 to 7</p> <p style="text-align: center; font-size: large;">\$3.95</p>	<p style="font-size: x-small;">Growing girls' shoes are in the same size as ladies, but all have low heels. Dozens of pairs of reliable shoes in calf and kid leathers and brown, too. Good fitters, all good goods, no obsolesces. Come along and get your size. Sizes 2 1/2 to 7</p> <p style="text-align: center; font-size: large; font-weight: bold;">\$7.85</p> <p style="font-size: x-small;">Please don't ask for goods to be sent on approval. Come in and be fitted.</p>
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827 **Knowlton's Boot Shop** Phone
Rosser Ave. SUCCESSOR THE ZINK SHOE CO. Limited 3411

shown here does not show an excessive amount of white space we think if any improvement were to be made in it, it would be, in lessening the amount of white space. Several inches of ad space could have been saved, which would have meant quite a few dollars in this case, for the ad was a big one. The name plate is a good one but is just a little small for so large an ad as this one. With the strong headline the name drops down a little in strength. But taking the ad all through it is indeed a very excellent one.

The Result of Actual Retail Needs

A New Toronto Shoe Enterprise That is Already a Success—Manned by Expert Shoemakers That Are Artists in Shoe Hand Craft

THE Owens-Elmes factory is the outcome of a genuine necessity felt by high-class shoe stores for lines in turn work that may be ordered with some degree of assurance of being ready when they are wanted. In their retail establishment the Owens-Elmes people were constantly up against the problem of meeting the demand for specialties



C. L. OWENS
Toronto

that had to be sent for to New York or other shoe fashion centres or else waited for until some local factory could get around to the order in due course.

It was with the idea of meeting their own needs that the plan of establishing their own factory originated, but the Owens-Elmes Manufacturing Co. soon found out that other high class stores were in the same predicament as themselves. Since they opened their new factory they have received letters from all over Canada for some of the best concerns in the trade congratulating them on their lines and asking for samples and

prices. At the recent Shoe and Leather Fair in Montreal it is safe to say that their exhibit, limited as it was, attracted more attention than any other in the building and, from what we have heard, resulted in more actual business.

Mr. C. L. Owens, the head of the concern, is a born shoe man, and has demonstrated in his retail efforts the fact that people will pay for a worth while article every time without a murmur. His aggressive ideals have resulted in the building up of a clientele in Toronto that has put the Owens-Elmes shoe business in a class by itself. In this achievement he has helped other shoe retailers to put their business on a basis considerably beyond the mere buying and selling of shoes.

In their shoe factory Owens-Elmes Mfg. Co. have left the beaten path. They have not depended upon the local market for styles, patterns, lasts materials or men. They went to headquarters to get the **best** and actually brought from New York workmen, who would not need to be instructed and educated in the art of making hand turns. They have displayed the same originality in their designs as in their shoe-making methods, with the result that they are turning out exclusive models in their line.

As an example of the expedition which this specialization permits, we referred in last issue to the making of seventy-six pairs of fancy slippers for a theatrical troupe recently. The management was on the point of sending to New York for them, never dreaming that they could be made in Canada. The Owens-Elmes Co. were consulted, with the result that the patterns were designed, the materials, in satins and brocades to match the costumes secured, and the whole delivered in a few days.

As Owens-Elmes have the only exclusively hand-turn factory in Canada our readers will be interested in reading a description of their premises and methods. Turns, as the name implies, are shoes that are made practically inside out and turned for finishing. The operation is one of the most delicate and difficult in shoe-making and men have to be employed who are not merely skilful in their handicraft but most careful in their methods. In the Owens-Elmes factory the workmen are almost exclusively Italians who learned their trade thoroughly in Italy, where turn work figures so extensively in the production of fine shoes, and who have worked for some of the best hand-turn establishments of New York and Brooklyn. They have acquired in addition to their native skill, familiarity with the methods of the high class establishments that are known as leaders in American specialties in this line. A corner of the making room showing their expert craftsmen is shown herewith.

The Owens-Elmes Co. have their own expert designer and make all their own patterns. Their cutters have to be adepts with the knife and another picture shows this department at work preparing the various parts of the shoe for the fitting room. The class of leather and fabrics used

(Continued on page 82)



Interior Views of the Owens-Elmes New Factory

The Shoe Repair Man

A SUCCESSFUL REPAIR MAN

With the introduction a few years ago of machinery for the repair business many men went into the business who had not had previous experience. It was only natural that men who had served apprenticeships at the trade, and especially those of the old country who had put in a long seven years, were a little annoyed at such conditions. The feeling was that encroachment was being made on their business. This



Front of Mr. Thomas's store

was but human and wherever machinery has been introduced to lessen or simplify labor there are always those who will feel opposed to the idea. But the machines have stayed and good results have been obtained.

We know of several without previous experience who



Interior of Mr. Thomas's store

have gone into the repair business and made good. Of course these men could not do certain kinds of work that the skilled shoemaker can do; but the fact that they remain in business and have regular customers is proof they are giving satisfaction to their customers. We also know of some excellent hand shoe makers who firmly refuse to put in machinery, and the result is they are not making nearly so

much money as they could if they would adopt the more modern methods. There are some who, after adopting the machines, express themselves regretfully that they had not done so much sooner. The letter herewith is from Mr. Thomas, of Winnipeg, and he has made real good and his experience will be of interest to others in the shoe repairing business.

Gentlemen: I am a much interested reader of your valuable Trade Journal and beg to express my appreciation of the many helpful hints contained therein.

One trouble with the Shoe Repairing business is that so many workmen think they know all there is to be known and do not welcome new ideas. Personally, not having been brought up to the business, I have been eager to learn all I could from many and every available source.

I enclose a photo of my place, opened five years ago, which was also the commencement of my experience in the business. I have by far the largest shoe repair business in this district and have the satisfaction of knowing that most of my trade has been created and not merely taken away from someone else who has as much right to live as I have. Thousands of pairs of shoes have been repaired for people who had to be shown the economy and comfort of old shoes properly repaired, for we have a lot of well-to-do people around who have been most wasteful and extravagant in the matter of shoes.

The shoe you see in the photo is the second of its kind that I have built. The first was 8 ft. 6 in. long and was drawn by a pony, but it proved too expensive to run. The cost of running the one with the dogs is practically nil, and the smaller outfit attracts more attention than the larger one did. I have also a flower bed alongside the store with the name NU-WAY in letters four feet long in flowers. In fact I have kept the neighbourhood wondering "what will he do next."

Yours faithfully,

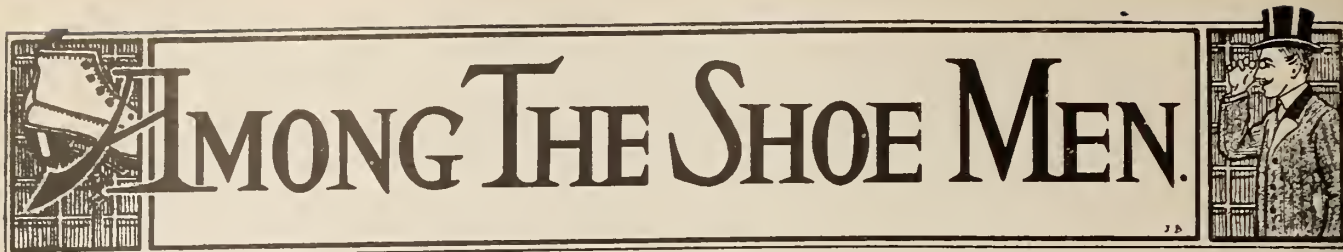
J. C. THOMAS.

(Mr. Thomas is a good advertiser, adopting novel methods to attract attention to his store. The flower bed is unique and will certainly prove a good advertisement.)

In gluing the top lift and the heel it is better to use hot glue in place of the cold. This hot glue is far superior to cement in many cases. It can be used as a filler and when applied to pegs and nails is a great help.

* * *

We often see what we now term the old-fashioned cobbler repairing heels that have been worn off on the back while part of the heel is not worn off much on the front. They will put a top piece on and then take pieces of leather and scarf them down to the shape of a wedge and put them under and nail them down. Oftentimes this makes a very bungling job. A good, quick way to build up such heels is to take a wide chisel and cut straight across the heel back of the worn part of the heel. Slant the chisel, or a stout skiving knife will answer. Then take little pieces of leather and bevel the edges. Put some cement or glue on the edges, hammer them together and drive a couple of small nails in to fasten them. Then trim up the edges, level the heel and put on the top piece. This is the quickest and most practical method of building up and repairing heels.



AMONG THE SHOE MEN.

J. A. Ouelette, of Hull, Quebec, is having some change made in his business.

Geo. Fox, of Brockville, sustained a loss by fire recently in his store in that city.

There is a change reported in the business of Roy & Mercier, of Quebec city.

There is a change reported in the business of Nap. Henrichon, of Megantic, Que.

R. O. Breithaupt was in Toronto last week calling on the leather jobbers and manufacturers.

There is reported to be a spat on the market that slips on over the heel and fits like a glove when in position.

Peter Doig, the Tetrault Shoe Co.'s salesmanager, was in Toronto recently looking after the interests of his firm.

Harry Kennedy, who sells the Empress Shoe (Walker Parker Co.), is away on his territory with spring samples.

B. Clarkson, formerly with the Davies Footwear Co., is now carrying Daust, Lalonde & Co. samples in the west.

A committee has been formed in Spain to regulate and control the supply and price of shoes in that far away country.

It is now reported that Canada will now be able to obtain hides from New Zealand, a thing impossible during the war.

Geo. Findlay, of Hamilton, Ontario, who has a store on McNab St., is opening a new store on Barton St. in Hamilton.

The Ontario section of the Shoe Travellers' Association will hold some sort of a get-together meeting before long in Toronto.

It is reported that the manager of the U. S. Factory Shoe Store in Welland, Ontario, has left the city with books, boots and cash.

J. L. Trethewey, who represents the Brandon Shoe Co. in Western Ontario and Toronto, has started out with samples on his territory.

Fred Jenner, representing Star Shoe Co., of Montreal, is moving to Toronto, where he will be more centrally located for his territory.

There was a fire in Devon, N.B., that made a loss for Michael Elward, a shoe repairer who occupied the building in which it occurred.

Mr. Walter, who carries the Brandon Shoe Co.'s samples in the eastern provinces and Montreal, has started on his trip for spring placing.

W. C. Myers, of Parisienne Shoe Co., Montreal, has been away from Toronto with his samples for a week or so. He was in Hamilton last week.

It is reported that there is a decline in England for the medium and cheaper class of shoes while the demand is growing for the better qualities.

W. A. Griffith, who represents the W. B. Hamilton Shoe Co., of Toronto, in Northern Ontario, has been visiting his daughter in Toronto for some days.

W. P. Plant, maker of tannery machinery of Hastings, Ontario, was a business visitor in Toronto last week. Mr. Plant says business is good in his line.

Dr. Lehman, of Winnipeg, Manitoba, in a recent lecture declared that high heels are among the causes that result in various physical and nervous diseases.

Ken Murry, representing the Murray Shoe Co., of London, Ontario, took a little run out on the road the other week calling on the Hamilton shoe retailers on his way east.

The United Shoe Shops, a new chain store company of

Hamilton, are running a big sale in their stores in that city. Thos. Ross's store, on McNab St., is one of the links in the chain.

W. D. Griffith, who represents the W. B. Hamilton Co., of Toronto, in northern Ontario, has been very sick in hospital for some time but is now around again and out with his samples.

Stanley Redfern, who represents the Brandon Shoe Co. in the west, has left for that field with the Brandon samples. He will also have a line of boys' shoes which the company are now making.

W. Alfred Moore, of Beardmore & Co., Toronto, has just returned, with his family, from Rodzart, Lake Muskoka, where the family spent the summer, and Mr. Moore has been taking a few weeks' holidays before "breaking camp."

There are two blind soldiers who are doing shoe repairing in Toronto. One is J. H. Davis, 570 St. Claren's Ave., and the other J. W. Ogiltrie, of 85 Dennison Ave. They took a course in shoe repairing at St. Dunstan's and Pearson Hall.

Matthew Murphy, for many years with Wickett & Craig, died recently at his home in Toronto. Mr. Murphy was born in Whitby, 68 years ago, and was for many years with King & Co., of that place. He leaves three daughters and one son.

It is reported that a new shoe company has been started in Mount Forest with S. A. Gourlay, president; B. S. Halliday, vice-president, Chesley; Mayor Luxton, sec.-treas., J. H. Addington, Mount Forest, and C. F. W. Brumer, Guelph, directors.

The Gourlay Shoe factory of Acton, Ontario, which met with a cyclone last spring, is now again ready for occupancy. But Mr. Gourlay has arranged to locate in Mt. Forest. Here's an opportunity for some other shoe manufactory to find a good building.

E. E. McIntyre, who represents Brandon Shoe Co. in eastern and northern Ontario and Toronto, will start out with his samples this week. The company are now making a line of boys' shoes, samples of which will be in the travellers' hands for Spring placing.

There is a report that the college girls of Chicago are demanding boys' brogues instead of the more expensive shoes for women. This means, if true, that many merchants there will have quite a number of lines for these girls left on their hands so far as they are concerned.

Chas. F. Ross, 32 Front St. West, Toronto, representing a number of Canada's leading manufacturers of moccasins and snowshoes, has formed a partnership with G. M. Shaw, which will be known as Ross & Shaw. They are also Canadian distributors of Minister overgaiters and spats.

The death of Wm. Cameron took place recently at his home in Toronto. He was for many years hide buyer for Beardmore & Co., Toronto, and before coming to them was with D. W. Alexander. Mr. Cameron was well known in hide and leather circles of the province and will be greatly missed.

A new corporation, in which the Campbell Electric Co., of Lynn, Mass., is largely interested, is the Foot-o-Scope Corporation. The officers of the corporation are: Dr. J. J. Lowe, president; Fred R. Campbell, treasurer, and the Campbell Electric Co., board of directors. The Foot-o-Scope, a new invention, recently perfected by Dr. Lowe



WELTING THAT SATISFIES

The Welting Made by Us, Goodyear and McKay, meets every test. It is strong in fibre, flexible, and also uniformly thick, evenly grooved and free from defects. It is so skilfully spliced that your operators are able to get maximum results with it. Long after our welting has been used in your product it will be building a good reputation for you.

Made from the finest packer hides. Supplied in all colors.
Prices and Samples sent on request. Write to-day.

BROCKTON WELTING CO.

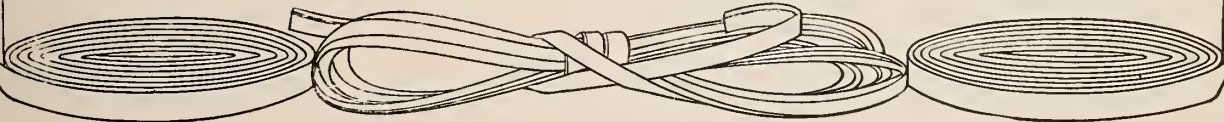
—INCORPORATED—

69 Crescent St., Brockton, Mass.

Department of HILLIARD & MERRILL, Inc., 210 Broad St., Lynn, Mass.

SALES OFFICES: BOSTON, 185 Essex St.; PHILADELPHIA, S. W. Cor. 5th and Arch Sts.; CINCINNATI, 410 East 8th St.; MILWAUKEE, 258-260 Fourth St.; ST. LOUIS, 1419 Olive St.; ROCHESTER, N. Y., 22 Andrews St.; NEW YORK CITY, 33 Spruce St.

FOREIGN REPRESENTATIVES: ENGLAND, Messrs. Pearson, Robinson & Arterton, 4 Albion St., Leicester.
FRANCE, Louis Dubois, 47 Rue des Petites Ecuries, Paris.
GREECE, Hercule P. Issidorides & Co., P. O. Box 12, Athens.



The High Standards
Persistently Adhered to
In The Production Of
Robson Leathers Make
Them Outstanding In
Appearance and Superior
In Durability.

Robson Colored Sides
Feature the Shades That
Are Fashion's Choice.



CHROME PATENT SIDES
DULL CHROME SIDES
BRIGHT BOARDED SIDES
RETAN STORM LEATHER
CHROME TONGUE SPLITS

TAN CHROME SIDES
MAHOGANY CHROME SIDES
ROYAL PURPLE CHROME SIDES
ELKS, various colors
WHITE BUCK

ROBSON LEATHER CO. LIMITED

MONTREAL

OSHAWA

QUEBEC

and the Campbell Electric Co., is an X-Ray apparatus by means of which a purchaser of shoes may see whether or not the shoe fits, as the machine enables him to see the bones of the feet through the leather of the shoe.

N. J. Bordeau, representing The Galt Shoe Co., was a business visitor in Toronto last week.

Henry Frechette was at the Queen's Hotel, Toronto, last week with samples of the Canadian Footwear Co.

A. Gauthier, representing the Star Shoe Co., was at the Queen's Hotel, Toronto, with samples last week.

The Regina Shoe Co. were showing samples last week at the Queen's Hotel, Toronto, through their representatives, J. I. and Peter Chouinard.

F. Springstead, representing the Myles Shoe Co., of Toronto, and Galt Shoe Co., of Galt, Ont., has started on his eastern trip with samples of these firms.

Mr. E. Everett Bird, Boston representative of the Davis Leather Co., was in town recently for a few days with Mrs. Bird, staying with Mr. Aubrey Davis, of Newmarket. Mr. Bird, besides attending to business, has had time to do a little golf and sight-seeing on this trip, and has returned

A GOOD SHOE AD CUT



This illustration will furnish you an idea for a winter window trim. The cut, too, will serve well to use in your newspaper advertising. We can furnish you an electro of this for \$1.75, sent post free.

with renewed vigor to attend to leather problems in his district.

The Hamilton, Ontario, Shoe Retailers' Association purpose holding a smoker before very long and Secretary Wilson is sending out feelers, properly called "Questionnaires," to see what the chances are for holding monthly meetings, and when would be the best time and place to hold them. The Hamilton fellows can hustle when they want to.

Gray's boot and shoe store, Main Street, St. John, N.B., was broken into recently and a quantity of leggings, gaiters,

and lambs' wool soles stolen. The thief or thieves evidently removed a large pane of glass. Their operations, however, were greatly impeded by bars on the inside. By thrusting their hands through the bars they were able to remove articles mentioned.

VANCOUVER NOTES

A great improvement is shown since our last issue in both the retail and repairing trade.

G. Wooding, who has been in business for many years in this city, has sold out to Mr. Haddard.

H. C. Spaulding was successful in winning the first and extra prizes for the best silver tabby cat in the Vancouver Exhibition.

T. Biglin has returned from his visit to England and passed through Vancouver on his way to Seattle, where he expects to locate.

W. Cross, salesman of Clapp's Shoe Store on Main St., has passed all the qualifications as first-class and obtained his diploma in practipedics.

J. Morrison was one of the pair who won the challenge cup and prize for doubles for bowls in the Cedar Cottage Bowling Club Competition.

J. Beaton has taken over the stand of W. Buttern on Smith St. Mr. Beaton is a native of Nova Scotia and was overseas with the 7th Canadian Field Force.

A. Scoton, of Granville St., has entered the order of benedicts. The bride and bridegroom are spending their honeymoon in Victoria. W. Vallas acted as best man.

There was no exhibit or interest shown by the Shoe or Leather Trade in the Vancouver Exhibition held recently. One exhibit, however, of arch supports and foot appliances was shown by the No Delay Shoe Repairing Co., under the supervision of Mr. Von Bertall. During the exhibition week Leckie's made a show in the windows of the World Newspaper on Hastings St., of men's and youths' boots, showing the various stages of manufacture.

A BOOK ON RETAIL MERCHANDISING

Some time ago the University of Manitoba, Winnipeg, issued a book entitled "Retail Merchandising," which is a report of lectures and discussions held in connection with a short course on Methods of Retail Merchandising. In it are articles by such well known authorities as Dr. W. A. McIntyre, G. Pryor Irwin, Frank Stockdale, W. H. Trueman, K.C., and many others dealing with such subjects as Increased Selling Efficiency, Advertising in a Country Newspaper, Commercial Law, Accounting, Turnover, Show Cards, etc., etc. The book has over 200 pages, is cloth bound and may be had for \$2.50 from W. J. Spence, Registrar of the University.

A NEW PATENTED SOLE

J. T. Waddington, of Queen St. East, Toronto, has patented a new type of composition sole. The patent is not on the composition—it is on the shape of the sole. It is fashioned after the old style of sole that the hand shoemaker used to hammer until it would conform to the shape of the bottom of the shoe. The claim is that this shape permits of the sole being either nailed or sewn on to the shoe and will remain in position much better than the ordinary flat shaped composition sole. Mr. Waddington is putting this sole on the market as soon as he can get some one interested in its manufacture. Mr. Waddington has demonstrated his sole before the Toronto Association several times and invited criticism, and up to date none have been able to find a flaw and some claim the soles can be put on a pair of shoes from four to five minutes quicker than the ordinary composition one can be.

CLARKE'S PATENT



LEATHER

Pointers on Patent

Patent Leather Shoes enjoy a prevailing popularity from season to season. In the fashionable footwear productions for the coming Spring Season, Patents are taking their usual prominent place. Nothing has contributed more to the success of the Patent Leather Shoe than the unvarying quality of

CLARKE'S PATENT LEATHER

Those Patents that stand out most in rich elegant appearance and that stand up best under wear are invariably made with Clarke's Patent.

A. R. Clarke & Company, Limited

Toronto

Branches at Montreal and Quebec

Largest Producers of Patent Leather in the British Empire

THE NEWPORT SHOE

"Newport"

"Laura Secord"



Specializing exclusively in Women's High Grade, Popular priced Turn Shoes is a new adventure in Canadian Shoe manufacturing. This is the policy laid down by The Newport Shoe Company, Limited, of Toronto, which is an organization of experienced and efficient shoemakers concentrating their energies on one process and one line of shoes. The result will be perfection in every operation and quality, style and service will be the keynote of the corporation. The price of our samples is based on the new low level cost of raw materials. Our lasts and patterns are the finest procurable on the continent, the efforts of expert style designers and foot fitters.

The samples are now in the hands of our representatives,
 MR. G. H. FERGUSON, Port Arthur to the Coast.
 MR. R. E. WILSON, Toronto, Western and Northern Ontario.
 MR. A. E. ELMER, Eastern Ontario, Montreal and the Maritime Provinces

The Newport Shoe Co., Limited
 Toronto

Cor. Ryerson Ave. and Wolseley St. Wm. Chamberlain, Pres.

THE MARSH SHOE



THE AVENUE

A recede last that is in great favor with men. It has particularly good fitting qualities.

While made up in all leathers we want particularly to emphasize the two new shades in full grain colored sides that will be shown exclusively in Canada in Marsh Shoes.

WM. A. MARSH CO., LIMITED
QUEBEC, P.Q.

M



New Castle

The name that means unvarying
QUALITY and top VALUE in

=KID=

a name that is known wherever
good shoes are made and sold.
A leather with the texture and
finish that produces shoes of
outstanding appearance and ex-
ceptional durability.

Made in

**Fancy Colors, White, Black,
Glazed or Mat**

In addition to our own lines
we are Canadian Selling Agents
for American Tanners of Splits,
Heavy Leathers, Calf, Indias,
Cabrettas, Skivers, also for
Cotton and Cloth.

New Castle Leather Co., Inc.

NEW YORK

Canadian Branch: 335 Craig St. W., Montreal

Factory: Wilmington, Del., U.S.A.

The Shoes That Are Selling These Days

are the Daoust-Lalonde kind of shoes. More merchants are finding it out every day.

More than APPEARANCE makes these shoes sell, although they are up-to-the-minute in attractive styles. More than VALUE, too, although they are "sensibly" priced.

They are made the "honest" way that insists on the very best of shoemaking and the use of only good, dependable leathers.

They are REAL trade producers.

Our new lines for Spring are winning popularity everywhere.
BE SURE TO SEE THEM.



MEN'S AND WOMEN'S WELTS
AND McKAYS



WOMEN'S TURNS

Metropolitan

MEN'S AND WOMEN'S WELTS
AND McKAYS

Daoust, Lalonde & Co., Limited
MONTREAL, QUE.

Branch: METROPOLITAN SHOE CO., 91 St. Paul St.
MONTREAL



Making Your Spring Buying Safe

Safety and conservatism are words of the hour. It is time to take the gamble out of Retail Shoe Business.

To be safe, the merchant must place some business early for Spring—or Spring will find him without the shoes he wants.

The wise merchant is placing where he can sort the lines he buys.

Robinson service is at your command. If you are looking for good shoes at the right price—looking to place conservatively where you can sort without delay.

Our representatives from coast to coast are showing the best Spring line they have ever offered.

See Robinson for Value

James Robinson Company
Limited

184 MCGILL STREET - MONTREAL



Your Profits Can Be Sure

Sure profits come to the man who doesn't have to "guess" all of his market. No man in this world ever "guessed" right 100%.

Without doubt any good merchant can gauge within 50% of his Spring market in every line.

Our advice, founded on extensive experience, is to place that 50% estimate now.

When placing with us, your profits are sure, for you can sort any line you buy.

Our range runs the whole gamut of grades, but when it comes to sorting you can be assured

We have them in Stock

James Robinson Company
Limited

184 MCGILL STREET

MONTREAL

BIGGEST TANNERS

BEST SOLE LEATHER

BIGGEST CUTTERS

BEST TAPSOLES

Buy where you get the biggest selection of
the best SOLE LEATHER and TAPSOLES
namely,

MAPLE LEAF BRAND
SOLE LEATHER
and
TAPSOLES



Anglo Canadian Leather Co., Limited

HEAD OFFICE—218 Notre Dame St. West	MONTREAL
FACTORY and WAREHOUSE—665 King St. West	TORONTO
WAREHOUSE—566 St. Valier Street	QUEBEC
TANNERIES—Huntsville and Bracebridge	

The Largest Sole Leather Tanners in the British Empire



“Canadian” Footwear a Great Profit Maker

Size up all the samples you may like and you will come to the conclusion that our line is one that you can sell freely.

We believe that you will conclude that your Spring Season will hold plenty of profit selling our moderately priced McKays.

For Women, Misses and Children

CANADIAN FOOTWEAR CO.

LIMITED

MONTREAL, QUE.

DO YOU USE
FELT ?

We can make Prompt Deliveries
 on all kinds of Felt for

SOLES

BOX TOES

INSOLES

HEEL PADS

CUSHION SOLES

UPPERS

LININGS

FILLERS

SHOE ROLLS

SHOE RACKS

WE SOLICIT YOUR INQUIRIES

Commonwealth Felt Co.

78 SUMMER STREET

BOSTON, MASS.

CABLE ADDRESS - - "COMFELT, BOSTON"

Men's Goodyear Welts and Women's McKays

A Line to sell at Popular Prices to the
Trade that makes your business possible

Make no mistake. The wear is built into every
pair. Inspect the Quality, compare the Values
in our

SPRING SAMPLES

and they will meet with your approval. They
have all the Style and the Good Shoemaking
that you have learned to expect in Lagace and
Lepinay Shoes.

SEE THEM EARLY. PLAY SAFE BY ORDERING.

LAGACE & LEPINAY

22 St. Anselme Street

QUEBEC, P.Q.

HYAWATHA

SLIPPER MOCCASINS



Many stores that have earned a reputation for selling the best of what is new in shoe-dom are pressing their sales of Hyawatha Slipper Moccasins.

Their dainty style attracts the eye of every woman.

Our method of sewing the vamp to bottom with Barber's waxed thread, and covering the seams with a welt, makes a beautifully finished slipper of more than usual strength.

You will find that Hyawathas sell readily at a good round profit.

The Montreal Moccasin Co.

LIMITED

10 Shamrock Avenue

MONTREAL

La Duchesse



*Four Square
for
Genuine Value*

That is where we stand. No consideration will tempt us to change a policy which the Jobbers have come to recognize as a part of La Duchesse Service.

We have been in a position to take considerable advantage of market conditions, and only on that account are able to offer the values we do.

Jobbers will find us in position to serve them particularly well, if buying in the near future.

“La Duchesse” Shoe Co., Registered
MONTREAL, QUE.

ROBERT H. FOERDERER
PHILADELPHIA INCORPORATED PENN., U.S.A.

TRADE MARK
INCORPORATED

ROBT. H. FOERDERER PHILADELPHIA

**VICI
KID**

Mention "Shoe and Leather Journal" when writing an advertiser

Better Values For the Jobber

Are made possible by quantity production. But few of the plants will be able to place at the disposal of the jobber an organization that can approach the service we are able to give.

High Grade McKays

For men, boys, youths, women, misses and children have brought us a rather enviable share of the business of the shoe wholesalers.

Spring values are at their best now.

We cannot state too plainly that the jobber who places his business in October is going to be better off than the one who delays.

There are quite definite signs that late "rush" orders will force an advance in the material market.

New Line of Men's Welts

This line will bear your most critical inspection.

Men's welts will sell freely if priced right and we believe we are in a strong position in this respect.

DUCHAINE & PERKINS

195 De la Couronne - Quebec, Que.

This clerk makes no mistakes in adding the items of a sale



SHE records the price of each article on the new kind of National Cash Register. The register does the adding. The total always is correct.

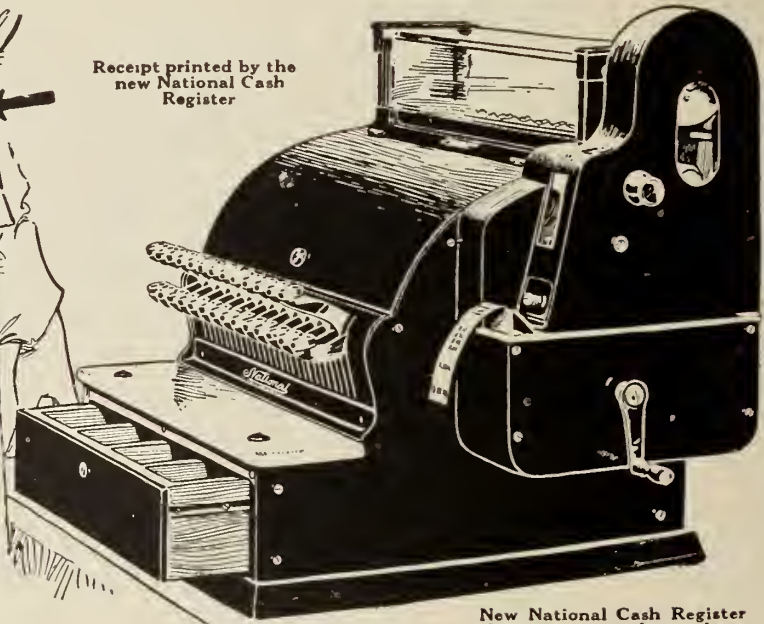
No mental addition, and no mistakes.

The register also does many other important things for merchants, clerks, and customers.

Every merchant should know about this new cash register.

Let our branch manager explain it to you.

Receipt printed by the new National Cash Register



New National Cash Register that many merchants have been looking for

We make cash registers for every line of business

NATIONAL CASH REGISTER CO.

OF CANADA LIMITED
TORONTO, ONT.

Overgaiters



We can make Prompt Shipments of Women's and Men's Overgaiters in Felt and Broadcloth 12 Button height.

Women's

- Fawn
- Dark Fawn
- Dark Gray
- Brown
- Black



Men's

- Fawn
- Dark Fawn
- Dark Gray
- Black

Samples sent on request.

If you have not placed your order

Order Now



PHILIP JACOBI

5 East Wellington St. - Toronto



WHEN THE SALESMEN COME ALONG

With the next season's samples, be sure to tell them that you want shoes bearing the stamp of the Boot and Shoe Workers' Union.

Union Stamp shoes are more likely to appeal to ALL of your customers than ordinary goods. Therefore, you can best appeal to all branches of your trade by carrying a complete stock of union made shoes.

Such action makes for good business and larger sales.

Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

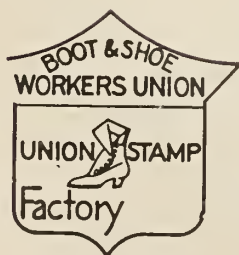
246 SUMMER STREET

-:-

BOSTON, MASS.

COLLIS LOVELY, Gen'l Pres.

CHAS. L. BAINE, Gen'l Sec.-Treas.



Mention "Shoe and Leather Journal" when writing an advertiser



“AMES-HOLDEN”

BRAND

RUBBER FOOTWEAR

CANVAS

RUBBER-SOLED SHOES

FELT SHOES & SLIPPERS

IS NOW ON THE MARKET

Manufactured and sold by

AMES HOLDEN McCREADY, LIMITED

HALIFAX, ST. JOHN, QUEBEC, MONTREAL, OTTAWA,
TORONTO, LONDON, WINNIPEG, REGINA, SASKATOON,
EDMONTON, CALGARY, VANCOUVER

WHEN fashion decrees Kid Shoes, the demand is very definite.

The wise merchant will sense this demand in time to insure a sufficient stock of Kid Shoes for both Men and Women.

Manufacturers using Evans' Canadian-made Kid are playing square with the trade that wants the best value it can buy.

John R. Evans Leather Co. Limited

214 LEMOINE STREET

::

::

MONTREAL



Mention "Shoe and Leather Journal" when writing an advertisement.

INTERNATIONAL SUPPLY CO.

IMPORTERS
MANUFACTURERS



JOBBERS
SALES AGENTS

SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES

FACTORY AND BRANCH
37 FOUNDRY ST. S.
KITCHENER. ONT.

BRANCH
566 ST. VALIER
QUEBEC

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

REPRESENTING

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

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

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

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

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

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

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

Lynn Wood Heel Co.,
Keene, N.H.
Wood Heels and Die Blocks

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

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

Puritan Mfg. Co.,
Boston, Mass.
Wax Thread Sewing
Machines
Poole Process for Goodyear
Insoles

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

H. S. & M. W. Snyder, Inc.,
Boston, Mass.
Kids, Cabrettas and Horse

J Spaulding & Sons Co.,
N. Rochester, N.H.
Guaranteed Fibre Counters
Fibre Innersoling

Textile Manufacturing Co.,
Toronto, Ont.
Shoe Laces

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

Safety Utility Economy Co.,
Boston, Mass.

Electric Heating Equipment

MAIN OFFICE
154 NOTRE DAME ST., WEST
MONTREAL

In addition to the lines shown in the list of Houses we represent and for which we are Exclusive Agents, we carry large stocks of Specialties.

We are ready to Serve You Right on any of the following lines. Ask for Samples and Prices or send us a trial order.

Belting

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Belt Hooks and Pliers

Bows - all sizes

Breasting Knives

**Crayons - Marking for
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Kegs and Bbls.**

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Tarred Felt

**Thread Cotton
for Puritans**

**Tubes for
all Perforators**

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Quebec

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Growth—

in the production of any article indicates the MERIT in the thing produced.
The steadily enlarging demand for

Derby London Lady and Murray Made Shoes

is a direct response to the QUALITY and STYLE APPEAL the shoes possess,
and necessitated

A Larger Building and Increased Facilities

to keep pace with the demand.

Here in this bigger and better plant we will continue to carry on that expert
shoemaking that has established our three well-known Brands in the front rank
of Canadian-Made Fine Footwear.

MURRAY SHOE CO., LIMITED
LONDON, CANADA

“LEVOR LEATHERS”

The trials, the disappointments, the *successes* of forty years of experiences back the brand, bulwarked by a long-standing well-guarded good reputation.

Levor Leathers Lead!

Ask Your Neighbor

LEVOR MAT KID - The Black Mat Shoe Topping
Economical—durable—satisfying.

LEVOR GRAIN KID - - - Colored and White

Firm and upstanding leather.
Stylishly snug on the foot.
Colors? All that Dame Fashion demands.
White? Yes; *pure* white—the *whitest* white.

LEVOR BUCK - - - An Ooze (Suede) Finish

Black—white—browns—greys—as good as the best at a lower price.

All tanned from only the best classes of Cabretta raw stock the world provides by

G. LEVOR & CO., Inc.

AT GLOVERSVILLE, N.Y.

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ST. LOUIS

Export Department
88-90 Gold St., New York

NEW YORK

The Biggest Measure of Value

that can possibly be put into a shoe is built into every pair in

The WILLIAMS LINE

This VALUE is so apparent that your customers will recognize it on sight, and their judgment will be fully confirmed by the long satisfactory wear service the shoes extend.

Each Season the WILLIAMS LINE strengthens its Popularity with dealers from Coast to Coast, and our Samples for Spring will keep up this trade-winning record.



The Williams Boys' Brogue, No. 2000

BE SURE TO SEE THEM

WILLIAMS SHOE LIMITED
Brampton, Ontario

L. H. PACKARD & CO., LIMITED
Montreal

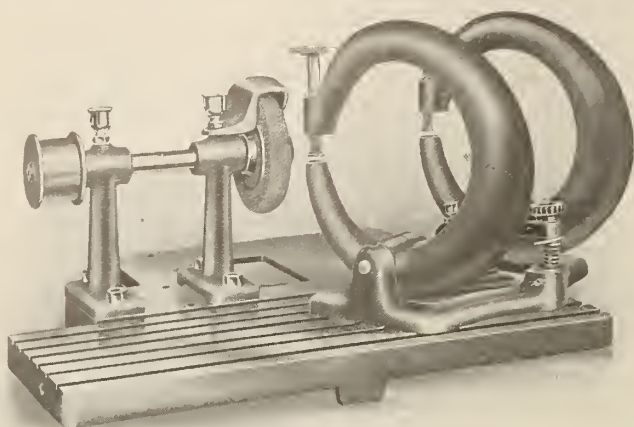
SHOE STORE SUPPLIES
OF EVERY DESCRIPTION

OVERGAITERS AND LEGGINGS—BOUDOIR SLIPPERS
PACKARD'S SHOE DRESSINGS

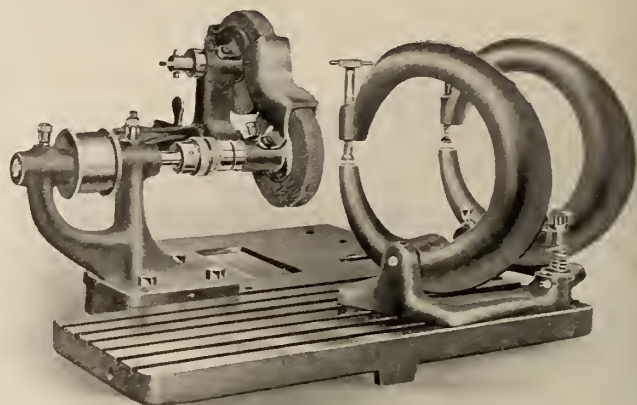
Our Travellers are now on the road with a full range of Samples

The following will represent us in their various territories—Viz.:

Western Provinces		
G. F. Wadsworth - R. J. McAllister		
Western Ontario	Eastern Ontario	Ottawa Dist. & Eastern Townships
I. T. Owen	W. W. Cowan	James Leddy
Quebec City & Eastern Quebec	Lower Provinces	Northern Quebec
J. B. Crochier	A. W. Gardner	Leo. De Delles
City of Montreal		
Richard Wadey		



U.S.M.C. Skate Sharpener, Model A



U.S.M.C. Skate Sharpener, Model B

EXTRA PROFITS

during the

WINTER MONTHS

GOOD MONEY EARNERS IN THE DULL SEASON OF THE SHOE REPAIR BUSINESS

You cannot afford to be without one of these machines. NOW is the time to enter your order so as to get delivery and become familiar with the machine all ready for the first rush of the Skating Season.

THESE SKATE SHARPENERS CAN BE ATTACHED TO PRACTICALLY ALL MAKES OF OUTFITS

Write Us for Particulars

United Shoe Machinery Company of Canada, Limited

Bennet Avenue MONTREAL 227 Craig Street West

TORONTO
90 Adelaide St. West

KITCHENER
46 Foundry St. South

QUEBEC
28 Demers Street



SURFACE KID

MADE IN BLACK AND COLORS

POSITIVELY
HAS ALL THE
QUALITIES
OF FINER
KID

Makers of high-priced Men's Welts with
National Reputations are cutting
Borne's Surface Kid

One sale of over 500,000 feet shows a
decided preference for this leather.

LUCIEN BORNE

QUEBEC, P.Q.

When a Tanner wants a Color, he wants a color that is PURE, UNIFORM, RELIABLE, CONVENIENT, PERMANENT AND ECONOMICAL

The dyes offered by L. B. Holliday & Company, Limited, are noted for their fast qualities, and are adaptable to a wide variety of uses, covering every requirement of the Tanner

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Chrome Leather Brown G.
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Methyl Violet 2B. Conc.

French Black 2938
Chrysoidine R. Conc.
Bismarck Brown R. Conc.
Fast Red A.
New Phosphine R.
Auramine O. Conc.
Orange 11.
Ponceau G.

Brilliant Bordeaux 2B.
Acid Prune V.
Naphthol Blue Black 10B.
Naphthylamine Black H.
Light Acid Brown L.
Dark Acid Brown L.R.
Nigrosine W.S.

SAMPLES ON APPLICATION

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HUDDERSFIELD, ENGLAND

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Your Money's Worth

YAMASKA BRAND SHOES were built to give staple shoe buyers their money's worth in Wear Service, Comfort and Fit.

Their wide demand is convincing proof that they deliver the goods in this particular capacity.

Are you giving your customers their money's worth in staple shoes—giving them YAMASKA BRAND?

LA COMPAGNIE
J. A. & M. COTE

St. Hyacinthe - Quebec



Burning the Nation's Wealth

Every hour of the day and night THE TORCH OF CARELESSNESS brings destruction to somebody's property in Ontario.

The Work of Fire Prevention should appeal to every Merchant and Manufacturer who wishes to ensure the continuity of his business.

The average fire loss for the last three years in Ontario is over One Million Dollars a Month. AS A CONTRIBUTOR to the payment of this enormous sum have you tried to STOP IT?

Special effort should be made during

Fire Prevention Week, October 9th

to remove all Fire Hazards and take every possible precaution to Prevent Fire.

CLEAN UP—accumulations of waste material, rubbish, boxes and conditions that create disorder.

The high cost of fires accelerates the high cost of living. Fire Prevention is inexpensive.

ONTARIO FIRE PREVENTION LEAGUE INC.

in affiliation with

The Ontario Fire Marshal's Office, Toronto.

"Perfect" Counters

**"PERFECT"
COUNTERS**

Used in the
Better Shoes



**"PERFECT"
COUNTERS**

Perfect in
Every Particular

To-day better Fibre Counters are standard on the better shoes.

It is natural, then, to find a fast growing demand for Counters as uniformly well-made as the "Perfect" Fibre Counter.

Perfection Counter Limited

699 LETOURNEUX AVE., MONTREAL

Sole Selling Agents - - PARKER, IRWIN, Limited, Montreal



Patterns Made by Conaway-Wadsworth

have all the earmarks of the product of real shoe men.

They are right in every little detail because it is their business to know shoe-making.

They're the last word in style—and fit perfectly

It is our job to supply up-to-the-minute styles and patterns that fit.

Conaway-Wadsworth Pattern Co.

Limited

223 MCGILL STREET
MONTREAL, QUE.

Rooms 11 and 12
GUS LOSSMAN, Manager

NUMBER 42 BOX TOE GUM

This Gum is Waterproof. It makes a firm, flexible, durable box.

It is easy to spread.

Economical in use.

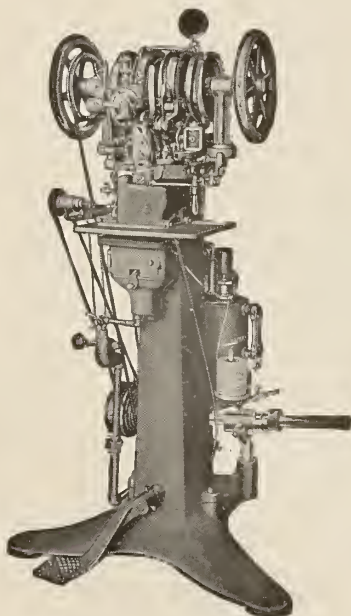
In using this gum you will not lose the shape of the toe of the last.

We recommend it.

BOSTON BLACKING COMPANY

152 MCGILL STREET :: MONTREAL, P.Q.

Landis Outfits are Money Makers



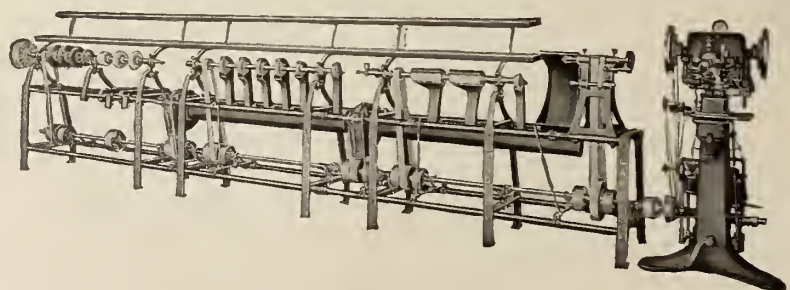
Landis No. 12 Shoe Stitcher
Sold Outright. No Royalty

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

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

We have many models of Stitchers and Finishers. Write for complete Catalogue with price and terms.

Landis Machine Co. No. 1515 25th St.
ST. LOUIS, U.S.A.





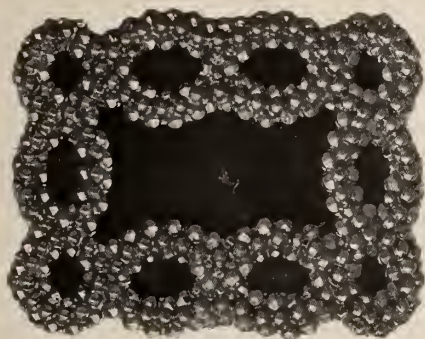
“DEPENDABILITY”

A WATCHWORD throughout our organization that applies alike to the quality of our materials and of our service.

<p>SOLUBLE COTTON PATENT LEATHER SOLUTIONS AMYL ACETATE</p>	<p>COTTON SOLUTIONS SOLVENT THINNERS ETHYL ACETATE</p>
<p>REFINED FUSEL OIL</p>	

Prompt Shipment from Chicago or Boston

VAN SCHAAACK BROS
CHEMICAL WORKS
 3358 AVONDALE AVE - CHICAGO - U.S.A



No. 5321

“DALCO” Buckles of Distinction

The buckle illustrated shows one of the latest patterns in Cut-Steel Effects. They possess all the brilliancy and fine cut points of the high grade imported buckles, and positively will not rust. Will retail for popular prices. Our booklet showing all the best patterns in metal, beaded and rhinestone buckles should be in the hands of every retailer.



Make Pumps and Ties Easily Salable

All “Dalco” buckles supplied with fillers and patented “Dalco” device ready for attaching to shoes. Simplifies work for the merchant and makes possible the instant changing of buckles by the customer.

A proven success for a year

DALRYMPLE-PULSIFER COMPANY

Haverhill, Mass.

R. B. GRIFFITH CO.

Sole Distributors for Canadian Retail Trade
HAMILTON, ONT.

C. A. Spencer & Son Co.

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Manufacturers of

Acme Brand Quebracho Extract

Deliveries in Barrels and Tank Cars

QUERMOS

A Special Extract for
Retanning Fancy and
Colored Leathers



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OIL

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MEN BOYS YOUTHS
WOMEN MISSES CHILDREN

To Jobbers Only

Capacity 5000 pairs a day, enabling us to
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McKAYS, Standard Screw.

QUEBEC, P.Q.

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Your slow and doubtful book accounts. Hand them to the Collection Department of The Mercantile Agency.

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The Collection Service, which has been proved most satisfactory by all users of it, is

OPEN TO REFERENCE BOOK SUBSCRIBERS
Subscription and Collection Rates on Application

Over Seventy Years Record of Efficiency

THE RESULT OF ACTUAL RETAIL NEEDS

(Continued from page 46)

is so exclusive and expensive that none but the very best men can be trusted with their manipulation. The same may be said of the fitting department, which is equipped with the very latest machines handled by girls and women who are selected for their experience and skill in preparing the uppers for the making room.

The whole turn shoe game is one that calls for expert work from the selection of patterns and materials to the last touch that is put upon the finished product. The fact that Owens-Elmes Co. is in close and constant contact with the demands of this class of trade through its retail establishment and that Mr. Owens keeps in most intimate touch with the newest ideals in both New York and Paris is a guarantee that the firm's product will be kept up to the minute.

It is almost impossible to describe in type the different designs and styles being turned out by this factory. Unlike

the ordinary shoe factory their patterns, styles and materials are changing almost weekly. Among the new things that are being turned out in "Quality Shoes," which is the name chosen to designate Owens-Elmes product, are the following: Pump, full Louis heel in gold cloth vamp with black and gold brocade quarter with double cross strap buttoning on both sides, also made with silver cloth vamp and white and silver brocade quarter. Black patent pump with wide white kid instep strap, the strap running from shank to shank. Bulgarian sandal cut right to the shank in black patent with white kid inlays. The staple colors for their general run of satin shoes are midnight blue, cocoa brown, silver and flesh color.

Show an intelligent man where he's wrong, and he'll thank you; try to show an ignorant man, and he'll curse you because he doesn't know better.

MOCCASINS, SNOW SHOES, INDIAN SLIPPERS

We are the distributors for the Dominion of the famous

—Bastien Moccasins—

The only moccasin that will not harden after being wet.

Ask to see our samples.

We can give you delivery on these goods

Ross & Shaw

Successors to Chas. F. Ross

32 FRONT STREET WEST,

TORONTO



A STANDARD LINE

You can always depend upon the honest value built into every Goulet Shoe.

Welts for Men and Boys, Women's Mock Welts.

McKays and Standard Screw for Men, Boys, Youths, Women, Misses and Children.

Pegged Shoes for Men and Women

ONESIME GOULET
575 St. Valier St. - Quebec

Montreal Heels



LOG HEELS

will save a cent a pair—and give you a better heel.

We build your heels or you make them yourself with Log Heeling we supply.

Prove the value of this heel in your own factory.

Samples on Request.

Montreal Heel Co. Limited

J. E. DUPRÉ, Pres.

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CHAS. E. ROY & CO.

(REG.)

DEALERS IN

New and Second-Hand Machinery

Leather and Shoe Findings

Let us know your requirements

We may have what you want

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INFOOT BRAND
BRITISH - MADE

Infants' Footwear

SOFT-SOLE SHOES

in Kid, Silk, Poplin, Wool, etc.

HARD-SOLE SHOES

Sizes 1-6, Black and Tan Leathers

INFANTS' FOOTWEAR LTD.

London, England

GREENE-SWIFT BUILDING
LONDON - CANADA

Shoe and Glove Leathers

GLOVE HORSE

Creemore
Boulevard
Smoked
Alaska
Pearl Grey



SIDE, NECK & HORSE SPLITS

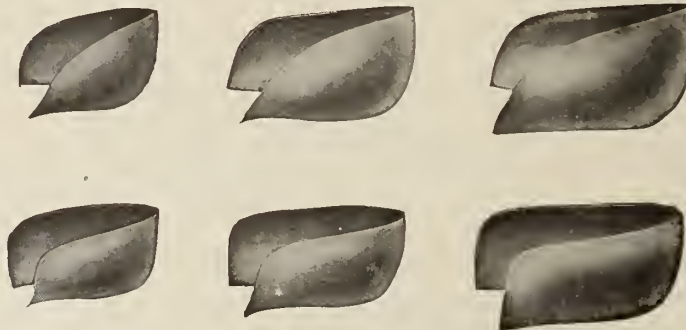
Creemore
Boulevard
Black
Alaska
Smoked

PFISTER & VOGEL
85-87 South St. Boston, Mass.

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RUTLAND STREET, LEICESTER, ENGLAND

Manufacturers of **STIFFENERS**



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Our well-equipped modern factories are adapted to meet all your requirements in high grade

SOLID GRAIN STIFFENERS
GRAIN BACKED STIFFENERS

In all sizes.

SOLID SPLIT STIFFENERS
TWO PIECE SPLIT STIFFENERS

Men's, Army, Women's, Children's and Golosh Shapes.

THREE PIECE SPLIT STIFFENERS
LEATHER LAYER STIFFENERS

BE SURE AND SEE OUR SAMPLES BEFORE RE-ORDERING.

IT WILL PAY YOU TO DO SO

FAIRE BRO^S & CO., LIMITED, Manufacturers of Shoe Mercery, LEICESTER

Mention "Shoe and Leather Journal" when writing an advertiser



ORDER
AT ONCE
PHILLIPS
MILITARY
RUBBER
SOLES &
HEELS

IF YOU
WANT THEM
THIS FALL

GEO. A. SLATER
Limited
Distributors
MONTREAL.



Cabinette
Wooden Heels
for
Ladies' Shoes

+++

Manufactured by
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Limited
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HOCKEY BOOTS

Every Jobber should inspect our range of Hockey Boots for next Season. We specialize in these shoes and are able to give you exceptional values. With their good Quality and moderate prices they will command wide sale.

Our Heavy Footwear

fills the demand for strongly made, comfortable, well-finished Work Boots. They are good sellers and Profit Makers.

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20 Arago Street - QUEBEC, QUE.

CLARKE & CLARKE Limited
Established 1852

Manufacturers of
SHEEPSKINS
Of all kinds

Our sheepskins have been the standard for quality and colors in Canada for over thirty years

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Christie Street, Toronto

BRANCH WAREROOMS
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RICHARD FRERES, Agent

Tanners' Oils & Greases

Sulphonated Cod Oils
Sulphonated Neatsfoot Oils
Sulphonated Castor Oils
Acid Fat Liquors
Moellon Degras



MADE FROM CANADIAN PRODUCTS AND
MANUFACTURED AT FARNHAM, QUEBEC.



Salem Oil & Grease Co.,
of Canada, Limited
Farnham, Quebec



Modernize your store front. Make your windows work for you. Build up trade with ARTISTIC fixtures.

Send for our catalog. Lots of helpful hints FREE.

Artistic Wood Turning Works
Formerly Polay Fixture Service.

515 N. Halsted St., Chicago, Ill.



TORONTO HEEL CO.

MANUFACTURERS OF

All styles of Heels in Leather
and Composition

WE ARE ALSO MAKERS
OF THE HAVERHILL

Write for Samples and Prices. These will
interest you

THE
TORONTO HEEL COMPANY
13 JARVIS ST. TORONTO

Edwards & Edwards Limited

TANNERS OF

SHEEPSKINS

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SHOES GLOVES

SADDLERY

UPHOLSTERING

BAGS AND SUIT CASES

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NOVELTY GOODS

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EMBOSSED LEATHERS

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Represented by
John McEntyre, Limited - Montreal, Que.

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ILLUSTRATIONS
and DESIGNS**

are found in the catalogs of the most up-to-date advertisers everywhere.

Originality of style and the highest grade of workmanship are among the distinguishing features which we employ in promoting the sale of your merchandise.

Write to us before starting your next copy.

**H. Handelan
& Staff**

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TANNERS' OILS and Supplies



Sulphonated Cod Oil

Chamois Moellon Degras

FRED W. DAMON

214 PURCHASE ST., BOSTON, MASS.

Representative of the

NEW YORK QUEBRACHO EXTRACT CO.

for New England States and Quebec and Maritime
Provinces in Canada.

GOOD PATTERN DESIGNING

IS AN ACQUIRED ART

Fitting the lines of a last is not a Mechanical Operation but a Matter of Skill—a result of years of Study and Training

PATTERN MAKING demands Rare Judgement to give Style and Graceful Lines and assure conformity to the Original Last Outlines
FITTING QUALITY DEMANDS ACCURACY

WHEELER & CUMMINGS

179 Lincoln St. Boston Mass U.S.A.

MORSE - REDDEN (INCORPORATED)

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Boston, Mass., U.S.A.

SOLE LEATHER

Backs—Bends—Shoulders
Bellies and Heads

Cut Lifts Top Stock—Heel Stock
Rough Splits—Sock Lining Splits

Careful attention given
the foreign trade.

Cable Address : "MORREDCO."

H. Ingle & Sons, Limited
LEICESTER, ENGLAND
Buyers of all classes of
Sole and Upper Leather

ALSO AT
Leeds, Bristol, Rushden and Northampton
Cable Address "INGOT" Consignments Solicited.

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42 St. Thomas' St., Southwark, London, S. E.

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IMPORTERS OF AMERICAN LEATHERS
SOLE LEATHER, PATENT LEATHER
AND GLAZED KID

Buyers on Commission of Indian Tanned Goat and
Sheep at London Sales

A. FICQ en ZOON

*Hide and
Skin Merchants*

Rotterdam - - Holland

Cable Address: FICQ, ROTTERDAM

We Make a Specialty of All Kinds of

FELT

for the SHOE TRADE

Upper Felt	Lining Felt	Sole Felt
Insole Felt	Cushion Felt	Heel Pad Felt
Shoe Toppings		Filler Felt
	Shoe Roll Felt, etc.	

SUPERIOR LINE OF FELT FOR BOX TOES
THE BEST FELT FOR EVERY PURPOSE

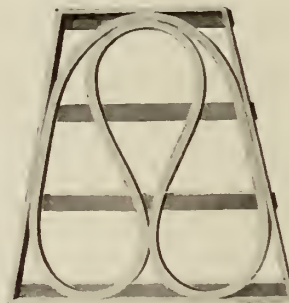
Write for samples of our Special Innersoling
Artificial Leather for Shoe Purposes

Write us for Samples and Prices

Boston Felt Mfg. Co.

112 Beach Street

Boston, Mass.



36" - 57" - 72" - 84" - 106"

**Splitting Machine
Belt Knives**

Made in Classes:

Lime Splitting
Pickle Splitting
Chrome Tan Splitting
Vegetable Tan Splitting

When ordering, state class
wanted.

J. W. Aulson & Sons, Inc.
Salem, Mass., and Waukegan, Ill.

ESTABLISHED 1863

THE KING BROTHERS COMPANY, LIMITED, WHITBY, ONT.

Manufacturers of CHROME, COMBINATION AND BARK TANNED SIDE UPPER LEATHERS

OOZE. FLEXIBLE AND WAX SPLITS FOR HOME AND EXPORT TRADE

MANY SHOES ARE REPAIRED

Renewed shoes, says American Shoemaking, check business in new shoes. But to what extent is not yet clear. There are fifty thousand repairmen in the country. Driving business is the specialty of many of them. They have learned to draw new trade by publicity. They get people to pull last season's shoes from the closet to be fixed up for the coming season.

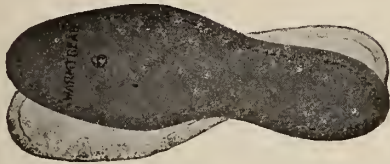
One concern, selling goods to the repair trade, says

its sales run 50 per cent. ahead of a year ago. Another concern notes no great increase in its sales to the repair trade. A shoe manufacturer, who has a sort of a sixth sense for sizing up trade, says that the repair business continues to increase, and that people continue to be thrifty about their footwear.

Of course, when the repair men get a lot of business there is less business for the shoemakers, for not even the strongest man can wear more than one pair of shoes at a time.

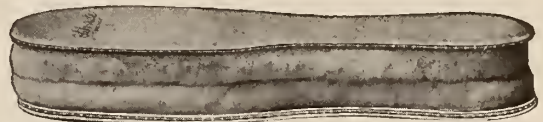


"SELWEL" Cemented Heel Lining Repairer



"WARMTREAD" Cushion Insoles made of "Korxole" and White Cushion Felt

Increased Profits and constant Repeat Orders from Satisfied Customers is the Result of Handling OUR

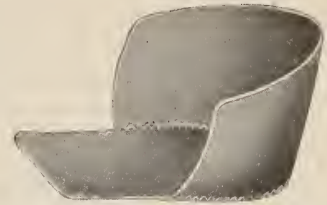


"SILVERITE" Lamb's Wool Soles

"SHOE FINDINGS THAT SELL"

These cuts illustrate only a few of the Findings Specialties we manufacture.

Write for Catalog and Price List



"SELWEL" Stitched Heel Lining Repairer Stitched with a smooth zig-gag stitch.

L. G. & S. S. COMPANY
81 High Street Boston, Mass., U.S.A.

BULL'S EYE CORDOVAN
(SIDE LEATHER IN BLACK AND COLORS)



"A Leader Among Leading Leathers"

CALF, KIP AND SIDES
HORSE FRONTS AND CORDOVAN
PIGSKINS
(For Welting and Innersoles)

SIMPSON LEATHER CO.
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STANDARD
Jet and Blue Shades

Our manufacturing facilities enable us to guarantee regular and prompt deliveries in any quantity.

Dyestuffs, Extracts,
Chemicals and
Tanning Materials

D. J. LARKIN CO.
93-95 Broad St., Boston, Mass.

KANGAROO

We are Headquarters for all Finishes,
Grades and Kinds

Sheepskins Skivers "Ryco" Matt Kid

RICHARD YOUNG CO.

36 and 38 Spruce Street - NEW YORK, U.S.A.

Branch: 54 South Street, BOSTON, MASS.

J. HARDY SMITH & SONS

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FACTORS

CABLES: HIDES LEICESTER.
CODES: MARCONI, BENTLEY, LIEBER.

Belgrave Gate, Leicester, Eng.



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 Only stops to improve quality and selection. Depots at all principal Hide Centres, including
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SCHMOLL FILS & CO,

International Hide Merchants

PARIS

HAVANA

BASLE



NEW YORK

CHICAGO

"We deliver what you buy"

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CUTTING DIES
for
ALL PURPOSES

SHOE
HARNESS
RUBBER
ENVELOPES
PAPER BOX
LEATHER AND PAPER NOVELTIES

We Guarantee Satisfaction
A Trial Order Will Convince

United Shoe Machinery Company of Canada, Limited
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90 Adelaide St. West

KITCHENER
46 Foundry St. South

QUEBEC
28 Demers St.



Woman's Bal.
MILITARY OR CUBAN HEELS

Winning on their merits

Fine Women's McKays will sell anywhere under all trade conditions.

The superlative quality of Clark lasts, the careful selection of the leathers and the fairness of Clark prices, have brought more than a good share of this season's business our way.

See the complete line.

YOU BE THE JUDGE

CLARK BROS., LIMITED

St. Stephen, N. B.

Permanent Sample Room, 20 Windsor Hotel, Montreal

THE

SHOE & LEATHER JOURNAL

THE
THIRTY-THIRD YEAR

TORONTO
OCTOBER 15, 1920



ACTON PUBLISHING CO. LIMITED

TORONTO

MONTREAL



The
Standard
of



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Sole
Leathers

A reputation justly earned and
invariably maintained through-
out the long and extensive
production of

BREITHAUPT SOLE LEATHER

Hemlock—Union—Oak

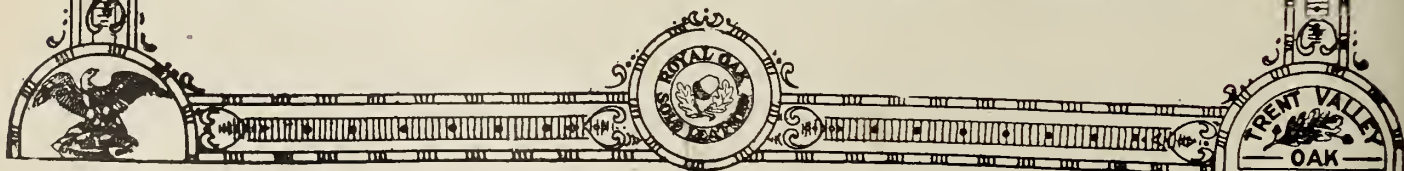
Whatever your sole leather need,
we have a tannage to meet it
exactly, produced in quantities
to assure reliable service and the
best possible value.

The Breithaupt Sole Leather
Reputation is the verdict of
approval of Canada's best shoe-
makers.

The Breithaupt Leather Co. Limited

Manufacturers of the Standard of Canadian Sole Leathers

SALES OFFICES				
Kitchener	Toronto	Vancouver	Montreal	Quebec
TANNERIES AT				
Penetang	Hastings	Kitchener	Woodstock	Burk's Falls





D & P Counters Always Keep Faith

There is no question of the Supremacy of Fibre Counters.

To-day you find them giving the finest service in shoes selling at retail from \$4.00 to \$20.00 a pair.

Fibre Counters are not used because of their lower cost.

Fibre Counters are used in the majority of shoes because they give the best service.

D & P Counters have the largest sale in the Empire because their quality is always uniformly good.

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Sales Office and Warehouse:
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Montreal

REPRESENTATIVES:

For Ontario:—E. R. Lewis, 45 Front St. East, Toronto
For Quebec City:—Richard Frere, St. Valier Street, Quebec

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TRADE MARK

DEPENDABLE HEELING

The Shoe Manufacturer or the Heel Maker using Bennett Dependable Heeling is more than likely trying to give better Value in everything he does.

Certainly he is using what we believe to be the best material for good heels that he can buy.

Bennett Dependable Heeling *is* better value.

BENNETT LIMITED
MAKERS OF SHOE SUPPLIES
CHAMBLY CANTON, P.Q., CANADA

ONTARIO OFFICE
108 AHRENS STREET WEST, KITCHENER

SALES OFFICE
59 ST. HENRY ST., MONTREAL

Made in Canada by the largest shoe fibre makers in the British Empire



DAVIS KANGAROO

**Black Glazed
Brown Glazed**

Australian Glazed Kangaroo is the most popular leather today for business and dress shoes. It is the lightest, firmest and most pliable skin that grows on an animal's back.

It is as soft as kid, durable as calfskin, and takes a shine that makes it look like patent leather.

Ask to see shoes made in DAVIS KANGAROO

SAMPLES ON APPLICATION

DAVIS LEATHER COMPANY
LIMITED
Newmarket, Ont., Canada

Speed King



VACATION

Outing Shoes



ALWEAR

The dealer who features Speed Kings is the one who will get the most out of the Outing Footwear Trade next Season.

Speed King Styles and values have the trade pulling power. Speed King wearing quality means repeat sales.



ATHLETE



SCOUT

The wise dealer is ordering his Speed Kings NOW. It assures him of having enough of the Right Goods at the Right Time.

Our wholesalers are ready to serve you.



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Shoemakers for over a Century to the Particular Men and Women of Canada

BELL QUALITY IS MAINTAINED ALWAYS

Because the successful shoe merchant has **built** his business through selling good shoes—rather than “cheap shoes”—his reputation will always be safe, selling

Bell Fine Shoes for Men and Women

We never have, and never will, let any temporary consideration swerve us from our policy of making good shoes only. Every dollar you pay for Bell shoes will represent fine leather put into fashionable shoes well made—representing **continued** satisfaction to your customers.

J. & T. Bell, Limited

MONTREAL, QUE.

Toronto Sample Rooms: Room 206 Stair Bldg., No. 123 Bay Street.

C. E. Fice, Representative
Manufacturers for Canada of Dr. A. Reed Cushion Sole Shoes

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LEATHER
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LEATHER
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Lang's
**REAL
SCOURED
OAK**
Leather Lasts

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LASTS

Mention "Shoe and Leather Journal" when writing an advertiser



THE TALBOT BROGUE

**New In Name
But Old In Reliability**

THE TALBOT SHOE

though bearing a new name, is not an unknown shoe nor an untried one. It has back of it all the shoe-making experience and the reputation of makers of men's exclusive high grade shoes. It embodies all that is satisfactory in Fit, Style and Quality for the wearer. It represents for the Retailer Easy Selling, Quick Turnover, Profit and the Prestige on which to build future trade.

THE TALBOT SHOE COMPANY

E. E. DONOVAN, President

E. N. WRIGHT, Vice-Pres.

J. A. SULLIVAN, Sec-Treas.

Successors in Canada to

E. T. Wright & Co., Inc.

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TRADE MARK
INCORPORATED
ROBT. H. FOERDERER PHILADELPHIA
**VICI
KID**

Mention "Shoe and Leather Journal" when writing an advertiser



Mention "Shoe and Leather Journal" when writing an advertiser

These are made to sell every day of the week



A line of Men's and Women's fine Welts and McKays. Made right up to snuff for your good trade.



A turn shoe for women that is the surest selling line you can have in your store. Well made of the best leather.



Men's and Women's Welts and McKays that win trade because you can sell

them profitably at happy, moderate prices.

Our position in the market is right. These spring samples are priced for your advantage.

If you follow our suggestion to buy these brands **now**—even if but moderately—you will be offering your customers the best values possible in the spring.

Daoust, Lalonde & Co., Limited
MONTREAL, QUE.



Barbour Grooved Endless Welting

Is a high-grade Quality Product,
used in every shoemaking centre
of the world, where shoes are
MADE by the Welt Process.

Through manufacturing econo-
mies, made possible by large pro-
duction, we are able to quote
most attractive prices.

Adverse Canadian Exchange is
eliminated through our remittance
arrangements.

May we make you a sample ship-
ment?

Brockton Rand Co.

BROCKTON, MASS.

U. S. A.



Minimize the Price Talk in Shoe Sales

EVERY shoe merchant knows that the best argument against the talk of price in his shoe sales is **LONGER WEAR**.

And he also knows that the sole is prominently responsible for the wear of a shoe.

Neolin Soles wear longer.

The longer wear they give has been proved in countless cases by people using them in every class of service.

Shoes with Neolin Soles can be

sold at the same price as shoes with leather soles.

By selling them to your customers, you render a double service:

1. You help the customer lower his shoe costs by giving him longer-wearing, more comfortable shoes.

2. And as only the highest-grade of sole leather can possibly rival Neolin Soles for wear, you ease the demand for this grade of leather and help keep down the high cost of shoes.

GOOD  **YEAR**
MADE IN CANADA

Recommend Neolin Soles to Increase Business

NEOLIN Soles need only the shoe merchants' recommendation to be universally worn. This has been proved by every shoe merchant who has put in a good range of Neolin-Soled shoes, and has recommended them to his customers.

Try it yourself. Get a good range of shoes with Neolin Soles, so that when a customer is willing to accept them, you will have the proper style and size. You can then offer your customers shoes with soles carrying the Guarantee Tag reproduced below. The strongest guarantee of sole-wear which we know how to write.

The Neolin Sole Guarantee puts the responsibility for sole-wear on us. It shows your customers that Goodyear stands back of Neolin Soles until their longer wear has been established to the customer's satisfaction. Added to your personal recommendation, it makes the sale of shoes with Neolin Soles an easy matter.

If you do not know just where to get certain kinds of shoes with guaranteed Neolin Soles, write to Sole and Heel department.

The Goodyear Tire &
Rubber Co. of Canada
Limited
Toronto, Ontario



THESSE shoes are made on leather inner soles, and the Neolin soles have been applied in a manner approved by us. If the soles of these shoes fail to give you longer service than you are accustomed to receive from Soles other than Neolin, return them with this tag to the dealer, or to any Goodyear Branch, and another pair of Neolin soles will be applied free.

The Goodyear Tire &
Rubber Co.
Of Canada, Limited

Halifax, St. John, Quebec,
Montreal, Ottawa, Toronto,
Hamilton, London, Winnipeg,
Regina, Saskatoon, Calgary,
Edmonton, Vancouver.

KEEP THIS TAG

Neolin Soles

**Tetrault Styles
Are The Last Word**

—depend on that.

*—The merchant who shows
Tetraults in his window will
draw the trade.*

*—The man who buys will
be compelled to say*

“That’s Some Shoe”

Tetrault Shoe M’f’g. Co.
LIMITED
MONTREAL

—Largest Shoe Manufacturers in Canada—



LEWIS BAZAAR

Dundas Street West, Toronto

We have a catalogue descriptive of Zouri Safety-Set construction and will be glad to mail one on request.

We did not design this store front, but supplied

ZOURI Safety-Set

metal store front construction and glass complete.

The store entrance is very wide and deep and provides an unusual amount of window display space.



The CONSOLIDATED PLATE GLASS COMPANY
OF CANADA LIMITED
TORONTO - MONTREAL - WINNIPEG



UPPER LEATHER

BARK, CHROME, RETANNED

SPLITS

WAX, FLEXIBLE, OOZE

We Solicit Your Enquiries for Leather that has Stood the Test of Time

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A. DAVIS & SON, LIMITED

KINGSTON, ONTARIO



KENDEX SPECIALTIES

- Kendex Inner soles for boots and shoes**
- Kendex Middle soles for boots and shoes**
- Kendex Sock lining**
- Kendex Fillers**
- Kendex Inner soles to vulcanize to rubber soled tennis or outing shoes**
- Kendex Slip insoles**
- Kendex Heel Pads**

KENDEX is a distinct advance over any other material yet in use. It is unaffected by moisture, will not crack, swell or shrink. It is fast colored, therefore, will not discolor the daintiest hose. It is a non-conductor, rendering the shoes cool in Summer and keeping them warm in Winter. It eliminates the burning or stinging sensation so often found where other insoles are used. It is flexible and conforms readily to the shape of the foot, and will positively relieve calloused feet.

Remember: *"The Feeling of the Feet is Reflected in the Face."*

PIECE FELTS
HEEL PADS
TONGUE LININGS

Kenworthy Brothers of Canada, Limited

St. Johns, Que.

Represented by: Horace d'Artois, 224 Lemoine Street, Montreal, Que.

THE NEWPORT SHOE

“Newport”

“Laura Secord”



The Shoe Super-Fine In Women's Turn Footwear

By specializing we excel. The production of high-grade, popular priced Turn Shoes EXCLUSIVELY is now being carried on by us in a way never before attempted in Canada. Expert workmen with special knowledge of this particular phase of shoemaking, concentrating their efforts on the making of Newport and Laura Secord Shoes, give to these shoes a definite Style Supremacy as well as a measure of Value that is nowhere surpassed.

Merchants who select from our line NOW for the coming Season are not only assured of having shoes of strong popular appeal, but they TAKE NO CHANCES AS TO PRICES. Buying our material as required on a declining market we are at a special advantage in pricing our lines to meet changing conditions, and you can do your buying knowing that you will not suffer should any drop occur.

Such a safe selling proposition, coupled with the trade winning character of these shoes, warrants your waiting for our representative and giving special attention to his samples.

The Newport Shoe Co., Limited

Toronto

51 Wolseley St. at Ryerson Ave.

Wm. Chamberlain, Pres.

La Duchesse



La Duchesse Maintains Quality

There is no temptation to us to lower the quality of La Duchesse McKays, Turns or Welts.

This season, more than ever before, the jobber selling La Duchesse Shoes is selling honest value for every penny asked for the Shoes.

"La Duchesse" Shoe Co., Registered
MONTREAL, QUE.



Supreme

For Style, Quality and Value

Fine Fashioning is always combined with First Grade Shoemaking in the production of

MONARCH and BRANDON SHOES for MEN

There is a decided touch of the distinctive in their pleasing Styles, and their attractive appearance is well matched by their excellent material and workmanship and sound value. They will win the widest popularity of any Men's Footwear Line you can handle—reap the Trade and yield the Profits.

All Gun Metal Calf Bal,	Elect Last, D width	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Verdun “ D “	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Aviator “ D “	sizes 6-10, 5 1/2-9 1/2
Royal Purple Russia Bal,	Aviator “ D “	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Elect “ D “	sizes 6-10, 5 1/2-9 1/2
Vici Kid Bal,	Liberty “ E “	sizes 6-10,
“ “ “	Vogue “ D “	sizes 6-10,
“ “ “	Yale “ D “	sizes 6-10,
Black Diamond Calf Bal,	Elect “ D “	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Liberty “ E “	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Foch “ D “	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Verdun “ D “	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Aviator “ D “	sizes 6-10, 5 1/2-9 1/2
“ “ “ “	Haig “ D “	sizes 6-10, 5 1/2-9 1/2
These are put up in 15 pair lots		sizes 6-10, 5 1/2-9 1/2

All single soles with the exception of one line, Black Vici Kid Bal, Liberty Last, E width, which has half double sole.
 All shoes ready for immediate shipment, Monarch or Brandon.
WRITE OR WIRE FOR PRICE LIST

The Brandon Shoe Co., Limited

BRANTFORD, ONTARIO

This Season You Will Sell More Kid Shoes

IT is a definite, assured fact that Kid will have the call this Spring.

In Men's Shoes it is shown on all lasts from semi-recede toe to comfort shoes.

Women's shoes in colors and blacks, 8", 8½ and up to 10" made of Evans Kid will be selling from coast to coast.

If you specify Evans Kid, you can be certain of the uniformity of leather in every shoe.

John R. Evans Leather Co. Limited

214 LEMOINE STREET

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MONTREAL



Made From Kid In Beautiful Colors

Abreast of the times, we are offering a most attractive and exclusive showing of Colored Kid Shoes of the better kind.

We are making these shoes because there will be a definite **demand** for them at a reasonable price.

Make no mistake. If you want a Specialty that will sell, from March until August—and sell well—order them early. Good shoes can not be made over night.

“Diana” Welts and Turns, together with
“Regina” Fine McKays are

SOLD BY GOOD JOBBERS EVERYWHERE

The Regina Shoe Co., Limited
MONTREAL, QUE.

RETAIL SHOE SALESMEN'S INSTITUTE

A RETAIL SHOE SALESMAN WHO PLANNED FOR SUCCESS



C. A. REYNOLDS
President Keystone Leather Co.

Charles A. Reynolds was once a retail shoe salesman in a Philadelphia store.

To-day he is president of the Keystone Leather Company—classed among the largest manufacturers of kid leather in the country.

He is a success because he definitely **planned** for success.

He did more than simply **hope** to succeed—he was **determined** to move up in the business world and he prepared himself to do it.

All through his experience as a retail shoe salesman and on up the ladder step by step to his present position of business influence Mr. Reynolds' career has shown the truth of the fact that "the greatest success comes to the man who knows the most about his job."

He has proved that the retail shoe salesman in order to make a big success of his work must be prepared to give genuine service, he must know his job thoroughly—he must be **trained as an expert**.

LOOKING AHEAD

The successful shoe salesman of the present and future will make himself an expert in his field of work. He will know the subjects of correct fitting, the processes of manufacture and the special advantages of each from the standpoint of the customer, the materials used in shoes and their particular points of merit—all these things and more he must know and

will know because they have a very direct bearing upon the quality and success of his selling work.

PLANNING TO MOVE UP

The **Training Course and Service for Retail Shoe Salesmen** offered by the Retail Shoe Salesmen's Institute has for its one object to make experts of men and women so that they may qualify for bigger jobs and for greater success in their present work. This Course offers you an opportunity to make yourself an expert shoe salesman. It not only points the way but actually guides you to success in your work.

Through the Course you are able to take advantage of the wide knowledge acquired from years of experience by men who have succeeded in every branch of the shoe business. They present to you boiled-down facts of importance you must know to become an expert. Are you ready to line-up and improve your lot by the help of these men who **know and who have done things**?

No matter what your position is in the store, no matter where you are situated, far or near, the Institute can serve and help you.

Be the architect of your own future—this Course joins hands with you in building your career.

The quality of your work depends on the quality of your thought. Knowledge wins.

The ability to **decide** is always a characteristic of an able, successful man or woman.

Decide now to take the first step that will definitely place your feet on the "upward path." Send today for the 60 page book, "**The Road to Advancement for Retail Shoe Salesmen.**" It will bring you full information concerning the Training Course and Service for Retail Shoe Salesmen.

To give the retail shoe salesman an idea of the nature, the quality and the quantity of the Training Course, here are some of the topics covered in Volume I—"Retail Shoe Salesmanship"—and covered by the actual experience of successful retail shoe merchants and expert shoe sales people:

(See next page)

RETAIL SHOE SALESMEN'S INSTITUTE

A Specimen of the Quality and Quantity of the Course

The Science of Business—The Salesman's Place—Relation of the Salesman to His Job—Self-Analysis—Confidence—Character—Personality—Carving Out a Career—Co-operation—Success the Reward of Merit—The Price of Success—Health as a Business Factor—Joy of a Healthy Body—Keeping "Fit" for Business—Food—Fresh Air—Sleep—Learn to Play—Care of the Body—Work and Play for the Mind—Nerves—Personal Appearance—The Knack of Being Well Dressed—Honest Enthusiasm—Getting "Life" into the Sale—Advertising to Focus the Customer's Enthusiasm—What Is Enthusiasm?—Keeping Up Steam—Make the First Sale to Yourself—The Future a Reflection of "To-Days"—Honesty—Danger of Over-Enthusiasm—Promises—The Customer as the Salesman's Guest—The Human Heart Throb—Greeting the Customer—Remembering the Name—No Geography in Service—Familiarity—Meeting Him Face to Face—Side Chatter—Painful Silence—Customer Concentration—Talking in Terms of "You"—Stick to the Sale—Talking in Positive Terms—Don't Argue—"War-Time Portions" Out of Date—Taking an Interest in the Customer—Are You Selling or Is He Buying?—Getting His Interest—Points of Contact—Handling the Goods—Appropriate Selling Talk—The Place of Suggestion—Studying the Customer—Don't Discriminate Among Customers—Interruptions—Different Types of Customers—Variety Among People—Understanding Human Nature—Tuning-Up to the Customer—Selling Children—Selling Talkative People—The Practical Customer—The Silent, Unpleasant or Grouchy Customer—Handling Elderly Person or Invalid—In a Hurry Customer—"Only Looking" Customer—Undecided Customer—Two Friends Together—Ignorant and Poor Customer—Style Regardless of Price Customer—Customers with Actual or Assumed Foot Troubles—Showing the Goods—Freshening-Up the Selling Talk—The Outsider's Point of View—Getting Under-Way in the Sale—Style Not in Stock—"Just as Good"—Selecting the Stock—Don't Concentrate on One Line—Showing More Goods—Customer Who Does Not Buy—Knowledge of the Stock—"These Are Better"—Study of the Stock—Styles—Stock Arrangement—Time Saving—Keeping Posted on New Stock—Customer's Criticisms—Stock Turn-Over—Money Value of Ideas—Getting "Under His Skin"—Making Two Sales Out of One—Advantages of an Extra Pair—Closing the Sale in the Store—Getting Business from Outside Friends—Telephone Salesmanship—Personal Letter—Advantages of Display Fixtures—Exaggeration—Forced Sales—The Salesman's Responsibility—Selling P.M. Goods—Purpose of the P.M.—Advantages of the P.M.—Disadvantages of the P.M.—Salesman's Attitude Toward P.M.'s—The Customer's Frame of Mind—Returns—Exchanges—Adjustments—Co-operation—Team Work—Pulling Together With Other Departments—Working in Harmony With the Store System—Individual Responsibility—The Salesman as a Consulting Expert.

This is but one of the volumes—there are Eight, covering also **Correct Fitting, Materials in Shoes, Shoemaking, Footwear Merchandising, Window and**

Store Displays and Advertising, Stockkeeping and Introduction to Shoe Store Management.

Then, too, there is the vastly valuable "Current Conditions Bulletin for Retail Shoe Salesmen"—an exclusive feature of the service.

But learn all about the whole plan—fill out and send the little coupon in the corner.



Founders of the Retail Shoe Salesmen's Institute

National Shoe Retailers' Association

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RETAIL SHOE SALESMEN'S INSTITUTE

727 Atlantic Ave., Boston, Mass.

Please send me your 60-page booklet entitled "The Road to Advancement for Retail Shoe Salesmen," together with full particulars of the Training Course and Service. It is understood that this is sent without obligation to me.

Name.....

Address.....

With what Firm.....

S. & L.J.

HYAWATHA SLIPPER MOCCASINS



The advertising value of a window showing of Hyawatha Slipper Moccasins is no small thing.

Their attractive colors, their "different" appearance and their genuine value to women make them one of the easiest lines to sell that you can show.

Merchants all over Canada have been attracting new customers by adding these slippers to their line.

This is the time to put Hyawathas in stock. Samples on request. Made in Suede Buck and Splits in attractive colors.

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Invictus
Shoes

STYLE leaders, but
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You have everything to gain and nothing to lose, by placing your 1921 orders NOW for



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TO ADVERTISERS

The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

LET US BE THANKFUL

IF any country under heaven ought to be thankful and hopeful at the present time it is Canada. We have had a year of peace and plenty, and in spite of the little flurry in business lately, we have good cause to thank God and go forward.

There is absolutely no need to whistle to keep up our courage. We "have the goods" as far as prosperity and promise of the future are concerned. The next few months will see an adjustment of conditions that will quite dissipate the uncertainty and hesitation of the past two or three months.

It is well worth our while to look back and take knowledge of the past and its achievements. Two years ago the enemy was knocking at the gate. We had "our backs to the wall," and the future looked dark. But the dawn came. After the armistice alarmists predicted commercial collapse and labor revolution. But business took on unwonted activity and bolshevism was taken by the throat and given its quietus.

Sugar was going up to thirty cents, people said a few weeks ago, and coal to twenty-five dollars a ton. We are facing a winter with the probability of these prices being cut in two. Shoes and clothing were going to be so high that fig leaves and sandals were to be once more the fashion. It looks now as though there were going to be clothes even for those who have been wearing shoulder straps and a smile.

Even in Europe the air is clearing and the landscape brightening. The Bolshevists who were outside the walls of Warsaw have gone to the mat, and the referee is about to call time. In England the miners have backed down on their revolutionary programme and Ireland is getting ready to beat the shillelagh into a dairy paddle.

In Canada we are just settling down to take a grip on ourselves. In six months, we will be in a swing of steady achievement that will make us smile at the faltering of the past two or three months.

Stray Shots From Solomon

Wisdom Crieth Without;
She Uttereth Her Voice in the Street

Many a flower "born to blush unseen and wastes its fragrance on the desert air," might have made this old world brighter and happier had it been given a decent chance. There are hundreds of men and women whose usefulness and helpfulness are killed by the indifference and meanness of those about them. Don't be afraid of spoiling people with smiles of recognition or pats of encouragement. Some of the biggest successes in life have been made by those who know how to bring out the best in those under them. The sugar stick will accomplish more, nine times out of ten, than the club. We are built so that a little encouragement will put zip into the brain and go into the muscle. An ounce of appreciation is worth a ton of fault-finding unless the person involved is so stupid, careless or lazy as to be beyond cure. The man or woman who can't be reached by kindly action ought to be turned loose. "Withhold not good from them to whom it is due."

* * *

There is too much talking and too little listening these days. That is the reason for much of the so-called "unrest." The world is a perfect babel of bolshevism, politics, business and gossip. Silence is so scarce that it can no longer be said to be golden. There never was a time when it was so necessary to stop and think and yet, never a period when so many fools were making noises with their mouths. "A wise man will hear and will increase learning." In business just now it is more than ever necessary for a man to keep still and do some patient listening. From the din that is kept up by newspaper scribblers and amateur economists one would think the commercial world was fast heading for the scrap pile. Yet the quiet voice of history tells us that we have passed through the same turmoil safely half a dozen times in the past half century. It is the same with religion. Some are shouting that the world is going to the devil so fast that nothing can save it. A hundred years ago it looked quite as black as it does to-day, and yet the sun has not yet turned to darkness and the moon to blood. When the noise of the tumult passes there will be the quiet that has always succeeded the cyclone.

* * *

It takes a pretty good man to stand prosperity. The past five or six years has been a testing time that few have been able to pass with honors. There are men with bank accounts to-day who hadn't them six years ago, and who might well ask "What doth it profit?" The man who has made money and kept his self-respect,

and the good opinion of those who know him best has done well. "The prosperity of fools shall destroy them." The fellow whose prosperity can be measured in dollars and cents only has a poor showing for his time and talents. Prosperity, like wine, goes to the head when the latter is light. That is why we say "set a beggar on a horse and he will ride to the devil." There has been plenty of riding of this kind in the past year or two. That is largely the reason why the horse is being pulled up with such a sharp turn lately. Don't worry if you haven't managed to make your pile while the rush was on.

* * *

It is a common thing for a fellow with a bad habit to say, "I can quit when I like." Can you?

Try it and you may be surprised. MAKING CHAINS. You have been hammering away at that old chain for a long time, and if you think it is going to snap the first time you put a little strain on it, you will have to have another guess. "He shall be holden with the cords of his sins." We are not only creatures but slaves of habit. Every time you do that thing that you know you ought not, you are making it harder to shake the habit. You would give you right hand to be back where you were before you started that crooked game, or began that life of intrigue you have led, but you can't seem to get free of the entanglement. You thought it would be easy to turn your back on that evil habit when the temptation was removed, but it has forced you to grovel in the very dust of humiliation again and again, as you have tried to pry yourself loose. The slavery of sin is darker than the bondage of Egypt.

* * *

You have a remedy when a man spits in your face or throws mud on your clothes, but when some foul-mouthed brute lets loose his THE FILTHY TONGUE avalanche of filthy profanity your only redress is to get out of earshot or put up with it. To rebuke him is merely "casting pearls before swine." Why is it that men who seem otherwise sane and clean allow their tongues to be the vehicle for language that the Devil himself would not use? In the smoking compartment of a car the other day there was a well-dressed, intelligent looking young man of about thirty-five, a commercial traveller evidently. He was talking, as travellers do, about everything from the crops to the Presidential election. It made no difference whether the topic was labor or retail profits, the luridness of the language was almost sufficient to light the car without any of the ordinary mechanical appliances. Presently an elderly clergyman entered the compartment and took out his pipe. There was not a word of profanity from that time. The young man knew his language was indecent, or at least not fit for a minister to sit and hear. He forgot that those without the cloth and necktie were entitled to the same deference. There is something radically wrong with the man who swears. There is a nut loose somewhere. If you have the habit sit down and try and find out the weak spot in your character, for no man of character swears.

What Retailers Say

Views and Interviews with Prominent Men in Retail Conditions—Business Looking Up—Policy Still to Clean Up Stocks—Getty Ready for Holiday Trade

RETAILERS are sawing wood these days. They are pushing the battle to the gate, so to speak, and although most of them seem to be through with special sales practically everybody are devoting their energies to cleaning up stock in preparation for the real season's work and the approaching holiday campaign. The majority are optimistic and although they continue to follow a conservative policy with regard to buying, they are keeping their weather eye open and making plans for the future.

Some Local Opinions

Those who do not care to express an opinion on the condition or likely condition of the trade in the future, for the most part, do not hesitate to express themselves in no uncertain terms in regard to what they claim has been published in the daily press to their detriment. The press is blamed largely for the demand by the people for cheaper shoes. The published reports from day to day of the drop in the prices of other commodities, especially hides and skins, say the retailers, leads the people to believe that there should be a corresponding and immediate drop in the prices of footwear. "The newspapers forget to explain to their readers that present lower levels of hides and skins cannot affect the prices of shoes until at least next spring," said one man. "Why don't the papers get after the exorbitant prices charged by milliners and costumers?" said a large dealer in high-grade goods.

There is considerable point to that statement. Compare the material in a lady's thirty or forty dollar hat with a pair of good shoes and it would seem that the shoes have the advantage in value.

On the whole shoe retailers in Toronto seem still to have plenty of stock on their shelves. Some, of course, have reduced considerably by sales. A number seem to be making special efforts to move everything outside of the regular and staple lines. Those who were asked for an opinion and expressed themselves on this point are of the opinion that stocks are not yet on a conservative basis.

That the campaign for economy started months ago finally had its effect seems to be reflected in the persistent demand by the people for cheaper shoes and the care which old shoes are receiving. "Men are having their shoes repaired, even for a second time, who in past years were never known to have a shoe repaired," said a Queen street retailer. Though some merchants are looking for a little better business later in the fall, on account of good crops in the country, others are watching closely the employment conditions in local factories. There is considerable unemployment already.

Asked as to his policy of buying just now, the head of a string of stores said: "We won't buy a dollar's worth of spring goods from anybody until we see daylight. We have been reducing all our stocks. Not because we contemplate replacing them, but because we have decided to submit to some sacrifices. I don't think shoes are going to be cheaper. They may be dearer. It will be a sorry day for everyone when shoes become cheap. There will be much unemployment. Running shoes have advanced 17 per cent. and still cotton has been coming down in price."

One down-town retailer was of the opinion that 85 per cent. of the business this fall would be done on non-taxable

goods. That is through the sale of shoes costing less than \$9.00 to the consumer. He thought fall business would depend entirely upon the weather. "People are wearing their summer footwear as long as they can," he said. He advised buying sparingly and not up to requirements unless protected by the manufacturer. Undoubtedly, according to his opinion, the luxury tax has drawn a lot of business into the cheaper grades.

Summed up, the conditions seem to be that those who did not cancel much of their fall goods nor succeeded in greatly reducing their stocks through special sales, are now too heavily stocked for good business. Some of the shrewd men believe that the present circumstances of those with more stock than is conducive to good business, demand that they make a strong effort to move all the superfluous goods without making any slashing reductions; keep pegging away and buy sparingly. Sort up on the required good lines and wait and see what happens.

The SHOE AND LEATHER JOURNAL man was shown a letter, which, presumably, was a circular to the trade, sent out by a Western Ontario manufacturer, quoting a new schedule of prices about 15 per cent. below what travellers for the same house were quoting a week or so ago for spring goods. This manufacturer turns out a popular and high-class line of goods.

Some Outside Opinions

Mr. Geo. G. Gales, of Montreal, president of the National Shoe Retailers' Association, writes:

I want to say that I have received a copy of your Spring Trade number, and want to congratulate you and your staff on the very splendid way in which it is got up, and it is certainly a great credit to the shoe trade in Canada to have a publication like this come out in this country. We receive a great number of American papers and can say that there are very few of them that have turned out a nicer, better and cleaner sheet than this, and I wish you all success.

From observations I feel that we have gone through the worst of the readjustment period and from now on that we shall see a steady increase in sales and settling down of the trade in general. I also feel that we should be very cautious in our buying, both by buying too much, and by not buying enough shoes to meet our requirements. With a great many of the factories closed and mostly all on short time there is certainly going to be a scarcity of shoes in the very near future. The price we have shoes offered to us now is making a considerable difference in the possible selling price.

Business conditions have shown considerable improvement since the latter part of August and what we have been fighting against recently is the newspaper propaganda, we have used all the influence we possibly could and hope that we have got it under control.

Mr. Fred R. Foley, of Bowmanville, another officer of the Canadian National Shoe Retailers' Association, says:

The low price of hides and recent newspaper reports of tumbling prices has upset the buying public, and we are all at sea. I think retailers in general are pretty well stocked with shoes at the high prices, and already the public is clamoring for reductions. When prices were ascending they worried us constantly for shoes at the old prices—last year's shoes at last year's prices, etc.; but now there is talk of decline they want us to forget costs, disregard our legitimate profits and slash prices. If something is not done to jerk up the damaging reports and smooth the troubled waters, I feel that retailers will work their heads off in the next year, and then come out thousands of dollars in the hole.

In face of present conditions I do not see how the manufacturers can expect us to place orders, and on the other hand, if we do not place ahead it is going to clog the machinery and disappoint the workmen and stunt progress.

Wisdom from the Bench

Opinions and Suggestions from the Cobblers' Stall. Interviews with An Old Knight of the Awl.

As far as I can see the reason for most of the unrest in the world to-day is that people have so much time on their hands that they just talk. It is as true now as it always has been and ever will be that "Satan finds some mischief still for idle hands to do." I have young fellows coming into my shop talking all kinds of socialistic and bolshevistic rot who have got the habit because they have a couple of hours a day less time to work than formerly. To listen to their chatter about coming industrial evolution, or rather revolution, you would think they could settle the problems of the world in twenty-four hours. One of these firebrands wanted a pair of shoes finished in time for a dance or something the other night. When I told him I did not work Wednesday afternoons, and I could not let him have them before the following day, he was quite peeved. Yes, I am in favour of shorter hours for myself and everybody else. I think eight hours a day is long enough for any man to toil in the twenty-four, but there are a lot of lazy unprincipled louts who scheme to put less honest effort into the eight than their fathers used to put in six. Short hours are all right if they are honest hours.

Do you know I believe that most of the family troubles come these days from the fact that there is not enough time for family life. From what I can see the everlasting chase after the dollar by day and the pursuit of pleasure at night is ruining our homes. I have a little woman customer who brings in shoe repairs. Her husband is superintendent of a downtown factory, and I have only seen him once when he called for a pair of his own shoes. He looks like a decent fellow but from what I can judge he is all day at the factory, and all night at lodges or clubs, for he is a great secret society man, he told me. How the poor little wife puts in her time I don't know, but the wonder is to me that she puts up with the life. That is how women are driven to the company of others of their own sex or the opposite who take advantage of their loneliness to lead them astray. Real love in the home is getting to be a scarce article.

There are people chasing around from store to store these days to save a dollar on a pair of shoes or two bits on a hat who put two or three times that much in extravagances such as questionable amusement. By the way, what trash is being served up in these picture and other shows to-day? I used to go now and then to the theatre when I was a "jour" and making good Money. If I had a bushel of coin to-day I could not be tempted into some of these rubbishy affairs that are advertised on the hoardings. The wonder is to me that the authorities do not take steps to prevent the contamin-

ation of the young by these cheap tawdry plays with their mischievous bent. They must certainly have anything but a good effect upon the Minds and morals of those who are at the period of life when their character is in formation. But to me the waste of money on the part of the great throngs that fill these places is appalling. The papers tell us that people are economizing and demanding cheaper necessities. From what may be seen at theatre entrances and gathered from newspaper reports, there is no let up to the box office receipts at the movies or theatres, or the ice cream parlors for that matter.

There is not a day passes but the old question comes up in my shop, "Why this dear leather with all the cheap hides?" I have to try and tell my clients that first of all it takes some months to make leather out of hides or skins. Then that the leather is only a comparatively small factor in the cost of the shoe, that labor alone consumes fully seventy-five per cent. of the cost, and then I have also to point to the enormous war consumption of leather and the fact that supplies are far below the actual requirements. I have learned all this from the SHOE AND LEATHER JOURNAL, of course, and get off with all the glibness of a facile tongue and the candor of an honest looking old "shoey." But the people won't be convinced. They say, here are hides and skins the main raw product from which shoes are produced down to where they were twenty years ago and leather is still four times the price it was when hides were ten and twelve cents a pound." And you can't convince them either. More than that they are almost converting me to the idea that there is a nigger in the woodpile somewhere. The idea of cut soles and taps being where they are to-day with the best hides practically on a twenty cent basis at Chicago does start a fellow thinking.

REPAIR MEN MAKE MONEY

A case decided before Mr. Justice Howard in the Superior Court, Montreal, recently, set up a prima facie reason why the shoe maker should "stick to his last." It was shown that he can make clear trade profits varying from \$100 to \$110 a week.

The plaintiff was Henry Rapkin, who occupied a shoe repairing shop at 2740 Ontario street east. He was moved into another store while his landlord executed repairs to the building of which he held a lease, and he claimed from the landlord damages for loss of business.

In support of his claim he stated that he made clear profits from his trade during the summer months amounting to \$100 or \$110 a week, and called evidence to show that such profits were customary in cobblers' business.

Defendant offered \$100 on settlement, which the court found sufficient.

Keep Smiling! The BEST is Yet to Come

Show Windows for Fall Showings

Change the Windows Frequently—New Settings Make the Displays Much More Attractive—New Backgrounds Should be Added Occasionally

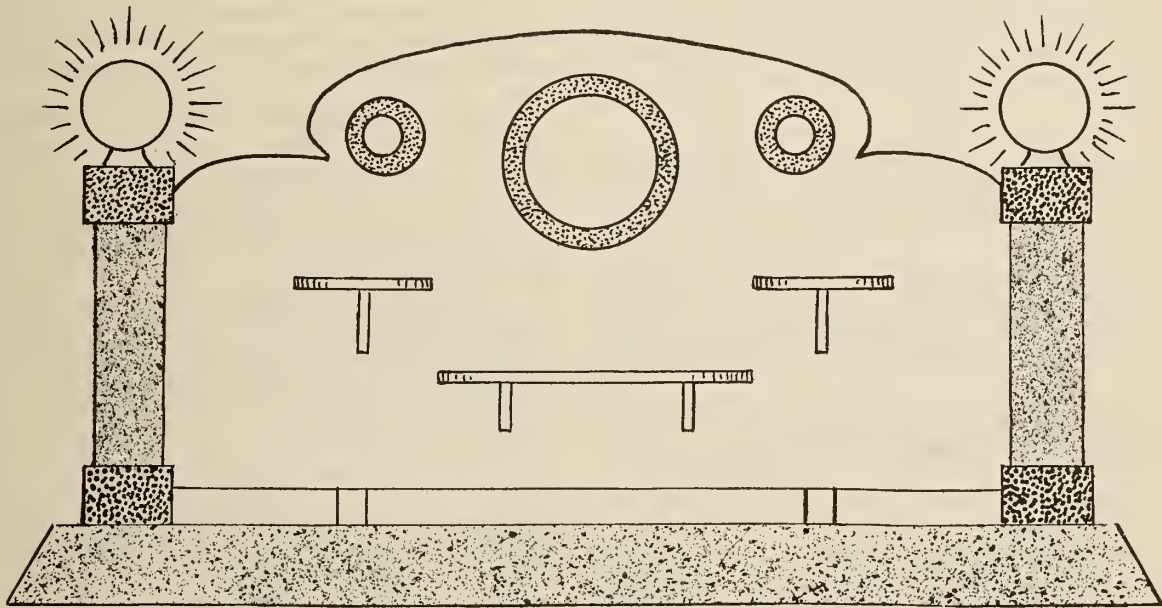
WE have emphasized in the past the advisability of not filling a display window too full of shoes. Two windows of similar size, about seven feet by four feet deep, were dressed with shoes. One had in so many pairs that the bottom of the window could hardly be seen. There were no price tickets on any of the shoes displayed and the number of shoes was so great that they were bewildering to the eye to look at. There was nothing attractive or inviting about the trim or display in any way.

The other window had about the same style of back and had a polished floor the same as the one mentioned above. But in this window a nice piece of plush was laid in the bottom, ruffled or fulled to look real attractive. On this

permanent back a change will be greatly appreciated and will be very liable to attract much more attention.

Firmly believing this to be true we have designed a back that may be called a false back or temporary one. This can set in front of your regular one and should be made sufficiently high to cover the permanent one. We refer particularly to the low-backed windows which are used so extensively now. Should your window be a high one then the temporary back need not go to the top. It will sit in front and the height will be determined by your window width and depth. This will be largely a measurement of the eye rather than the rule.

The back we have designed can be made entirely of wall board of some kind and two by seven-eighths strips. These strips will be used in making the frame work the proper size and shape. For example the posts at the end of this back may be made of strips and wall board nailed on them, or they may be made of half-inch stuff or for that matter old packing cases may be utilized if one has a rip saw. It simply means the nailing together of a box the proper size and length. As to the kind of lumber that does not matter, for the finish will cover any defects that may be in the lumber. The base and top can be made with seven-eighth stuff or pieces of packing cases can be used. These will be



Suggestion for Temporary Back for Shoe Window

plush there were about five pairs of high grade shoes. On very attractive stands at different heights were about four more pairs—in all, nine pairs of shoes. On each was a very small price ticket telling the price. Here and there on the bottom of the window was an artificial rose laid carelessly that gave an artistic turn to the whole window that was truly pleasing in effect. The whole arrangement was attractive and drew much comment from those who looked at the display, and there was a goodly number who did look at it.

It is just possible that many merchants who have permanent backs in their windows, that is, backs of some wood design, will think that the background problem of their windows is forever settled, and that there need be no changing after the installation of a really pretty wood back. This is a serious mistake. The one powerful effect of a window is variety or change. People grow unconsciously tired of the same setting in a window whether it be in fixtures of backs or position of articles or any other thing. What people want is change. Even if you have a nice per-

cut the right length and nailed on around the box. The top will need to be of wood for the electric lamp to be fastened to.

The base on which this back sits can project out far enough to hold a row of goods for display. That will mean about seven or eight inches. This base can be made of packing cases or of strips and wall board.

The back panel can be of one piece of wall board cut to the proper shape at the top and three holes cut in it, and a border either of wood or wall board nailed around these holes as shown in the design. If wood is used it will have to be cut in sections for the large circle, but the two smaller ones can be of one piece. The better way will be to nail these circles on before cutting out the back, then the hole will match exactly.

Three shelves are fastened on to the back, in which case strips will have to be fastened on the back to which these supports will be nailed. One of these shelves is sufficiently long to hold two or three pieces of display, while the top

(Continued on page 80)

The Shoe Manufacturers' Case

Claim Readjustment Period Has Passed—
Other Industries only Starting In—Prices
at Foundation Point

IN a statement made to the press of Montreal last week the shoe manufacturers have this to say of the situation:

"There has been lately all over the world a general feeling that prices of shoes should be reduced and rumors of all kinds have been spread that shoes will come down to pre-war prices this fall.

"After consulting with the principal shoe manufacturers of this city regarding prices of footwear for next Spring, it was shown that they could not be any cheaper than from 10 per cent. to 15 per cent. less than the prices of last Spring. Though hides and skins have come down in price, one must not forget that in shoe making there are many items which have to be taken into consideration:

"1—Materials: It is the general impression that the prices on leathers have reached the bottom and it will not be surprising if, as soon as the demand is felt, leathers go higher than they are to-day. The old law of supply and demand will work.

"2—Labor is not any cheaper. The shoe workers have had to lose time for the last few weeks on account of the slackness of business and most of them have spent the money they had saved. Moreover, food, fuel and rents are much dearer than a year ago.

"3—Freights have increased 40 per cent. Travelling expenses, telephone rates, salaries, taxes, fuel, power, light, etc., have advanced considerably during the last few months. These will off-set to a large extent the reduction in the prices of leather.

"The three main factors of costs on shoes are the items referred to, namely: materials, labor and overhead expenses. There is no prospect whatever of having these items reduced.

"For the last three or four months, retailers have been clearing their stocks at very much lower prices than they can replace the same goods for to-day.

"Stocks in the hands of shoe manufacturers and retailers are very low, as the retailers have not bought to any extent for the last three or four months and the manufacturers have had either to shut down entirely, or work at 25 per cent. capacity. There is no surplus stock of shoes to-day; this

surplus existed three or four months ago but has been disposed of since.

"Prices are now at the lowest possible level under existing circumstances. The travellers of the manufacturers are at present on the road booking business for Spring, and the orders they are receiving compare favorably with past seasons.

"The Board of Commerce during their investigation established the fact that there was no profiteering in the shoe manufacturing industry.

"No industry is compelled to follow more closely the condition of the world's markets. No industry works on a closer margin of pay for its services.

"The manufacturers claim that the shoe industry was the first to feel the pressure of the universal re-adjustment which has gradually taken place during the last five months. Other industries are just starting their re-adjustment, while the shoe industry has already gone through this period."

SOME SPECIALTIES SELLING

"We are selling," says an American maker of novelty styles for women, "60 per cent. strap effects to the New York trade; also, many strap styles to St. Louis houses, to be re-sold through the South.

"The Lorraine, combining the instep and the ankle strap, is one of our most popular novelties. Black, brown and blue satin, kids and suedes, we are using for our strap styles.

"Sabots, another leader with us, are made of blue kid and brown suede leathers. Some have "tear drops" on the straps; others have beads. As beads are sewed on by hand, the supply of beaded straps is limited.

"Ten-inch boots, which we are selling, are of blue, brown and black kid leather. We make them in the lace and the Vampire styles.

"The style game, a stiff game to play, calls for quick, aggressive action. It is, to our mind, the sole means of getting the shoe trade back to normal. Many a wholesaler, and large retailer, fell back to bread and butter shoes, thinking them the normal shoes. But they didn't sell. Women bought a few of them, and keep on wearing them. The rest, the merchants kept in stock. The novelties are sales compellers. Women buy them, because they are pretty. They please, the same as a box of candy, or a pretty ribbon pleases. Luxury shoes, they may be: but why shouldn't women have luxuries in footwear?"

Keep Smiling! The BEST is Yet to Come



There are hundreds of future adults like these in your town who need shoes

Travellers and Fall Business

Views of a Number of Travellers Who Keep a Close Eye on the Shoe Trade from a Retailer's Point of View—The Question of Retail Stocks and Buying

IT is a long time since the shoe retail business was in the peculiar position that it is at the present. After a period of five or six years of guess work and surprises, of violations of all business precedents, with prices steadily soaring, the fall of 1920 finds conditions tending in the opposite direction. When this happens, buyers, whether the public or the retail trade, begin to be cautious. The feeling becomes prevalent that if prices have dropped a little they may drop more, and so everybody waits. With this waiting there has been a general slacking up in business.

When September came with a burst of summer weather that permitted light summer shoes to be worn with perfect comfort, and those who wore work shoes that were a little worse of wear could continue their use because of the mildness of the weather, this helped still further the slackening of trade. When cold weather came, in some localities early in October, there was a rush for goods by the public, and even the city stores, where business had been quiet, were converted into very busy places and merchants did a good trade.

Many travellers have been interviewed by the SHOE AND LEATHER JOURNAL, and most of them seem optimistic. They all admit that up to the first of October trade had not been so good as it might and blamed the weather for much of the slackness. They seem positive in their belief that with the coming of colder weather trade will improve gradually, for it is a fact that when a long period of fine weather permits shoes to be worn beyond their time or season there is always a rush to make up for it when the colder period sets in. This has happened again and again in the past.

One traveller was of the opinion that the larger cities felt the effects of business slackness more than the smaller places, and the trade in the latter was more general and steady than in the cities, and within a very short time when the weather became more in keeping with the season there would be a great improvement in buying. Merchants have been holding off a little in "sorting" because they are all pretty well stocked in fall lines. The feeling, too, that prices are on the downward trend has made them a little inclined to wait. He was positive that within two months trade would be back to a very stable basis, and there would be good business all over the country. The present situation was not normal, and was caused by certain conditions and would right itself when these conditions were set aside.

Another traveller said that one peculiar thing about the present situation in the shoe trade is that retailers are not worrying much. While they had not, for a while past, been doing the business they have been accustomed to do at this season of the year, they were not losing any sleep over the matter and were all confident that in a very short time business would get back to normal and stay there. He also said that the wise merchant was he who started in right now to unload. Nearly all stores were well stocked, and that with high priced lines. The cry has gone forth that the prices of shoes are coming down. When the retailer is shown that shoes for spring placing run from a dollar to a dollar and seventy five cents less than last year he naturally begins to realize that the period of lower costs in shoes is actually here. Working on the principle that the first loss is the cheapest every retailer who has a stock of high priced lines is figuring on getting rid of them. There

is no use of him trying to make himself believe he can get his originally intended profit out of them. In this traveller's opinion if a retailer got out with his original cost, and a small percentage for selling he would be doing real well. In fact there were many big stores that were selling at a below cost figure. That is, they were actually losing money. He thinks it will be better to get the high priced stuff out just as quickly as possible in order that room may be made for the new priced goods which are here and offered for spring placing.

Another traveller in speaking of present conditions expressed his view that the retailers were just a little cautious now about placing orders and this was always an indication that business was not any too good. He blamed the newspapers for a great deal of the present unrest about prices. His contention was that the papers give wrong impressions on account of their unfamiliarity with the shoe trade, and the public have been taught to expect a fall in prices to an extent that is not justified by the actual situation. This makes people hold off and stocks have not been reduced so rapidly as merchants expected. This naturally will have its effect upon spring placing.

But this traveller was in no way worried. He claims that it will be but a short time till conditions will right themselves and the public and retailers will settle down to a full understanding of conditions that will spell good business, and that time will come before Christmas. He is quite sure that by the end of the year the retailer will have done an average business, with which he will be quite satisfied.

Another traveller, who is known as one of the most successful in the trade, said: "I think that while it is undoubtedly more difficult than ever to sell goods just now, there is a good deal of psychology involved in the present situation. There are some travellers like some retailers, who get cold feet easily. This is responsible for a good deal of the present situation. I know a number of men who have 'quit cold' within the last month or so, and in my mind some of them are better off the road just now. I am not bragging, but I made up my mind to stay with the game and see every man in my territory, and fight out the issue with him. I have not done a whale of a business but I have had the satisfaction of turning in a fair amount of orders. I had a customer in the other day who told me his stock was too large, and I sat down for an hour or two and went into the matter with him. He had, he claimed, about \$17,000 worth of shoes in his place. I showed him that in actual pairs of shoes he did not have more than he needed to meet the demands of his trade. In fact, he agreed with me that he was decidedly short in some lines actually required for fall. I tried to show him what he ought to get rid of, and outlined a sales plan by which he would pry loose enough money to enable him to complete his stock in lines in which he was short. I succeeded in getting rather a fair order from him, and above all left him with the feeling that his stock was not as large as he had figured. I think, if you ask me, that we salesmen should do a little more constructive, helpful work along this line. Most of the dealers do not realize that their stocks are not much above normal, taking quantity of goods into account, and they are apt to forget that their profits for the past couple of years are tied up in their inventories.

Speaking of stocks another traveller says: "I think that from a general standpoint stocks are still too large, and dealers are wise to make every effort to clean them up before they invest largely, in goods for future needs. I was talking to a large buyer, the head of a large shoe department, last week, who said: 'We are following the policy of getting present stocks, bought at high prices, on to the feet of our customers. We have avoided sensational methods, but have been quietly marking down all shoes that have cost us more than we now expect to pay for them, regardless of

(Continued on page 80)

A Modernized Shoe Shop

Wilkinson's Store in Windsor, Ontario, Undergoes Changes that Makes a Model Store in Every Respect

ALTERATIONS have just been finished that makes Wilkinson's Shoe Shop, in Windsor, Ont., one of the most up-to-date establishments in Canada. A new yellow brick front and an additional storey give to the establishment a very imposing appearance compared with the lower buildings in the same block. The show windows are of the deep vestibule type, while a separate entrance to the basement shoe repair department renders it unnecessary to go through the main store to reach the repair shop.

The main floor is the men's department, where upholstered opera chairs in rows take up the available seating capacity. A balcony houses the children's department and the general offices are at the front, built over the display windows. The cashier's office and bundle wrapping counter occupy the rear. A Lamson carrier system takes care of the cash and parcels.

The second floor is occupied by the women's and misses' department. Here Major George Wilkinson has exercised considerable originality in the arrangement and fitting. The whole sales room is made to give as much the appearance of a living room as the business to be done will allow. There is a handsome brick fireplace at one side of the room. The ceiling is fitted with heavy beams while ordinary room-sized rugs are spread on the floor.

The furniture is of French gray wicker upholstered with cretonne in a pleasing pattern. The chairs are easily turned around so that customers and salespeople can get together in a very homey atmosphere. A trunk line telephone is to be established on this floor for the convenience of customers.

An electrically operated elevator, near the front door, is used to convey customers to the upper floors, while at the rear a stairway is placed for the convenience of the salespeople and customers.

The trunk department is located in the basement, while the travelling bags are stocked on the second floor. The third floor is given up entirely to stock. An outside hoist is used to convey the stock as it is received to this floor.

After it is checked and marked it is then distributed as wanted to the floors below.

The business has been under the control of Major George W. Wilkinson since 1907, although continuously open since 1867, at which time his father, R. J. Wilkinson, opened the establishment in the little town of Essex. It was moved to Windsor in 1889. The present store was purchased by Major Wilkinson in 1911 and has been occupied by him since that time.

Mr. Wilkinson is to be congratulated on his wonderful success, and the remodelling of this store will be a source of satisfaction to him, for it is indicative of the progress he so richly deserves.

AN ACCEPTABLE FALL POEM

Spring is the favorite season for flowers and poetry, but here is a literary bouquet that has just reached the *SHOE AND LEATHER JOURNAL*. Possibly the period of Indian Summer, through which our favored country has just been passing, is responsible. Here it is:

TO THE EDITOR

"Patient Editor, scribe divine,
Health and wealth and wit be thine:
And may this plea add to your cheer,
Renew my subscription another year.
Enclosed with these lines of trash
You will find the needed cash."

JOHN HENLEY, Belleville, Ont.

We are reminded of the apt words of the great Bradburn, one of John Wesley's early lieutenants, and who was by the same token a shoemaker. He had written Wesley confessing dire financial straits. Wesley sent him a five pound note with the verse of Scripture attached, "Trust in the Lord and do good, so shalt thou dwell in the land and verily thou shalt be fed." In reply Bradburn said: "I have often admired the passage quoted in your reply but confess that the expository note accompanying it is the most practical and helpful I have ever seen." The *SHOE AND LEATHER JOURNAL* does not as a rule invite literary efforts of this kind, but will welcome anything such as above when accompanied by "author's notes."—Editor.

Frederick B. Rice, vice-president of Rice & Hutchins Co., says he believes that \$10 will be popular price for a good shoe as against the \$12 or \$15 asked a year ago. "The public can rest assured that they are going to get a far better article for their money than they did six months ago."

The interior of Wilkinson's Shoe Shop
Windsor, Ontario



Preparing For Holiday Trade

**Saner Buying Will be the Rule—Useful
Articles in Demand—Price Question Will
be More Important—Shoes Will Bulk
Largely in Purchases**

It is not too early to give diligent thought to the question of holiday business. The wise retailer is already sizing up the situation and making his plans. One thing is certain, there will not be the wild, reckless buying of the past two years. People will purchase more sensible gifts and will not be so apt to throw their money away. The shoe retailer should make up his mind early in the game to get his share of Christmas business, and should so arrange his advertising and display plans as to take every advantage of the opportunity.

Speaking of Christmas trade and its possibilities the New York Dry Goods Economist says:

"Present general conditions point to an excellent holiday trade this year, but in some respects a different kind of trade from that of last year and the year before. Go where one will, one hears the same story of lessened extravagance on the part of the public. From this standpoint it is well worth while for merchants to give considerable thought to the kinds of merchandise to which they will devote their principal efforts. Retailers as a rule can recall numerous instances that came under their observation last November and December, where people bought articles far beyond their means and with an entire lack of judgment in other respects. The head of a large department store in a Western centre told us early in the year that although he had to sell the customers the goods they asked for, many of the purchases made in his store during the holiday season that had just closed were of such a nature as to cause him to feel disgusted with the customer's lack of sense. And no doubt many other retailers were similarly impressed. We believe there will not be so much of that kind of business this coming season. People will buy, and buy freely, but they will use more discrimination.

"They will not ask so often, when told the price, 'Haven't you something better?' On the contrary, most people will probably continue to scrutinize prices much as they have been doing since the holding of the numerous and widely discussed sales of last spring.

"But, as said, the outlook is that the public will buy freely. The bountiful crops are now adding new wealth in vast quantities to the country's resources. Millions and millions of dollars are about to be spent by the railroads for new equipment. Transportation is already loosening up, and is thus increasing the flow of commodities. This will revitalize building and other industries which have suffered from lack of materials. The continuance of credit restrictions, although it adversely affects the purchase of merchandise by distributors, and delays the construction and equipment of new plants, gives strength and stability to the fundamental conditions and thus tends to create that confidence which is essential to active business.

"Bearing these facts in mind, the wise merchant and department head will, more than in other seasons, study his community, its possibilities for holiday time purchasing, its consuming capacity. The merchant will begin now, if he has not already done so, to plan out a live, pre-Christmas period publicity campaign."

THE FUTURE OF FINE SHOES

In a circular letter sent out to the retail shoe trade a Rochester manufacturer says:

"Let us divide the ensuing ten months into three periods

as follows: October 1st to February 1st, February 1st to May 1st, May 1st to August 1st.

"For the first period, it is our belief that boots, 8, 8½ and nine inches high will predominate, and that oxfords and low cut patterns will be but a small percentage of the business. (The Pacific Coast territory may possibly be an exception to this rule.) We believe that 75 per cent. of these boots will be Cuban heels ranging from 1¼ inches to 1¾ inches, the great majority being heels 1½ to 1¾ inches in height; that lasts will be medium narrow toes and coin toes. Tips largely straight, some perforated, others corded and stitched with a sprinkling of diamond and wing tips and imitations. The correct length of vamp for size 4B will be 3¾ to 3⅞ inches, other sizes in proportion. Black, dark brown and medium brown kid, dark tan calf, medium tan calf, black calf, some dark blue kid, black and brown suedes including henna suede tops with medium brown calf vamps, are the desirable leathers for this type of boot.

"For the remaining 25 per cent.; boots with Louis heels including some Baby Louis, but mainly heels 2⅞ inches in height. These boots will be largely 8½ and nine inches in height, black, brown and blue kid and suedes. The more daring merchants, those who feel that the time is right to show something other than the more sombre shades, will be somewhat interested in colored kids and suedes, in gray, mouse, ivory, henna, combinations of ivory and blue, henna and blue, and ivory and brown, all of these latter boots with covered Louis heels; some of these will be in: (a) Saddle effects with cut out quarters; (b) regular laced patterns with cut out quarters; (c) regular laced patterns with wave or Napoleon tops. This type will be nine inches high at the lowest point and give the appearance in front of approximately a ten inch boot. We will not make higher cut boots. They are positively impracticable from a standpoint of fitting quality. They are an extravagant waste of leather and serve no good purpose of style or utility.

"Passing to the early spring on second period, we believe that that Cuban heel oxfords of the same general type in heels, lasts, vamps, leathers, etc., as the Cuban heel boots to which we refer above will produce 60 to 75 per cent. of the business. The remaining part of 100 per cent. will be Louis heel oxfords, some with cut out quarters, beaded and stitched effects, etc., practicable strap patterns such as the cross strap and dainty variations of the most practicable of all strap patterns, the one strap, and last, but not least, beautiful colonial effects obtained by correct ornamentation of one eyelet ties and tongue pump effects, both patterns being admirably adapted to wide variations in effect and appearance. Many beautiful beaded ornaments will be shown.

"The late spring or third period will unquestionably see a big demand for white low cuts and sport effects of white with contrasting trimmings. These shoes will be made chiefly from white fabrics with some white buck and nubuck, and mainly in Cuban heels of leather, or wood covered, and some Baby Louis heels.

"As a final word, we believe that the great variety of strap patterns suggestive of harness, rather than covering for the feet of dainty women, styles that would not be unfamiliar to the ancient Egyptians, are foredoomed to a brief stay in American Shoedom regardless of what they may do in European cities."

The suggestion has already been made that the boot and shoe manufacturers consider the advisability of arranging for a university professor or a student or students to investigate the early history of the industry in research work among the archives at Ottawa. The manufacturers are proud of the romantic history of the shoe industry and its development in this country. The research to compose a connected story with interesting personal details will imbue the Canadian public with a part of that same pride.

Shoe and Leather Trade Jottings

Gossip of the Street in Leather and Shoes
 —General Business Improving Steadily—
 Prices Steadying Down to Business Basis
 —Retailers Buying Carefully but Regularly
 —Holiday Trade Looming Up

A MORE hopeful note is quite apparent in trade generally during the past couple of weeks. The weather has been somewhat against good shoe business, nevertheless retailers report an active trade and a steady call for seasonable lines. There is a better feeling in all classes of trade and a spirit of optimism that is gradually dissipating the clouds of business uncertainty. The financial pressure occasioned by the necessities of crop movement is gradually easing up and there is far less uneasiness both amongst wholesalers and retailers as to the future. The latter are already setting their premises in order for regular fall and holiday trade, which it is thought will this year be fully up to the average.

More Shoes Made:—In spite of all the setbacks, business in shoes was, up to the first of last month, larger than that of last year. A gentleman in a position to know accurately the shoe production of Canada stated the other day that more shoes were actually made in the factories up to September 1st of this year than for the same period of 1919. This would be hard to believe but for the knowledge that the information comes from a source that is thoroughly reliable. Since the beginning of last month there may have been a slight falling off, but it is thought that the entire volume for the current twelve months will not be much below that of last year, which was considerably above normal.

Shoe Manufacturing Conditions:—Business is not what manufacturers would like it to be, but it is nevertheless showing steady improvement. Reports from the West are particularly encouraging and the goodly orders received, especially in fine lines of men's and women's shoes, have started the wheels moving. In Ontario and the Maritimes shoe business is moving more slowly but orders are coming in at a rate that is enabling most of the factories to resume operations. Retailers are beginning to realize that there will not be much change in prices, if any, during the present season, and seem to be anticipating from fifty to sixty per cent. of their spring needs at least.

The Leather Trade:—There has been some movement in leather but not enough to warrant the statement that there is any noticeable activity. In some lines, particularly the commoner grades, there has been an appreciable movement, but with the finer lines of upper and sole stock there has been very little doing. Leather men are sitting tight and expect when the demand starts for materials for spring shoes there will be a different story to tell. The top grades of side, calf and kid are firmly held

and those who pretend to know say that there will be an upward movement rather than a downward one in the next few weeks. The demand for colored kid on the other side has been so pronounced that it is already affecting the best grades of black and brown, which are difficult to procure even at prevailing prices. Lines of kid that could have been obtained easily a month or so ago are now scarce and no one will be surprised should prices climb again on this class of stock.

Hide and Skin Conditions:—Prices are now practically on a pre-war basis. For the past week the market has been stagnant, sales amounting to almost nothing in both packer and country hides. At Chicago prices of heavy native steer hides are nominally at 25c but there are no bids. In country hides lots of buffs have been offered at 15c with no takers. There was a bad break in the calf-skin market last week, so that all around the market is pretty well demoralized. There does not seem to be any immediate prospect of hardening. Tanners are running their plants on as few hides and skins as they can manage with to keep the wheels moving and some have partly shut down. The result is that leather stocks are extremely light and hide accumulations must be large.

The Cheap Hide Bogey:—People do not seem to understand why shoes should be so high with hides as low as they are. They forget in the first place that costs of leather production have gone up so much during the past couple of years that the cost of raw material does not bear the same relation to that of the finished product as it did in 1914. The hide or skin cuts very little figure in leather prices and then the leather that is on the floors and shelves of tanners and shoe manufacturers was all made out of dear hides. The shoe manufacturer has contracted for his leather at a fixed price and in his case, as well as that of the tanner, labor, findings, overhead and selling expenses have all gone up to an extent that would forbid the prices of five or six years ago, even if leather were on the same basis. The shoe manufacturer is doing as he has always done, figuring his prices on the basis of materials plus the cost of production and selling.

SELLING WIDER WIDTHS

A singular run of sizes is reported by a New England maker of women's shoes. His fall orders call chiefly for D and E sizes, No. 4 to No. 8. He says he has such an increase on these sizes that he has put in extra lasts, a thing he did not wish to do, because lasts are expensive these days.

"Retailers are shortening their run of sizes," he says. "They wish to keep their stocks small. So they are selecting the easy fitting shoes, such as the D and E wide shoes. Also, they may have left over from last season some of the narrow shoes, like the A and B wide shoes."

Keep Smiling! The BEST is Yet to Come

Retailers Not Profiteers

Survey of Retail Shoe Trade of Seattle Reveals Small Profit on Sales for 1919—Loss in First Four Months of 1920—Results of Investigation by Prof. Gregory, of University of Washington

ONE of the most striking demonstrations of the narrow margins upon which retail shoe dealers work is afforded by the publication recently of a survey made by Prof. Gregory, of the School of Business Administration, connected with the State University of Washington. This investigation was conducted under the authority of the United States Department of Justice, and with the co-operation of the Seattle Shoe Retailers' Association.

The results are interesting to dealers, not only of the United States but Canada, as the three months' work places at the disposal of retailers themselves valuable information as to the costs of operating in the various departments of shoe retailing. Harold N. Moore, secretary of the Retail Trade Bureau of Commerce, says:

A Comprehensive Statement

"The finding is one of the most comprehensive and accurate studies ever made along these lines, and should settle definitely the question as to whether or not there has been profiteering in this city.

"Three months were spent by Professor Gregory actually assembling this material from the books of the retailing concerns in this line of business. The following table shows accurately the way in which a dollar spent for shoes is divided as to profit, expense, etc.

"Exhibit No. 1 shows four stores for the year 1919, the most prosperous year the retail shoe business has ever known.

EXHIBIT NO. 1

Table Showing Costs of Selling Shoes in Seattle, Wash., in Terms of Percentages. Based on Twelve Months' Sales (Jan 1, 1919—Dec. 31, 1919.)

Expense Items:	Store No. 1 %	Store No. 2 %	Store No. 3 %	Store No. 4 %
1. Net sales.....	100.00	100.00	100.00	100.00
2. Cost of merchandise sold.....	60.53	68.29	70.90	59.43
3. Gross profit on sales.....	39.46	31.71	29.10	40.56
4. Expenses:				
a. Buying expenses.....	2.50	0.79
b. Selling expenses:				
1. Salesmen's wages.....	11.77	10.18	8.98	10.92
2. P.M.'s.....	0.66	1.72
3. Advertising.....	2.69	1.70	0.34	3.14
4. Miscellaneous.....	0.50
5. Total Selling.....	15.62	13.60	9.32	14.06
c. Delivery expense.....	0.06	0.46	0.10
d. Office expense.....	1.69	1.12
e. General Administration:				
1. Rent.....	9.82	2.16	3.26	6.67
2. Heat and light.....	0.63	0.19	0.47
3. Insurance (used).....	0.41	0.30	0.34	0.71
4. Taxes.....	0.72	0.53	0.46	0.56
5. Repairs.....	0.49
6. Depreciation.....	1.67	0.64	0.34	0.31
7. Miscellaneous.....	0.43	0.92	0.74	1.30
8. Total administration	14.17	4.55	5.33	10.02
f. Financial management:				
1. Bad debts.....	0.10	0.05

2. Interest on borrowed money.....	0.35	0.34	0.53	0.18
3. Interest on net investment.....	3.14	0.64	2.08	2.31
4. Purchase discount (credit).....	3.01	2.39	2.02	0.37
5. Total financial management.....	0.48	1.31	0.59	2.17
g. Manager's salary.....	4.27	3.88	5.23	5.72
5. Net profit.....	0.59	8.55	8.45	8.55
Total percentage.....	99.91	99.93	99.92	99.95

Summary for 1919

"An analysis of the report shows the average for the 12 months of 1919, of the various items entering into the dollar spent for shoes, to be as follows:

	Cents
Original cost of merchandise sale.....	64.79
Expense paid to outsiders (this includes rent, salaries, insurance, etc.).....	21.86
Interest on money invested.....	2.04
Salary paid to management.....	6.64
Net profit on sales.....	6.53
The net profit accruing to the ownership per sale.....	3.63
The average turnover rate or the number of times the same dollar was used at that profit was.....	1.95

The 1920 Statement

The following is the schedule for the first four months of the current year for the same stores:

EXHIBIT NO. 2

Table Showing Costs of Selling Shoes in Seattle, Wash., in Terms of Percentages. Based on Four Months' Sales (Jan. 1, 1920—April 30, 1920)

(This exhibit shows four representative stores not the same as No. 1.)

Expense Items:	Store No. 1 %	Store No. 2 %	Store No. 3 %	Store No. 4 %
1. Net sales.....	100.00	100.00	100.00	100.00
2. Cost of merchandise sold.....	66.15	71.43	64.41	69.66
3. Gross profits on sales.....	33.84	28.57	35.58	30.33
4. Expenses:				
a. Buying expenses.....	0.25
b. Selling expenses:				
1. Salesmen's wages.....	12.35	9.58	10.88	12.29
2. P.M.'s.....	1.37	0.23
3. Advertising.....	1.94	3.10	5.76
4. Miscellaneous.....	0.19	0.24
5. Total selling.....	14.29	17.68	18.20	12.76
c. Delivery (total).....	0.17	0.07
d. Office (total).....	1.33	1.18	1.14
e. General administration:				
1. Rent.....	4.73	9.11	7.11	3.68
2. Heat and light.....	0.48	0.08
3. Insurance (used).....	0.34	0.56	1.19	0.57
4. Taxes (local).....	1.49	0.75	0.87	1.00
5. Repairs.....
6. Depreciation on equipment.....	0.35	1.80	1.24	0.39
7. Miscellaneous.....	3.41	5.25	3.29	0.01
8. Total administration	10.32	17.47	14.18	5.73
f. Financial management:				
1. Bad debts.....	0.16
2. Interest on borrowed money.....	0.78	0.58	0.71	0.12
3. Interest on net investment.....	1.91	1.37	2.24	2.82

4. Purchase discount (credit).....	*1.86	*1.23	*3.87
5. Total financial management.....	1.93	1.95	1.72	*.93
g. Manager's salary.....	4.18	5.32	4.51	9.77
5. Net profit.....	2.73	†15.07	†3.35	1.76
Total percentage.....	100.24	99.96	99.67	99.96

An analysis of the above figures develops the following summary:

	Cents
Cost of merchandise.....	67.90
Total expense to outsiders.....	27.54
Interest.....	2.09
Management salary.....	5.94
Net profit on sales showed a loss of.....	3.48

Profiteering Negligible in Shoe Trade

"In other words, during this period for every dollar taken in by the proprietor, his expense was \$1.03. The year 1919 showed a profit on net investment, or money invested, of 37.11 per cent. while 1920 showed a loss of .95 of one per cent.

"The attitude of the shoe dealers in that profiteering in this branch of retailing has been negligible, and they have conclusively demonstrated that this attitude is well founded, by throwing open their books for inspection and analysis and frankly making the entire situation public.

Shoe Dealer a "Victim" of High Prices

"Although shoe prices may be considered high, it is felt by those in touch with public sentiment that the publication of this analysis of costs by an impartial group of investigators, that is, accountants of the School of Business Administration of the University of Washington, will convince the public that the retail shoe dealer is himself a victim rather than a cause of the high prices of shoes.

Marked Reductions Impossible

"Statements have been given out from time to time tending to show the reasons for shoe prices. Investigators of the high cost of living asserted when this was undertaken that if every branch of business from production to distribution would co-operate in similar studies there would be less talk of profiteering with corresponding greater action in bringing about cost reductions, as the first step in that direction must be accurate knowledge of the whys and wherefores.

"In view of these fixed costs of operation, dealers feel that any marked reductions in shoe prices are impossible as long as wholesale prices remain as high as they are."

* Deficit. † Net gain.

NEW ZEALAND HIDES COMING TO CANADA

During the recent conference in Toronto of the Chambers of Commerce of the British Empire, Sir Thomas Mackenzie, the special representative of New Zealand, declared that the United States took New Zealand hides by the million, whereas Canada only purchased them by the thousand, despite the fact that the tanning industry of Canada was equal to that of the States.

Enquiries made amongst local tanners as to the correctness of Sir Thomas Mackenzie's statement, found that it was somewhat hard to substantiate.

One large tanning company is not of the opinion that the tanning industry of the Dominion is anything like in volume to that of the States. This firm buys considerably from New Zealand and are doing so at the present time. Before the war they were good customers of the sister

dominion, but during the war it was impossible to get shipments of hides.

At the conclusion of the war Australia commenced taking all the hides it could lay its hands on, and so great became the export that New Zealand put an embargo on shipments. The trade has, however, opened again, and Canada is a fairly large purchaser. The buying of hides in New Zealand depends on freight and price, and in addition it is necessary to take into consideration the local supply, which varies considerably from time to time.

MR. F. CROSBY RETIRES

The many friends of Mr. Crosby, for many years with the Gutta Percha and Rubber, Limited, Toronto, and latterly as manager of the advertising department of the company, will be interested in knowing that he has retired from active service. Mr. Crosby is well known in the rubber world because of his long association with the company and the rubber industry. F. T. Abbott, who was formerly Mr. Crosby's assistant, has been appointed manager of the printing and stationery department, and C. F. Breckon, late with the Sterling Dean Advertising Agency, has been appointed advertising manager, succeeding Mr. Crosby.

VANCOUVER NOTES

The old saying, "It's an ill wind that blows nobody good," has been exemplified this last two weeks. The continued rain has made the shoe stores and repairers busy; record business is reported by most everyone.

The Yale Shoe Store on Hastings St. has been taken over by H. Stark and a successful clearance sale is in progress.

J. Wiburn, of the Canada Repairing Store on Granville St., has returned to the city from his visit to his home in Mexico. He had an enjoyable trip and reports that commodities and living are away down in price in the southern countries.

D. C. McDonald, the Champion Shoe Repair Store, of New Westminster, has opened a shoe and repairing store on Columbia St., Sapperton, under the management of his brother.

J. Scott, an old time craftsman of New Westminster, died after a short illness from an infection of the throat. Mr. Scott was a native of Seaforth, Ont., where his father followed the same business of shoemaking. It was about 10 years ago Mr. Scott and his wife, who is left to mourn his loss, came to New Westminster to live.

A very pretty wedding was solemnized at the Chalmers' Presbyterian Church, Vancouver, recently, between Margaret Grace, the daughter of Mr. and Mrs. G. C. Stevenson and Charles Cyril Paxton. The bride, who was charmingly dressed and attended by several bridesmaids, was given away by her father. All the members of the firm and staff of the B. C. Leather and Findings Co. were present. The bridegroom is their representative at the Victoria branch of the Company. He has been with the Company many years and during the late war was for many months in the Imperial Flying Corps at Toronto. After the wedding there was a large gathering of guests at the reception given at the home of the bride. The happy pair left to reside at Victoria.

R. B. Frances, manager of the B. C. Leather and Findings Co., has left on a buying trip in the east.

Keep Smiling! The BEST is Yet to Come

Rubber Footwear Notes

**Weather Against Good Rubber Business—
Stocks Pretty Well in Hands of Dealers—
Promise of Good Winter Ahead—Raw
Rubber Lowest in Price for Years—New
Ideas for Coming Season**

THE season has been altogether against the rubber shoe business so far. There has only been about a week in the past eight when rubber footwear could be displayed. But the Indian, the goose bone, the squirrels and the "oldest inhabitant" all tell us that things are going to turn in the direction of the rubber shoe producer and seller one of these days. Pronouncements have been made that we are to have a severe and prolonged winter, and notwithstanding the high price of coal, and the fact that we are going to be shut off from using electric heaters, the rubber interests are already rubbing their hands and openly chuckling.

Raw Rubber Low

One of the world commodities that has refused to follow the upward trend of prices since Armistice day has been raw rubber, which has gone consistently down until it is now feared lest the price will not warrant production. Already it is said that the gathering of the wild product in South America, Africa and other points has been more or less seriously affected. Plantation growers have been discussing curtailment, and conferences have been held by those interested with this in view. Twenty odd years ago, when the effort was inaugurated to produce cultivated rubber, the idea that the enterprise would take on serious proportions and become a factor in the trade was scoffed at. But in spite of the tremendous increase in the commercial use of rubber the supply has gone on developing until it looks to-day as though it had considerably overtaken the demand. As it is proposed, however, to develop the production of building and furniture material from the product there will no doubt be plenty of use found for this very useful and interesting product.

Boom in Rubber Soles

For a time it looked as though rubber had worked itself out as far as the use of rubber-soled leather footwear was concerned, but the present season has witnessed considerable of a revival in this department. From the announcements of shoe manufacturers featuring rubber and composite soles, in both men's and women's lines, the use of this material has taken on new life. It is said that indications point to the use of rubber soles and heels during the coming year on a larger scale than ever. It is possible that the earlier productions did not stand the test of wear and developed trouble from the standpoint of holding stitching or nails. It is also safe to say that the public have become more and more used to the comfort of walking on resilient footwear and will continue to demand this quality more than ever in future. At all events the rubber companies all report a largely increased demand both from manufacturers and retailers.

Sales of tennis and sporting goods generally have not so far been as large as had been expected by manufacturers. The latter give as a reason that the upset condition of the shoe market generally is responsible for retailers holding back their orders. On the other hand retailers claim that the marked advance in the cost of this class of footwear has been the principal deterrent from placing large orders. They claim that ordinary footwear has dropped at least fifteen per cent. on price and they do not see why they should pay an advance of practically an equal amount on

tennis goods. Their attitude seems to be that everything is downward in tendency and nothing more so than raw rubber, and they prefer taking a chance on the drop in this market after the first of the year. The hold that rubber sporting shoes have, however, is that they are still more attractive in price than similar lines in leather and canvas, and manufacturers are inclined to await the outcome.

It is rather early to discuss changes in general rubber footwear for next season, nevertheless most of the companies are whipping into shape their ideas in preparation for their catalogues. In women's lines there will be some decided changes following the vogue lasts and heels in leather. Light weight models with pointed toes, plain edges, and a highly finished upper will be seen. The prevalence of oxfords and low cuts, which promises to extend to next season, bringing many changes in women's overshoes. Ten button overs in light jersey cloth with white fleece linings, made to look like a fine turn shoe, will be popular. Another favorite will be a four buckle overshoe in light jersey with black fleece lining, with rolled edges and heel and bright finish. A special rubber heel seat is used for high heels to prevent breaking. The popularity of knee boots seems to be growing and several varieties in plain rubber, duck lining and fleece lining will be found. While laced boots for miners, built like an overshoe, made of white rubber, plain edged with white foxing, duck lined with pocket protection, is another innovation. The boot is also made in other combinations. Several important changes are talked of in lumbermen's in both laced and buckles.

AMERICAN SHOES IN ENGLAND

"Is it not time," says a writer in the London Shoe and Leather Record, "that British boot manufacturers took effective steps to meet the competition of America in this market? In July the imports of boots from the United States amounted to 6,954 dozen pairs, of the value of £111,697, and this at a time when many of our factories were working on short time! The price of the imported boots works out at about 25 cents a pair, and I feel that the flooding of our market with goods which ought to be made in our own manufacturing centres is a matter which calls for the serious attention of boot producers in this country." We fully agree that the question thus raised is of great importance, but may point out to our correspondent that the goods delivered last month from American sources were probably ordered last autumn, when buyers feared that they might be unable to fill their probable requirements from British producers. There is no ground to-day for fears of that kind, and it is unlikely that the influx of American shoes will be maintained at their present level. Moreover, a very considerable proportion of the goods imported are sold to British wearers through the retail shops owned by American firms. It is not flattering to manufacturers in this country that so many consumers display a decided preference for American-made footwear, but, the approval of such wearers having been gained, their conversion to British-made goods will not easily be effected. We are quite satisfied that in many instances the preference for American shoes is merely a fad, for where any comparison is made between American and British-made shoes on the point of actual service the home-made article is an easy winner.

A recent demonstration in India of a new process for the vulcanization of rubber took place at the Manchester College of Technology, it is announced in an issue of Commerce. Vulcanization of crude rubber mixed with a large proportion of waste material like leather shavings or sawdust was proved by this method to be chemically possible, as well as a saving in time and cost compared with existing methods. It is claimed that this process will produce a material which will stand the test of wear and weather.

Adamson Sends a Circular to His Clients

This time Mr. Adamson Decides to Issue a Little Pamphlet instead of Writing so Many Letters

THE result of Mr. Adamson's Advice Bureau was most marvelous. In fact so many were taking advantage of it that he found it impossible to keep up with the demand by writing letters to each one, so he decided to issue his advice in circular form for economy's sake and also for time saving. So he dropped the young man, to whom he had written before, a letter telling him of his intention to send a circular and asked that he accept that as an answer to his last communication. The circular ran as follows:

Having written a number of letters to young people who have asked for advice on the subject of salesmanship I have decided that a circular letter on the various topics I have in mind will serve equally as well as a letter and will save much time and expense. So this circular will be on the subject of "Suggestions and Clearness." Possibly these will need a little explanation. Regarding suggestions, it is simply a way of saying don't argue. And the other is a way of saying, make yourself plain and understandable.

I once knew a salesman who would agree with everything a person would say to him. Even if he held a diametrically opposite view he would say in answer to anything a customer would mention: "Yes that's true." He would always start out with that expression, "Yes, that's true." But immediately he would follow in a most persuasive way with: "But don't you think it would be better if it were thus and so?" and before the customer knew it he was leading him around to his way of thinking and he did it entirely by suggestion.

Human nature is mulish. If you put "Push" on a door human nature wants to pull it. If you put "Pull" on, human nature wants to push it, and it's that way all through life. Remember you are in the selling game to sell, not to argue a point and prove a customer to be all wrong on some unimportant point. If you can win him and lead him you will be more liable to make a sale than if you try to push him and make him see he is all wrong. What does it matter if he is wrong? It is the sale that interests you. It's mighty hard to convince people by argument that they are wrong. You may have all the upper hand in the argument so far as facts are concerned but that may not convince the man that you are all right. You may even beat him for the time being, but when he gets home he will start in to think about it all over again and he will then see it his way and will think you are wrong, for he will have forgotten your arguments.

The better way is to take the young man's way of which I spoke, who always said: "Yes, that's true, but don't you think it would be better if it were thus and so?" If you practice the skill of suggesting and leading your customer around to see things as you do—in other words persuade him to see things so he will persuade himself—you will have gotten him into the mood of where he will stick. If you sell him he will stay sold, he'll not kick after. Don't try to show that you are clever and that you know more about the subject than he. Show him you want to direct him to see the thing as it really is. To argue only arouses antagonism. Human nature is stubborn, mulish, balky, and all these will rise up on their hind feet if you argue. Lead your man by suggesting something to him.

Now about being clear. There is nothing that arouses a

man's antagonism more than to give him the impression that you know a great deal, and that he does not know anything. Do not use technical terms when you are talking about your goods. Use the simplest language that he will be able to understand. Constantly assume the air that the customer knows as much about it as you do. Simply lead him along as if you were telling him something he already knows. He'll feel flattered when you say: "You know thus and so," about the article you are showing, even though he may not know a thing about it. He likes you say that he does. If he asks the most ridiculous question on earth about it do not put on the smart Alex sneer and make him feel that he is an ignoramus. Be patient and say: "That is the most natural question in the world," and then proceed to make it clear to him by using the simplest language, language that he will unmistakably understand.

Another very important point in the selling of anything, especially where you will sell to the same customers over and over again, is to remember names and faces. People are very important in their own estimation. They do not realize this, possibly, but every one is and each person is more interested in himself than in any other creature on earth. And everyone wants to be pampered a little—likes to have a little attention given him. You may make all the mistakes you like in calling other people by a wrong name and a man will laugh at it, but when you call him by a wrong name it eats in. He does not like it. His name may be just plain Jones, but he is proud of that plain Jones' name and he does not want to have you make a mistake in calling him some other name. The matter of remembering names and faces is one and the same thing. You recognize a person by his face and the next move is to name him.

Never tell a man you remember the face but not the name. That is equivalent to telling him his face is so very ordinary that it mixes up with the great horde of people you see every day and there is nothing to distinguish it from all that great mass, therefore you cannot remember to whom it belongs. In other words, when you do remember a face it is because something has distinguished it from the rest of the mass of people so that you remember it and the name of the person at the same time. To simply remember a face and say you cannot remember the name is equivalent to saying it lacks in strength or character, so that it has not impressed itself on you sufficiently to make you remember the name of its owner. If you really cannot remember the name, say so, at the same time upbraiding yourself for being so forgetful. Simply say: "Now I am sorry, and I know I should remember your name, but just for the moment it does not come to me; tell me again, won't you please?" Then fix it in your memory. Never say you meet so many people you cannot remember them all. Do not talk about other people. Make the person feel he is the only person on earth in whom you are interested right now. Don't make him feel that he is just one in the great horde of people you meet and mix up with so that you do not separate him from the great mass. People do not like to be put into a class with all the rest; each man likes to be singled out as some one a little different and better than the great horde. Don't give the impression that the customer is just one of a thousand customers who come in to be waited on and you cannot be expected to remember every one. Act as if he is the only man you have had in the store to-day. Become interested in him. Feel him as to what his hobbies or joys or troubles are and talk to him about HIS things, and not just common-place things.

If necessary make a list of your customers and study them at times so you will be able to call them by name. Few things please a customer more than to be remembered and called by his right name when he enters the store. This touches the streak of vanity we all have. Every one likes to be jollied along with a little flattery. No one will admit he likes to be flattered, but you can flatter him by telling him you cannot flatter him.



Blachford

Shoe Manufacturing Company.
Limited
Toronto



Onyx and Georgina Shoes In Stock



9189, Kid Lace, $\frac{3}{4}$ Fox, $8\frac{1}{2}$ inch,
In Stock







Selling Children's Shoes

Some Hints Gathered from Retailers on Selling Shoes for the Little Folks

THERE is little doubt that the selling of children's shoes does not receive that attention by shoe retailers generally that it should. There are several things that possibly work against a retailer taking a proper interest in this class of trade. One is that few salespeople care to take trouble with children. Another is that the price of children's shoes, being less than those for adults, the sales do not bulk up so quickly. Still another reason is that there are, in a number of cases, two people to please, the parent and the child. In regard to all this one retailer thinks it is all a mistake. He considers the trade of the little people well worth cultivating. The matter of not liking to wait on children will soon be overcome if one sets his mind to do it, and while the sales may not look as good as those of adults' shoes, it should not be overlooked that the number of pairs of shoes possible for children's needs is greater than that of adults, for in the year it often happens that the cost of keeping a healthy boy well shod will be greater than keeping the father or mother equally as well cared for. Some estimate that the life of a pair of shoes for a child up to twelve or thirteen years is from four to six weeks. This means quite a number of pairs in a year, and as to the objection of having to please two people, that should not be considered. It is one of the things to be classed with the necessities of selling shoes, and the less said about it the better. As a rule, these objections are greater in one's mind than in actual practice.

While we have set forth some concrete reasons why retailers do not give more attention to children's shoes there is another general reason that seems to apply to the majority of merchants. That is just pure unadulterated indifference. When a person has grown to manhood he forgets many things of his youth. He forgets about the children and gets in the habit of thinking of those who have left the childhood stage. And it is just possible that this is the greatest reason why so little attention is given to selling children's shoes.

Put In a Children's Window

How many times does a shoe retailer dress a window expressly with children's shoes? One of the very best ways to create interest in the selling of any commodity is to display it in the windows. This will apply to the selling of children's shoes as much as to adults'. If a window once a month is devoted to children's lines it will keep the people in your section well advised that you handle shoes for little people. A case in the store devoted to the display of children's goods will also be a good way to keep the fact before the people. It is a fact that stores show adults' shoes so much and children's shoes so little that customers

have been known to say they were not aware they kept children's shoes.

There are some who have a children's week each month. This may seem a little too frequent, but those who have tried it, find it works well. But should one feel this is too often it could be arranged, say every six weeks. This will mean that the window must be trimmed with children's stuff during that week, and that the children's goods must be advertised. It will also be well to arrange some special offerings for that particular week.

It is a well established fact, borne out by years of obser-



vation, that the average woman buying shoes for children is looking for a low priced article. Many parents who will not stick or consider the price of their own shoes, will haggle



Classic Shoes for Children

The Choice of Child and Parent

The well-established reputation enjoyed by CLASSIC SHOES FOR CHILDREN is the verdict of approval of the youthful wearer and the adult buyer, as well as of the most progressive dealers from Coast to Coast.

Correct Fit and Durability are the two biggest factors in Children's Shoes, and these features are decidedly outstanding in every Classic Model. In addition their attractive Styles give a Dressiness that Child and Parent take pride in.

You will find our Lines for the coming Season represent not only the most popular Styles but also the very best Values. Their presence in your Children's Department will mean bigger business and more satisfied customers.



GETTY & SCOTT, LIMITED

GALT - - - ONTARIO



over the price of children's shoes. It seems to be the natural outcome of the child's wearing out so many pairs causing the parents to feel the expense, and they look for low priced lines to offset the number of pairs they are compelled to purchase. It is a frequent comment of mothers, heard daily in shoe stores, that they have to purchase a pair of shoes every month for the child.

Because of this desire to obtain low priced lines, it has been proven that children's shoes will sell more quickly "off the table" when the price is a few cents less per pair, than they will sell from cartons taken off the shelf. The desire for low priced goods is so strong in the mind of the buyer that when there is a display on the table marked at an odd price like \$1.98 or \$1.89 they will sell more easily than if sold from cartons at \$2.00. When a children's week is conducted it affords an opportunity to arrange this selling off the table.

It is a remarkable fact that mothers will not look for low priced shoes as persistently in sizes up to about seven and a half. They will pay more for these little shoes than for shoes for the same child after it wears larger sizes. The reason is that up to seven and a half a mother will purchase little fancy lines or shoes with some extra touches on them, such as fancy tops or buttons, because it is up to this size that mothers fuss up the little codgers. After this these little ones begin to out-grow their cuteness, get into the rougher class, play harder and scuff their shoes, then the prudent mother begins to look for lower priced lines.

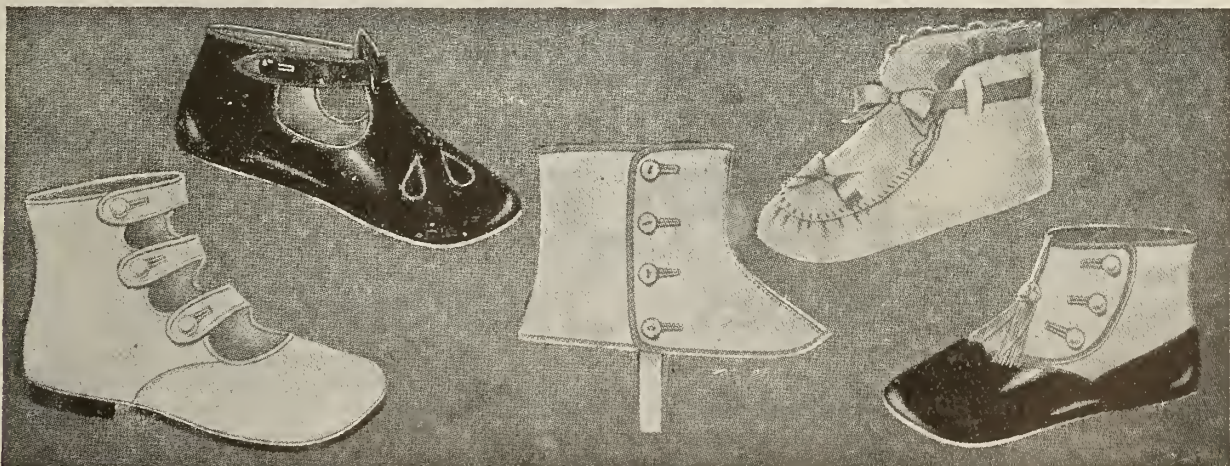
Souvenirs as Drawing Cards

One merchant has found the giving of souvenirs a very satisfactory method of attracting children's trade. There are some who give a souvenir with each purchase, which works well. But another retailer adopts a somewhat different plan. He advertises at the schools that at a certain hour, say 4:30 or 4:45, according to the distance of the school from the store, he will give away a balloon to each scholar who will come for one at that hour. Only a half hour or

three-quarters of an hour is devoted to this distribution, which is done outside the store, in the lane, or in the store, according to location or store room. Great care will have to be exercised in the distribution of these goods to prevent some children obtaining more than one. If one person can give them out, with two assisting by standing at his side, there will be less opportunity of duplicating. But the small boy is ingenious and likes to put it over and get all he can. However, this is a small matter compared with the advertising advantages of this scheme. This merchant declares that the balloon is one of the most popular gifts for a child, and says it would pay to give them away every month for a number of months. The store's name is printed on each one and the kiddies will talk about Blank's Balloons for weeks, and if given regularly, will count on the event for all time in between. The object of this way of distributing these balloons is to fasten the fact firmly in the minds of the children that your store is situated at a certain place. Then some day when shoes are mentioned for these little folks ten to one they will want to buy at your store. If the mother does take them some place else they will kick up a row about it. They will not like something about the other store, or the shoes will not fit, or they do not look well, and they will be liable to kick up such a dido that before a great while the mother will be forced to come to you. That's what it means to make friends with the children.

Taking advantage of the parents' desire to obtain shoes at a low price, one merchant has found a strong trade attraction in the selling of boys' rubbers up to 5's and misses' and children's up to 2's at a special price. The buying public have a very fair idea of the price of rubbers. More so than of other lines, because rubbers are pretty well standardized. A pair of shoes may be very different in every way, including price from another pair of shoes, but one pair of boys' rubbers is just about the same as another. This permits people forming a fair estimate of other prices. If you will cut the profit to about one-third, that is suppose you make

(Continued on page 92)



Boots and Booties for the little tots.



The HURLBUT COMPANY'S FACTORY shown above is running full time.—Why?

The Manufacturer and merchant, who is making the most of to-day, is building his whole future around the single word—VALUE.

The day when manufacturer or merchant could establish a reputation on price is passing, and the day for establishing a reputation on VALUE is here.

HURLBUT SHOES have established a reputation for VALUE in the minds of many thousands of Mothers throughout Canada.

Most of our Dealers are cashing in on Hurlbut reputation for VALUE by keeping their stocks sufficiently complete to care for the demand created by Hurlbut Value.

HURLBUT

CUSHION-SOLE

Shoes for Children

Made at Preston, Ontario
by
THE HURLBUT CO., Limited

Wholesale Distributor for Canada:
PHILIP JACOBI
Toronto

Young Folks' Shoe Fashions

Trend of Styles in Boys', Girls' and Children's Shoes—More Style the Cry—Lasts and Patterns Follow Grown-ups' Modes

TIME was when comparatively little attention was paid to children's footwear styles. Infants', children's, boys' and girls' boots and shoes were almost negligible as style propositions. To-day, even, what was once known as "cacks" receive an amount of attention that almost approaches that given to the production of the more elaborate lines of men's and women's.

This year makers of this class of goods, across the line

there is a tendency to increase the height, some lines of misses' being shown as high as nine and a half inches. In most of these, especially the brogue effects, there is more than usual effort at ornamentation in pinking and perforations.

The spring season will see a larger showing of low cuts than ever before. In girls' lines this is particularly true. Amongst these, strap effects in the one, two and even three variety will be found. The one eyelet tie for girls is a prime favorite, and the sailor tie makes a good second. Patent leather pumps continue popular, and the Roman sandal and gypsy patterns are frequently seen. Sport shoes are very ornate, and are found in combinations of black and white profusely pinked and perforated. Dark browns, black and white are the most popular colors, generally speaking, although some light tans are shown with a sprinkling of midnight blue. Pumps and colonials are abundant



Some models from American centres

particularly, are vieing with each other in their efforts to turn out classy stuff. Taking infants' wear as an example, in colors, style and finish they are in no whit inferior to the more pretentious samples of grown-ups. Particular in the riot of colors is this noticeable while in design many of them imitate the pumps, straps and even sport shoes of their elders. Spats for kiddies are not even missed.

In lasts there is still much favor shown for orthopedic shapes in children's up to 11½, although even in these will be found the tendency towards narrower foreparts. There is also a decided drift away from spring heels, the low variety of ordinary heel being used in children's lines, say half inch to seven eighths, while in boys' and girls' the run is from inch to inch and a quarter. In growing boys' and girls' lines there is a decided disposition to favour mannish and womanish modes, so that the brogue effect is quite pronounced in both high and low cut. In girls' and misses' high shoes

in the samples, the latter with a low tongue and beaded buckles.

Materials Used

Side leather is most popular for boys' and girls' shoes, although some calf is seen. Kid predominates in fine girls' and misses' lines. In boys' satin calf and snuffed grain side are the most used, dark browns and blacks being the favorites. In kid the call seems to be for dark browns and black, but there are several samples in combinations of dark and light tans and also some with suede tops lighter than the vamps and quarters. There are also a few lines of light tans and in young girls' low cuts some samples of light grey are shown.

Keep Smiling! The BEST is Yet to Come



FOR THE YOUNGSTERS

You cannot get away from it. You must supply the youngsters with shoes.

ECLIPSE SHOES

Are made for Growing Girls, Youths, Misses and Children and are made to satisfy retailers, parents and the young people themselves.

The line embraces:

Turns, McKays and Stitchdowns

Now in our Travellers' hands.

Galt Shoe Manufacturing Co.

GALT, ONTARIO

LIMITED

Canadian Made Shoes for Children



An attractive Hurlbut creation in Patent, with Kid or Fabric Top.



A Goodyear Welt Wide Toe Oxford for Children.



An Oxford Blucher, Tan or Black, for Children.



A Chums Oxford of the Ahren's production.



A neat Shoe for Misses. Patent or Calf Vamp, Kid or Fabric Top.



A Pump for Misses by Getty & Scott, Galt.



A Low Heeled Comfort Oxford.



A wide toe Oxford by Getty & Scott, Galt.



A charming Tie Low Shoe by Getty & Scott, Galt.



One of Ahren's Chums. A comfort for the young folks.



A Strap Summer Slipper of Canvas and Rubber.

Store Fittings That Draw Children

Helpful Furnishings that Make Fitting Easier and Interest Youngsters and Grown Ups as Well—How One Large Store Caters to Juvenile Trade in Shoes

SOME months ago in describing the new store of R. Neill, Limited, Peterboro, Ont., we made a brief reference to the equipment and methods introduced in connection with their "Junior Department." The limited space at our disposal at the time prevented our giving our readers more than a mere glimpse of what the management considers one of the best departments in its large establishment.

Mr. R. J. Kidd, the general manager of the Neill business, with its stores in many of the large centres of population in Ontario, is an enthusiast on the subject of children's trade. He is very fond of children personally, which probably accounts for his success as superintendent of one of the largest Sunday Schools in Peterboro. One has only to touch upon the subject of children's trade to get him started on what has been one of his hobbies ever since he entered the shoe business.

"Until we built the present store," said Mr. Kidd, "we never had an adequate opportunity for putting into practice the ideas held both by the late Mr. Neill and myself with regard to properly handling children's trade. Nevertheless we have heads of families bringing their children to be fitted to-day who claim that their own parents brought them to the Neill store as children in years gone by. We have always in one way or another paid considerable attention to this class of trade and have always considered that the effort devoted to interesting them and giving them and their parents satisfaction was well worth while. One of the best advertisements a store can have is the goodwill of children, and we always in making an appeal take this into consideration.

"We had not space enough at our disposal in our new premises to do all we would like to do for the children in making them feel at home in the store, but we have done what we could. If it could have been possible, I would have liked to have seen a recreation room at the rear of the store, where children might enjoy a romp or spend half an hour in suitable physical enjoyment.

"The next best thing is to make the child's stay in the store as pleasant as possible to him, and those with him. We have tried to do this by arranging a separate fitting department for children. As you will see the little arm chairs are placed on a raised platform which serves the double purpose of elevating the children to a proper height for fitting, and also forms a receptacle for containing children's footwear, being fitted to correspond with the rest of the store with shelves. The fact of being seated in this way has a wonderful effect on children them-

selves, who all seem to have a penchant for getting 'up' in the world. You know how boys, and even girls, climb fences, trees or anything else that will enable them to see over the heads of their fellows. The very elevation has a noticeable effect on most children.

"Then the position enables the salesman to fit them without stooping. It is awkward enough sometimes to fit adults with shoes, but children are proverbially hard to handle when it comes to putting shoes on their feet. More than half the objection that salespeople have to serving children in the shoe store arises from the lack of facilities for properly fitting them. We have found a vast difference in this respect since we introduced the present system in our Junior Department.

"Then the children themselves are comfortable, with rests for their arms and room to swing

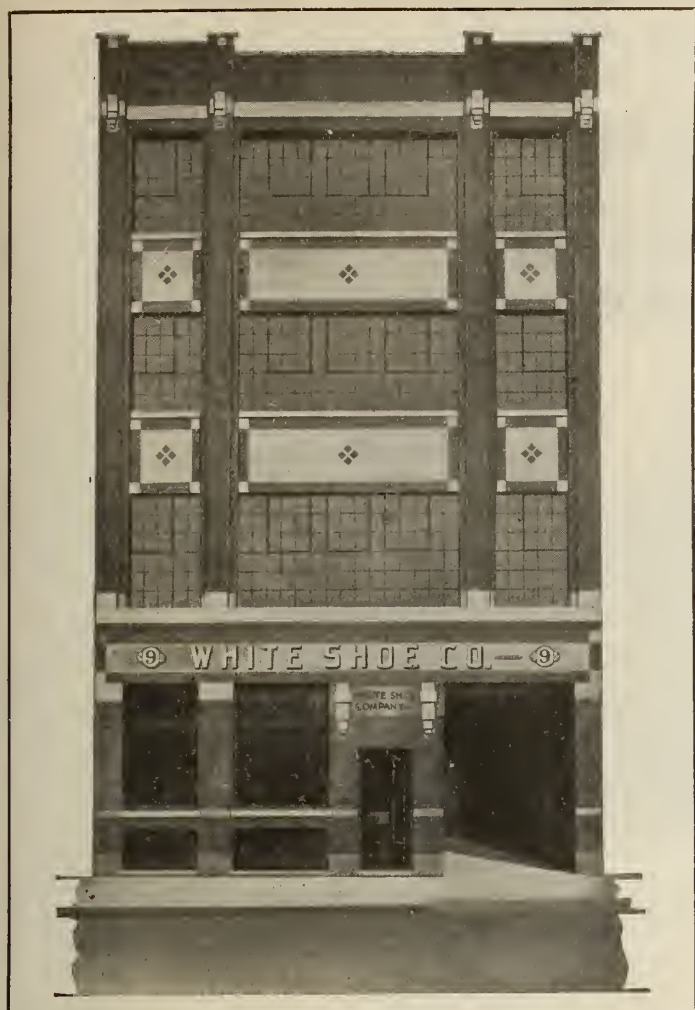


Children's Section of the R. Neill, Limited, Peterboro, Ont., store

their little legs. To avoid the possibility of very small children falling out of the chairs we have straps attached by which they may be securely fastened. But we have found it also to our advantage in order to hold the children and capture their attention to fit up the department with quite a fine collection of stuffed birds and animals. This is a never-failing source of interest and amusement to out little customers, many of whom have never seen some of them alive. You know how difficult it is at times to pacify a child when fitting him with anything, and especially with shoes. Well, we have gone the photographer one better, and instead of asking the child to watch for the 'birdie' we are able to call his attention to gorgeously plumaged birds, quaint little squirrels, chipmunks and a number of other things that will at once challenge his attention and interest. One child tells another so that we have many strange youngsters that come to the store and walk straight back to the Junior Department to see Neill's 'menagerie.'

"We have also placed mirrors in front of the fitting stand so that children, who all like to keep

(Continued on page 80)



It matters not what Trade
Conditions may be, you
M U S T have

CHILDREN'S SHOES

We have lines for the
Young Folks, starting
with Baby and right on
up to Youths' and Misses'.

Don't Wait. Buy Now.

Don't make the mistake of delaying in placing
your **OUTING SHOE ORDERS**. Rubber
prices were the slowest to go up. They will
be the slowest to come down. Delivery time
will soon be here. **BE PREPARED.**

Our travellers are now out ready to serve you,

White Shoe Co., Limited

Wholesale Shoe Distributors

9 Wellington St. West - TORONTO.



Generous Profits and Goodwill

You get them both when you give your customers

TENAX SOLES

—AND—

“SCOOP” HEELS

in your Shoe Repair work. The new MALTESE CROSS “SCOOP” HEEL is a most satisfactory improvement. Specify the “Scoop” when you are ordering Maltese Cross Rubber Heels.

Gutta Percha & Rubber, Limited

HEAD OFFICES AND FACTORY - TORONTO

Branches in Leading Canadian Cities

McKEEN SPECIALTIES

SHOEMEN will see in our range for Spring 1921 an extensive and choice selection of attractive, well-made Shoes that are outstanding both for style and value.

STOCK

We are carrying in stock a complete range of Children's Turns in stock at real Prices.

Misses' Chrome Pat. Mary Jane Pump Low Heel	\$2.00
Girls'	1.65
Child's	1.35
Infants'	1.10

We invite you to write for samples.

THE C. E. McKEEN SHOE CO.
LIMITED
MONTREAL



G.L. & H.

Particularly — Specialties for the Jobber

THE wholesale trade has appreciated for some time the wonderful values in our better



White Canvas Shoes for Women, Misses and Children

Without exception, they will find true value in every shoe we show.

Surely see our 1 and 2 eyelet tie in blacks and white canvas.

MANUFACTURERS TO THE JOBBER OF THE BETTER LINE OF WHITE CANVAS SHOES FOR WOMEN, MISSES AND CHILDREN; MAKING, ALSO, WOMEN'S FINE and MEDIUM MCKAY LEATHER SHOES

Gagnon, Lachapelle & Hebert

55 KENT STREET, MONTREAL

QUEBEC

The first nine months of 1920 the shoe factories of Quebec produced more shoes of all kinds than in any previous similar period.





At the service of the industry

It is the aim of this organization to supply the needs of the industry with precision and dispatch.

There are many things needed, often in a hurry. Our service is rather well-known on the following:

ADHESIVES
BORES & BLOCKS
BRUSHES
CUTTING DIES

SANDPAPER
SHANKS
WAX
ETC.

When in need of supplies of any kind, U.S.M.C. organization is at your command.

United Shoe Machinery Co. of Canada LIMITED

Head Office: MONTREAL

Quebec Branch: 28 Demers St. Kitchener: 46 S. Foundry¹/₂ Street
Toronto: 90 Adelaide St. West

PROSPEROUS QUEBEC

*Quebec Provides One-Fifth of the Entire Production of
Shoes Made in Canada*

IT is not widely known that the capacity of the shoe factories of Quebec City is more than 3,500,000 pairs annually.

It is no mean accomplishment for one city to produce 20% of the shoes made in Canada, and that is the record of the City of Quebec.

In the thirty factories, more than a dozen jobbers and fifteen tanneries we find the most highly concentrated shoe and leather centre in the Dominion.

It is unnecessary to swell these figures by the addition of the branch houses operating in the industry to place Quebec City in its rightfully strong position in the industry.

One of the most healthy signs in the trade today is the prosperity and optimism to be found on every hand in Quebec.

Quebec, with a well-earned reputation for being conservative, is increasing its shoe production capacity in preparation for the turn of the tide in trade.

M**M**

MAROIS



QUEBEC

M**M**

The "Popular Price" Line

WELTS

Marois Welts are the product of honest shoemaking in every detail. They are worth handling and recommending because their dependable quality always means successful selling.

McKAYS

The strongest kind of selling appeal is embodied in Marois McKays. They not only APPEAL through attractive style and value, but they never fail to SATISFY in wear.

Every merchant MUST have a good line of "Popular Priced" Footwear. Every merchant, therefore, needs the "Marois" Line. Its popularity is not in price alone. It is popular because it is thoroughly DEPENDABLE. For SAFE BUYING and SURE SELLING select from the Marois Lines.

URNS

Our Turn Footwear offers you a popular quick selling line with which you can meet a big demand. It is right up to Marois standards in material and workmanship.

STANDARD SCREW

A line of real merit is our range of Standard Screw Shoes. They can nowhere be beaten for value. You can sell them every day and reap a splendid profit.

A. E. MAROIS, LIMITED, Quebec, P.Q.

Permanent Sample Rooms: Shaughnessy Bldg., 137 McGill St., Montreal; 329 Jarvis St., Toronto

A. E. MAROIS LIMITED

SHOE FACTORIES IN QUEBEC

NAME AND ADDRESS	WELT				McKAY				TURN		S. SCREW			PEG'D		Stitched Down	Slippers	Infants'	Sporting, Hockey
	Men's	Boys' and Youths'	Wo's. and Misses'	Children's	Men's	Boys' and Youths'	Wo's. and Misses'	Children's	Women's	Children's	Men's	Boys'	Women's	Men's	Boys'				
Beaulieu, Jos., & Co., 80 Colomb					x	x	x	x											
Berrouard, F, 401 St. Valier					x	x	x	x			x	x							x
Bertrand & Thibault, 104 Montmagny							x	x										x	
Bisson, O, 76 Marie Louise							x	x										x	
Children's Shoe Mfg. Co., Ltd., 11 Belleau								x	x									x	
Drolet, J. B., Co., Ltd., 583 St. Valier	x		x			x					x	x							
Duchaine, Ludger, 593 St. Valier	x	x	x		x	x	x				x	x							
Duchaine & Perkins, 195 De la Couronne	x				x	x	x	x			x	x	x	x	x				
Eastern Canada Shoe Co., Colomb					x	x	x	x											
Gale Bros., Limited, 518 St. Valier St.								x	x									x	
Gosselin, J. H., 50 D'Argenson							x	x	x			x	x					x	
Goulet, O., 575 St. Valier	x	x	x			x	x	x				x	x					x	
Grenier, Art, 104 Colomb																		x	
Jobin, E., Ltd., 35 Colomb	x	x	x		x	x	x	x	x	x									
Lachance & Tanguay, 70 Bigacouette								x	x										
Lagace & Lepinay, 22 St. Anselme	x					x	x					x							
Leclerc & Freres, 96 St. Malo					x	x													
Marier, Trudel, Ltd., Nelson & Colomb					x	x	x	x			x	x	x						
Marois, A. E., Ltd., 559 St. Valier	x	x	x		x	x	x	x			x	x	x						
Marsh, Wm. A. Co. Ltd., 472 St. Valier	x	x	x				x												
Martin, J. & A., Reg., 117 Charest														x	x				
Maisan Freres, 34 Turgeon										x	x							x	
Quebec Glove Leather Mfg., Limoilou																	x		x
Ritchie, John, Co., Ltd., 496 St. Valier	x																		
Rochette, J. Marcel, 80 Signai					x	x					x	x							
Routier, Luc, 56 Colomb					x	x					x	x							
Saillant & Lessard, Limoilou							x	x										x	
Samson, J. E., Enr., 20 Arago					x	x	x	x			x	x	x	x	x				x
Stobo, J. M., Co., Ltd., 92 Arago	x				x	x	x												
Tanguay, Jos., 122 St. Dominique					x	x	x	x			x	x	x						x
Tremblay, Ed., 108 Boisseau					x	x	x	x			x	x	x						

The-
JOHN RITCHIE
COMPANY LIMITED
MAKERS OF
MEN'S SHOES
QUEBEC



Mention "Shoe and Leather Journal" when writing an advertiser

TANNERS OF QUEBEC CITY

SOLE LEATHER

Anglo-Canadian Leather Co., 566 St. Valier.
 Beardmore & Co., 553 St. Valier.
 Blouin, Pierre Reg., Colomb and Nelson.
 Borne, Lucien, 491 St. Valier.
 Clement, Edgar, Ltd., 179 Arago.
 Dugal, P. and Matte, Enr., 206 Fleury.
 Richard Freres, 553 St. Valier.
 Scott, J. A., 566 St. Valier.

UPPER LEATHER

Calf

Clement, Oscar, 224 St. Helene.
 Quebec, Glove Mfg., Ltd., 3rd St. Limoilou.
 Scott, J. A., 566 St. Valier.

Horse

Borne, Lucien, 491 St. Valier.
 Clement, Oscar, 234 St. Helene.
 Racine, A., 631 St. Valier.
 Scott, J. A., 566 St. Valier.

Kid

Blouin, Pierre, Reg., Colomb and Nelson.
 Borne, Lucien, 491 St. Valier.
 Citadel Leather Co., 566 St. Valier.
 Quebec Glove Leather Mfg., 3rd St. Limoilou.
 Scott, J. A., 566 St. Valier.

Kip

Blais, W., 307 St. Helene.
 Clement, Edgar, Ltd., 179 Arago.
 Racine, A., 631 St. Valier.
 Richard Freres, 553 St. Valier.
 Thavierge, Jos., 160, 3rd St. Limoilou.

UPPER LEATHER—Continued

Patent

Borne, Lucien, 491 St. Valier.
 Cantin, Wilfrid, 45 Marie de l'Incarnation.
 Clement, Oscar, 224 St. Helene.
 Dugal & Matte, 206 Fleury.
 Falardeau, C., 9 Caron.
 Richard Freres, 553 St. Valier.
 Shee, E. A., 15 Belleau.

Sheep

Borne, Lucien, 491 St. Valier.
 Quebec Glove Leather Mfg., 3rd St. Limoilou.
 Richard, Freres, 553 St. Valier.
 Turgeon, Elie, 423 St. Valier.

Side

Blouin, Pierre, Colomb and Nelson.
 Cantin, Wilfrid, 51 Marie de l'Incarnation.
 Clement, Edgar, Ltd., 179 Arago.
 Fortier, N., 515 St. Valier.
 Richard Freres, 553 St. Valier.
 Shee, E. A., 15 Belleau.

Splits

Cantin, Wilfrid, 51 Marie de l'Incarnation.
 Clement, Edgar, Ltd., 179 Arago.
 Clement, Oscar, 224 St. Helene.
 Dugal, P. & Matte, Enr., 206 Fleury.
 Fortier, N., 515 St. Valier.
 Laliberte, J., 501 St. Valier.
 Thavierge, Jos., 160-3rd St. Limoilou.

Quebec Trade Notes

Factory Conditions

During the first two weeks of October, placing orders were continued light.

Factories selling direct to the retail trade report that business in Quebec Province has been quite fair outside of the two cities of Montreal and Quebec. Quebec city merchants have placed very little spring business as yet. Salesmen covering Nova Scotia, New Brunswick and Prince Edward Island have covered their territory and secured about 50 per cent. of what they expected. The larger cities in Ontario have placed about 30 per cent. of what is expected for Spring. The smaller towns have done a little better. From North Bay west to Winnipeg, but little business is reported, but western merchants have been much more free in placing.

Jobbers still remain aloof, although during the second week of the month the tone has been much brighter. Many small orders for immediate or rush delivery have come in, indicating that the wholesalers are securing fair sorting business. Some of the Western jobbing houses, and a few of the Ontario houses, have placed a little on restricted lines, but, broadly speaking, one might say that there has been no real business.

Factories, while not content with this stagnant condition, are satisfied to wait for the future to bring the business they know must come. Where operating at all, they are running with short staffs. They are making no commitments whatever for material and will quote prices only according to the market.

There are exceptions to these conditions where the factory is operating an "in stock" department, or where exceptional conditions have maintained production in four or five factories almost up to capacity. There have been several sales of floor goods, and but little remains—and that principally in the hands of two or three factories content to hold them rather than make any sacrifice.

Quebec Tanners

When the factories start looking for leather they will find Quebec tanners in even better position to serve them than before. It is safe to say that during the past three months the majority of tanners here have made more improvements in their plants and in their methods than in the last three years. The result of this quiet period will mean better leather of every kind from Quebec. That goes for Calf, Kip, Side, Splits, Kid and Horse.

THE MARSH SHOE



A complete line of both Welts and McKays. Made in all leathers. Surely see our two new shades of full grain colored sides.

The new Spring Samples include a large variety of one, two and three eyelet ties and Theo ties. Louis and Cuban Heels.

Wm. A. Marsh Co. Limited
QUEBEC, QUE.

M

New colors of a superior order are being worked up by those catering to this trade.

As to real production, there has been and is none. It is inevitable that a slight production is taking place. It is impossible for many to close down completely. But such production as there may be is not sufficient to result in any serious accumulation of leather. Just about one month of anything like business would clear out every foot in Quebec.

Some sales have been made to makers able to take advantage of bargains, prices quoted on lines cleared out for one reason or another, but there is comparatively little of these goods left. Prices quoted at present by Quebec tanners indicate a willingness to do business on a very narrow margin, but show no anxiety to throw their business to the four winds. A wise policy of not seeking to force sales until there is a genuine demand for the leather is being followed by the majority.

Orders have been coming for leather from all parts of Canada, but they are of a very small nature—usually marked "Ship rush by express." When this business noticeably increases it is not at all unlikely that Quebec tanners will speed up production in anticipation of the demand for spring shoes.

Visitors to Quebec

C. A. Davies, of Davies Footwear Co., Toronto, was in Quebec the week of October 11th. While mainly interested in "just keeping in close touch with the market," Mr. Davies placed some business when here. He reported that his sorting business had been quite fair, making it possible for him to reduce stock a little, and that spring business placed to date with him was as good as he could expect.

George Robinson, of James Robinson Co., Limited, Montreal, was in Quebec last week. While placing very little business, he added a few late samples to his spring line. Because of the fact that the Robinson Company made no effort to refuse acceptance of any merchandise ordered for the last season, after receiving their fair share of the much talked of cancellations, Mr. Robinson said that his stock was particularly heavy on some lines, while on others he expected to place spring orders as soon as sufficient business was on his books to warrant a definite order. This company has already placed a little of its spring business.

"Mike" Sties, of the Jno. R. Evans Leather Company, was in Quebec on his first trip since returning to Montreal from his vacation spent in Philadelphia. He reported that their American plant was producing all the colored kid for which it could obtain suitable skins, and that they were finding great difficulty in getting delivery of sufficient high grade calf-skins for another of their lines. The Canadian tannery is operating on a much shortened schedule in Montreal, producing a little kid in anticipation of the market and working up skins received on orders placed some time ago.

Mr. McDowell, of the International Supply Co., was in Quebec directing the installation of some special equipment they had supplied.

Mr. Knowlton, of the United Shoe Machinery Company of Canada, when in Quebec called at several of the factories. As a statistician, Mr. Knowlton speaks "by the book." He brought out the rather interesting fact that up to September this year, in spite of the dullness since June, Canadian shoe factories had produced more shoes than for the same period in 1919.

Factory Changes

This slack period has not discouraged, but has rather seemed to encourage factory improvement and enlargement in Quebec.

Lagace and Lepinay have just completed a four storey addition to their plant which will give them about double the capacity of their former plant. Everything will be ready for the new season's run.

The Eastern Canada Footwear Co. have re-arranged their plant and are just completing the re-arrangement and decoration of their offices. While the changes were being made, Mr. Cantin closed the plant entirely and will re-open about the first of November.

The Children's Footwear Company have been handling a little more business than their quarters would warrant, and have made some very ingenious changes in the arrangement of their plant. It is not unlikely that after another season's run they will be forced to move to larger premises.

Luc Routier has just completed some minor improvements in his plant on Colomb street.

The alterations to the plant and offices of Jos. Tanguay, on St. Dominique street, have been completed. The factory is now as busy as could be expected, producing staples and their special hockey and sporting boots.

R. B. Chalue tells us that the steer, whose visit to J. M. Stobo's plant was mentioned in the last issue of SHOE JOURNAL, made more of an "impression" on "J. M." than our report stated, and that changes may be expected to commence in the factory at any time.

Quebec Personals

Bill Marsh's trip to the West was "grossly exaggerated" in the last issue of the SHOE AND LEATHER JOURNAL. Dave Marsh had rather good evidence in the shape of orders received that Bill was in Halifax early in October. A change of heart took Mr. Marsh to the Maritimes before leaving for the West, where we expect he has arrived by this time.

J. E. Warrington, of the John Ritchie Company, has returned after an absence of a couple of weeks.

Mr. Gale, of Gale Brothers, was confined to his home for a few days with an attack of laryngitis.

R. Gigeur, of Naz. Fortier Co., has been calling on the trade out of town for about a week.

A. E. Marois brought down a fine moose on his first trip of the season. Many of his friends enjoyed the proof of his hunting story in the shape of roasts and steaks.

J. V. Hatch, of Gale Brothers, has been on his spring trip calling on the jobbers.

Dave Marsh, of Wm. A. Marsh, Co., was in Ontario the second week of the month.

Shoe Prices for Spring

In Quebec, Montreal, Kitchener or Anywhere, Labor Governs the Price of Shoes

IT is just about time that from some source or other the wholesale and retail trade were given the facts of the shoe price situation so that they might correctly inform the public.

For some reason or another, the daily press—with a few exceptions—looked with equanimity upon the recent sugar order of the so-called Board of Commerce in Ottawa. To what extent that Board was influenced by the sugar rep-

resentatives in Ottawa and to what extent the daily press was influenced by the refiners we do not feel free to hazard.

That same daily press—also with a few notable exceptions—has taken, apparently, the greatest glee in mis-informing its readers on the shoe price situation. One sensational sheet in Montreal for several days in succession made such a deliberate attack on the shoe industry that representatives of the Manufacturers' Association waited upon the executive

Better Service For the Jobber

This season, already far advanced, will find jobbers looking for "service" when they mean "speed." To-day we are equipped as never before to put shoes through quickly—*but don't delay too long.*

New Line of Men's Welts

This line will bear your most critical inspection.

Men's welts will sell freely if priced right and we believe we are in a strong position in this respect.

The jobber who comes to market even for a part of his needs before November is going to be far better served than he who waits. You can gain nothing by delay in placing for what you KNOW you will need.

Make no mistake, a rushing business in the latter part of November and December will delay your deliveries—and possibly cost you real money.

High Grade McKays

For men, boys, youths, women, misses and children have brought us a rather enviable share of the business of the shoe wholesalers.

Spring values will not be better than now

DUCHAINE & PERKINS

195 De la Couronne

-

Quebec, Que.

SHOE PRICES FOR SPRING—Continued

of the publication. There they concluded that there was a definite reason for the attitude of this one publication, and that its attacks could be, under certain conditions, less vicious. In the majority of cases, however, the attitude of the daily press has been the result of lack of an exact search of interesting "dope" to mis-state the case.

It is a definite fact that shoe factories operate upon what is considered a narrow margin. While shoe manufacturers in some few cases have become wealthy it has, in Canada, without a single exception been the result of fortunate and intelligent outside investment of moderate profits taken from their business. One Quebec manufacturer has made considerable profit from investing in the shares of a paper mill. Another from a well known industrial stock far from the shoe field. One Montreal jobber has made himself secure through real estate operations. A Toronto salesman made enough from oil and mining speculation to give himself a mighty good start. But in no case do we find a shoe manufacturer amassing a fortune through excessive profits on his merchandise. The keen competition prevents, and always has prevented, this possibility.

The majority of manufacturers "figure" a net profit of 15 per cent. on their sales. After an investigation of the profits of many factories over a period of three years, we can state that even during the so-called period of inflation, shoe manufacturing net profits were on the average less than six per cent. on the sales. This shrinkage in profit is, and always has been, due to bad debts, spoiled work, loss taken on the sale of refused goods and fluctuation in labor.

As it is a fact that the manufacturer has not made an excessive profit any reduction in prices for spring cannot come from his profit account—unless he is an unsound executive—and must come from a lower cost of materials or labor, or both.

As a matter of fact, labor in the shoe industry is higher than it ever was and the unions are, as we write, formulating demands for more money. Couple with this the fact that the inactivity of the past three months has driven many workers from the shoe business to other branches of commerce and the thinking man will see little hope for lower labor costs. A slight reduction in labor might be shown if labor could be speeded up; but, as in every industry to-day, the mechanic is giving less per productive hour than ever before.

Overhead as a source of labor cost might be reduced. But what would it mean? A factory producing 500 pairs a day might dispense with one assistant superintendent, one cost girl and two office men at a saving of about three cents a pair—if they had such supernumeraries on their pay roll. They would, then, risk their entire production in an effort to reduce the price of a \$10.00 shoe by five cents.

One factory in large production might employ less "non-productive labor" and by engaging men and women willing to work for less than those they now employ (because their work does not, probably, entitle them to so much) they **might** save what looks to be an interesting sum—about \$30,000 a year. On their basis of production they would make a poorer shoe, have less exact methods, "ball up" orders and most likely get actually a lower production for what, in fact, would amount to a saving of less than five cents a pair to the public.

As a matter of fact the only reduction to the public this fall or next spring can come through lower priced leather, cotton, linen and supplies.

The merchants this Fall received no reduction over last spring prices because shoes delivered for Fall were made from leather bought in the spring and summer at the high price. If the merchant paid the higher price for shoes, the public can only receive whatever part of profit he is willing to accept from the merchant. The merchants, as a whole, do not net more than 12 per cent. on their sales. The public can then figure just how much cheaper shoes should be to-day than they were in March. About nothing on a twelve dollar shoe and, maybe, a dollar less on a shoe formerly sold for \$18.00.

Spring will be a different story.

Because hides and leather are lower, shoes for spring are priced lower. How much less will the merchant pay, and how much less will the public be asked to pay?

As we write, there is no real market and exact prices are hard to quote.

Linings are firm in price and any reduction in linings or other supplies will be more than off-set by the non-productiveness and the increased cost of labor.

Leather prices alone will affect the prices of shoes.

Hides are less than half of the recent high mark, but that can never mean leather at half price. Remember that 70 per cent. of the cost of a shoe is labor—only 30 per cent. is raw material. The same, or higher cost, labor is used in turning the cheaper hides into cheaper leather.

Sole stock will be off from seven per cent. to 13 per cent. an average of 10 per cent.

Calf was quoted at high around \$1.50 but no makers last season figured higher than about \$1.35 a foot at most. Calf at present may be said to be worth .85—a reduction of .50 a foot. A total reduction of approximately \$1.50 in the cost of a high priced shoe.

Low grades of calf will show a less reduction in a calf shoe—some only warranting a reduction of \$1.00.

A calf shoe with sole and upper stock worth \$5.30 will show a reduction in cost of about \$1.65. If this were sold to the trade last season for \$11.00, the price this season will

(Continued on page 78)

Where is Leather?

SOME leather stores may say that they know where there is plenty. Some factories may say the same.

Even a few tanners may say they know where there is plenty. But, is there? And will there be?

To start at the bottom, ask a sole leather tanner for leather to-day and he will sell you. Ask him how much new hides are in process and he will show you only a fraction of his normal quantity.

Make the rounds of the kid tanners. They are only working up such skins as they have to. They have recently bought no skins at all and are only operating—at a loss—to use skins received on old orders.

Call on the tanner of calf. He will tell you that good calf skins are scarce and he wants few of them anyway.

Because side leather tanners have been in receipt of rush orders for "a 1,000 feet by express" instead of tens or hundreds of thousands, they have practically shut down.

Those working Kip, Splits and Horse are, and have been, in the same position.

Low priced hides, then, with a very few exceptions have meant nothing whatever to the tanner except a loss on stock already in process or finished and on hand.

Starting, probably, with general instructions from the banks to shorten sail, merchants returned goods and cancelled orders on the flimsiest pretext. We are not "scolding," but stating facts.

Jobbers in many cases refused delivery and cancelled orders.

Factories had to sacrifice these returned goods. They, too, had to get **some** cash for them and the trade was flooded in the summer with shoes sold for less than the material in them cost.

The public, encouraged by a sensation loving or mis-informed press, concluded that shoe prices would continue

Our Enlarged Factory Will Serve You Better

Volume is only possible through selling
what the majority of people demand.

Popular priced MEN'S WELTS and
WOMEN'S McKAYS hit the correct
note for Spring.

Make no mistake. The wear is built into every
pair. Be sure to EXAMINE our

SPRING SAMPLES

We know you will find them just right. They
have all the appearance of being just what they
are in fact—good, SALEABLE Lagace and
Lepinay Shoes.

SEE THEM EARLY. PLAY SAFE BY ORDERING.

LAGACE & LEPINAY

22 St. Anselme Street
QUEBEC, P.Q.

WHERE IS LEATHER?—Continued

to be low. Their surprise at finding a good calf or kid shoe still selling at from \$12.00 to \$20.00, (we saw a pair in Montreal in October for \$38.00) was registered by a temporary refusal to buy. This was true more in the moderate sized and larger cities.

Press and public convinced the merchant that prices should be lower! It's too bad that a campaign of education did not radiate from the shoe Retailers' Association to enlighten both press and public. Merchants and jobbers refused early spring placing opportunities and factories remained closed.

In the late spring with heavy stocks of skins and hides in process he was met with cancellations, refusals of goods and received no new contracts.

This condition became more serious in mid-summer, and tanneries stopped buying. Since then, as a body they have not been in the market either buying or selling new goods. Such leather as they have offered to the trade has been the accumulation of material worked up from old hides or skins and offered on the basis of the new low prices.

Leather can not be made over night. Even a fraction of an ordinary spring season would bare the shelves of the tanners' stock rooms in a week.

Then, indeed, we would ask "where is leather?" It would be hard to find, and higher in price than it is to-day.

It is to be expected that with the crop sold in the West, money will be a little more free. Merchants all over Canada will conclude that this old country of ours has not and is not going to the demnition bow-wows. They will conclude that folks are going to wear shoes next year. They will see that not all of them will be satisfied with having a second half-sole nailed on. They may decide that a few of them will be asking for shoes that are in style, and divine a possibility that their sizes will not fit.

(Continued on page 67)



**JUST A LITTLE
BETTER**

LUC ROUTIER

WE can safely assure you that every shoe we make will this season be "just a little better" value. There will be no "frills," but there actually *is* better shoe making and good material in our

**McKAYS and S. SCREW
FOR MEN, BOYS and YOUTHS**

LUC ROUTIER
56 Colomb, QUEBEC



**MAPLE LEAF
LEATHER**
LUCIEN BORNE
QUEBEC

SURFACE KID

MADE IN BLACK AND COLORS

Makers of high-priced Men's Welts with National Reputations are cutting Borne's Surface Kid

One sale of over 500,000 feet shows a decided preference for this leather.

POSITIVELY
HAS ALL THE
QUALITIES
OF FINER
KID

LUCIEN BORNE

QUEBEC, P.Q.

The "Maryon" Shoe

*Made from
Vode Kid*

In Stock

Be ready for the early
Fall Trade by having
these lines.

Havana Brown and
Black Kid 8½ inch Bals.,
Wave Tops, Louis and
Military Heels.

Write for Stock Folder.

WOMEN'S McKAYS
in the Better Grades
made by



LACHANCE & TANGUAY

70 Bigaouette Avenue - - - Quebec, P.Q.

MADE IN QUEBEC



This is a reproduction of the "Vimy"
—one of Marsh's smartest shoes.

The Wm. A. Marsh Co., Limited,
make exceptionally fine welts for both
men and women.



The "Samson" Hockey Bal. has many special
features appreciated by the trade. The
factory making this line has been working to
capacity for some time.

J. E. Samson, Enr., also make McKays, S.S.
and pegged lines—specializing on a heavy
staple.

Subsequent issues of the Shoe and Leather
Journal will show three new shoes from
Quebec city on this page.

J. E. SAMSON ENR.

THE COMPLETE LINE



Samson's is not only the complete Line but also **The Line of Better Values.**

With no other shoes can you give your customers greater satisfaction in wear service. They are the Shoes that bring repeat sales.

Ask your jobber to show you the complete Samson Line.

Medium McKays and Standard Screws, Heavy Work Shoes, Sporting Boots, Goodyear Welts.

J. E. SAMSON Enr. 20 Arago St., QUEBEC, P.Q.



ONESIME GOULET



**Great Values
For the Jobber**



This season don't "grade down." Don't lose your reputation for selling Shoes that wear by trying to buy cheap shoes.

Buy good shoes for less.

Our line is a standard, bread and butter one that sells every day in the year.

Men's and Boys' Welts, Women's Mock Welts, McKays and Standard Screw for Men, Women, Misses, Boys, Youths and Children.

A solid line of Pegged Shoes for Men and Women.

ONESIME GOULET
575 St. Valier St. Quebec

TANGUAY McKAYS

Are sold freely in towns where they appreciate rock bottom prices for Staple Shoes.

WORK SHOES

Genuine Solid Standard Screw Shoes that wear like a pig's nose.

Hockey and Hunting Boots

With a Patent Leather Strap Lacing, appreciated wherever they are sold.

JOS. TANGUAY
122 St. Dominique Street
QUEBEC

LUDGER DUCHAINE

Medium McKays

MEDIUM McKAYS are selling well in every town and city of Canada.

Our complete line contains most interesting prices for real honest shoe-making — for Men, Boys, Youths, Women and Misses.

Also making Welts for Men, Boys, Youths, Women, Misses, and Men's and Boys' S. S.

LUDGER DUCHAINE

593 St. Valier St., QUEBEC

WHERE IS LEATHER?—Continued

About that time moderate orders will be placed with either jobber or factory. That will mean moderate business for the tanner and that is all he is looking for. In fact, the tanner does not want to be flooded with business in January or even in December.

If the shoe factories all come to market at that time, even in a modest way, stocks will be scarce and the old law of supply and demand will force higher prices than those of to-day. In reality the merchant who orders in moderation to-day and sizes up again in February will be keeping down prices of leather by spreading the production season over a larger period.

Where is leather? There is some on hand. A few individual concerns may have too much. But, by and large, there is not enough in process to-day to meet the demands coming from the trade when merchants' spring orders are received.

CHAS. E. ROY & CO.

(REG.)

DEALERS IN

New and Second-Hand Machinery

Leather and Shoe Findings

Let us know your requirements
We may have what you want

31 Colomb St. QUEBEC CITY



MADE STANDARD

We make no claim that we produce the highest priced

**Women's, Misses' and
Children's McKays**

in Canada. But the jobber will agree that for a line that sells every day, there are no better values.

A Medium Line at Popular Prices.

CHILDREN'S SHOE M'F'G CO.

LIMITED

11 Belleau St., Quebec

*A Wise Buyer gets
greatest value for his money*

*The paid circulation of
the SHOE & LEATHER JOURNAL
is more than double that of
any other shoe, leather and
allied trades publication in
Canada.*

*ANY MEMBER OF THE TRADE MAY EXAMINE OUR
COMPLETE LIST OF SUBSCRIBERS IN HIS OWN OFFICE.*

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J. M. STOBO CO. LIMITED

WELTS
for
Men
Women
and Misses



McKAYS
for Men, Boys,
Youths, Little Gents
Women, Misses,
and Children

MEN'S WELTS

Can be well made of good materials on modern lasts to sell at a decently fair price. The Stobo line is proof of the statement.

You can play safe by ordering "Windsor Shoes."

Making a good line of Welts for Men and McKays for Men, Boys, Youths, Women and Misses. All shoes of the better kind for your good trade.

HONEST SHOES

mean shoes that will wear well, that will hold their shape, that are right up-to-date, at a fair price. By this standard Stobo "Windsor Shoes" are what you can sell and recommend.

J. M. STOBO CO., LIMITED

92 Arago Street - - - Quebec



For Men



For Women

We Specialize in Slippers

Our slipper stock is indeed most complete. Whatever your needs may be, be certain that you will find the supply here ready for immediate shipment

FELT, LEATHER, SATIN BOUDOIR SLIPPERS in a wonderful range of colors.

BEAUTIFUL EVENING SLIPPERS of Satin and Silver.

CARRIAGE BOOTS.

BALLET SLIPPERS.

COMFY SLIPPERS that will sell every day of the week—a most attractive assortment of colors.

CAMEL HAIR SLIPPERS. Made in England by leading makers from pure Camel Hair.

In addition, at this time, we want to emphasize our complete line of heavy felts. Ready for immediate shipment.

SPATS

To meet the demand for a high-grade Spat we have placed in stock ready for immediate delivery an unequalled assortment of spats made both in the United States and in England.

Spats of English Box Cloth are our leaders.

If you have not placed your order for white goods don't fail to see our line.

If you have not seen the complete line, we will be glad to send samples.

Scheuer, Normandin & Co.

18 ST. HELEN STREET - - MONTREAL

Shoe Travellers' Association Meeting

(Ontario Section)

Enthusiastic Meeting of the Ontario Section of the Shoe Travellers' Association Held in Toronto, Friday Evening, October the Fifteenth

THE meeting of the Ontario Section of the National Shoe Travellers' Association of Canada, called for Friday evening, October the 15th, met with a most hearty response from the members. Very close to a hundred enthusiastic fellows were present. President Jas. Heffering and the rest of the executive committee had things well lined up for the evening. The meeting was called for nine o'clock to give those who reached the city on late trains an opportunity of being present in ample time.

The proceedings opened with a progressive euchre game lasting about 45 minutes. At its close, and while the judges were making the decision, song sheets were distributed and everybody sang choruses lustily, with Mr. Brazil at the piano. Then followed a semi-buffet luncheon, in which one member from each table served his table only. Thus was confusion eliminated and a very enjoyable half hour of "eats" was passed.

Then came the announcement of the winners of the prizes. The first prize was won by H. P. Lee. This was a beautiful umbrella, which included the winner's initials engraved on the handle. The booby prize went to E. J. Elward, who represents the Adanac Shoe Co. of Toronto. This was a beautiful celluloid kewpie doll. As Mr. Elward has a little baby Elward at home there is little doubt but he had thoughts of that little youngster when he put up such a poor play.

During the entire first part of the evening a four-piece orchestra rendered music, and after the luncheon a musical program was given that was much appreciated by the boys present.

President Heffering then took the chair and outlined the object of the meeting, and incidentally gave some idea of the purposes of the association. He emphasized the principle that the success of the organization depended entirely on the members and the amount of effort and enthusiasm they put into the organization. He explained that it was not a one man organization, nor did it belong to the executive—it was the members' association and every member should feel his individual responsibility in making it a success. Because other and similar organizations had gone to the wall was no reason that this one should do the same, and with the splendid start it had there seemed no reason why it should not be one of the strongest and most successful organizations in the country, and an organization that had some potentiality.

The main object just now was to secure members. The idea is to have every shoe traveller in the country join the organization. With all the best men who represent the best manufacturers and wholesalers as members of the association it will give the organization a prestige that will have considerable weight and be a power that will stand for good in all branches of the trade. To secure these members it will be necessary for each one to take it upon himself to secure as many as he can, but if each member will make a point to obtain just one member it will be but a short time till the entire field will be covered and practically every traveller will be in the association.

Arrangements have been made whereby the executive will have within a short time a complete list of all the travellers of all the wholesale houses and manufacturers in the

Dominion. When this list is completed it is the purpose of the executive to send out a weekly list to all members showing who are members and who are not. This will give the members something to work with, whereby they will be able to know just who belong and who do not. It is also the purpose of the executive to issue buttons to the members in a very short time, each province having a little different design or color to indicate to which section the wearer belongs. This button will help greatly in securing members, for the wearer will at once be recognized as a member of the association, and as the Shoe Retailers' Association is in a way mutually affiliated with the Travellers' Association, this button will naturally bear weight with the retail trade.

Room number four in the Windsor Hotel, Montreal, has been secured as permanent headquarters of the association in conjunction with the Dominion Association, the National Shoe Retailers' Association and the Manufacturers' Association. A vigorous campaign will be launched right away for new members as soon as the buttons or crests are ready.

It is the purpose of the Ontario section of the association to hold a big banquet in Toronto on December the 17th, one that will reflect credit on the association and extend the interest that is already being taken by the travellers.

The chairman then explained that this meeting gave an opportunity for members to see what was being done by the executive, and what was purposed to be done in the immediate future. In his remarks he stated that it should be thoroughly understood that it was not the purpose of the association to antagonize any one in the trade or any section of the trade; on the other hand it was the intention of the organization to bring about better understandings of all parties resulting in a more harmonious working of every branch and part of the shoe and leather business. The treasurer, Mr. Hardie, at the request of the president, gave a financial report showing the receipts and expenditures up to date, and this report was immediately adopted.

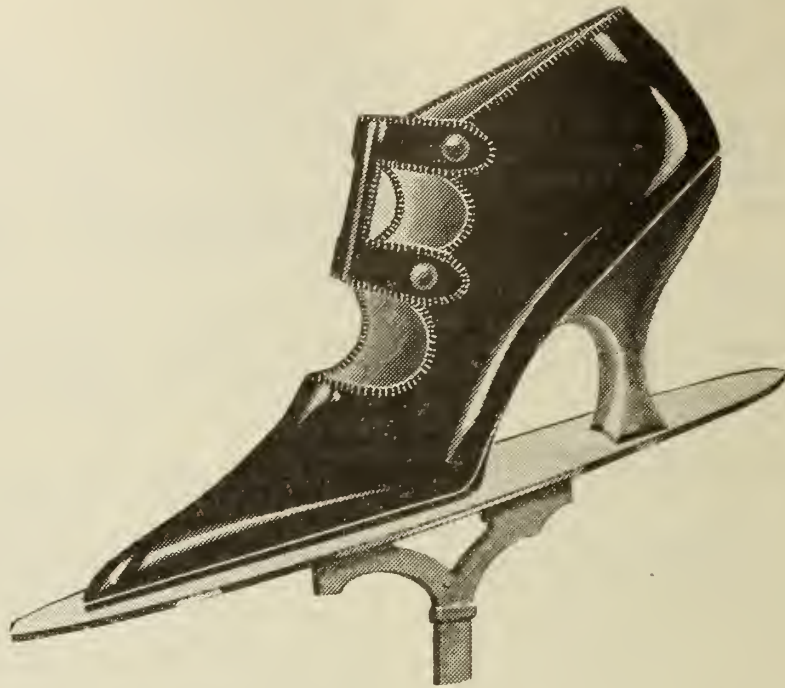
The newspapers came in for a good deal of censure for the attitude they have been taking, and some thought it would be well to appoint a committee to confer with the papers in connection with this matter. But the chairman pointed out that this would be an impractical plan and that it was more the work of the Manufacturers' Association to take this matter up with the papers than the Travellers' Association. As the manufacturers were now conducting a campaign of advertising it was likely the matter would be brought to the attention of the papers.

A request had come in from the Retailers' Association for an expression of feeling to be taken at the meeting as to where the next convention should be held, whether at Winnipeg, Toronto or some eastern point. It was quite evident that the majority of members present were strongly in favor of Toronto for the meeting place of the convention next year. At the present time it is understood the convention of the Manufacturers' and retailers' and shoe Travellers' Associations will be held simultaneously and at the same place.

The meeting closed shortly after twelve and everybody seemed to be thoroughly well pleased with this first gathering of the Ontario section of the Shoe Travellers' Association.

MR. SMITHERS, MONTREAL, RETURNS HOME

John Smithers, boots and shoes, 4213 St. Catherine street west, Montreal, is back again in his store. Mr. Smithers spent the months of June, July and August in Ohio. He took his family with him. He motored from Montreal right through to the state of Ohio and back again. It was a distance of over three thousand miles. Mr. Smithers reports that business is a little quiet, but he expects it to open up again very shortly. He is very pessimistic about prices coming down.



One of the Smart New Styles in Ladies' Slippers Made and Designed by Us

It is the unanimous opinion, voluntarily expressed, of scores of the most experienced shoe dealers in Canada—apart from any claim we might advance for ourselves—that for real style and truly artistic workmanship the hand-turned Ladies' Slippers produced in our factory are not surpassed by the leading shoe industries of the United States or Europe. Wherever they are shown they arouse instant appreciation, meeting fully as they do the requirement of ladies of exclusive taste. Dealers cannot, in fact, find a line of high-class Slippers that are easier to sell.

WE WILL MAKE SELECTIONS FOR YOU

Shoe dealers—and especially those of western Canada—*can safely leave it to us* to make selections from our variety of modern patterns and lasts which we know will prove good sellers. These Slippers will uncover a class of trade which you probably had no idea existed in your town. Order in 12, 18, 36 or 48 pair lots and state sizes and widths required. We will give your order the same careful attention we would if you called personally at our office.

Owens-Elmes Mfg. Co., Limited
12 SHEPPARD STREET, TORONTO

Operating the first and only Shoe Factory in Canada making strictly Bench-Made Turns.

Employment Exchange

Bona-fide advertisements of Situations Wanted or Situations Vacant in shoe and leather trade inserted free of charge. Space limit—one inch.

WANTED—Experienced Shoe Salesman for Sample Room of Toronto Wholesale House. Excellent opportunity for advancement. Apply Box 914 SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

HIDE BUYER WANTED by Canadian Tanner. Must be exceptionally capable, with thorough experience inspecting and buying hides, Wet, Salted and Dry. Apply Box 912, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

TRAVELLERS WANTED—Well educated, good appearance and good connection, to represent us in Canada. Our Shoes, service, quality and recommendations unsurpassed. Factory at Belleville. Apply, Natural Tread Shoes, Limited, 310 Yonge St., Toronto.

MANUFACTURERS' AGENT, with fifteen years' experience, wants to act as representative for some reliable manufacturers of good lines of Boots, Shoes, etc., for the Province of Quebec, on 5% commission basis. Knows lines well—35 years of age—Married. Writes and speaks both English and French. Member of Montreal Board of Trade also Chambre de Commerce, District Montreal. Best of references. Only A1 firms wanted. Apply Box 913, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

YOUNG MAN, experienced in the shoe business, seeks position with high-class shoe manufacturing firm or retailer. Apply Box 911, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto, Ontario.

WANTED—The address of L. L. Reed, recently in Victoria B.C. Please send it to box 904, SHOE AND LEATHER JOURNAL, 245 King Street West, Toronto.

FOR SALE—An up-to-date Shoe Repair Shop equipped with a Progressive electric shoe finisher, Singer sewing machine, Solidity jack, and all other tools and shoe findings necessary for the trade. Situated in a very good location. Doing all the business that a very lively shoemaker can do, and can be increased if desired. Price very moderate. Cause of sale, leaving country. Apply M. Cardmon, 212-13th Street, South, Lethbridge, Alta.

SUPERINTENDENT desires change. First-class executive from office to shipping. Box 907, SHOE AND LEATHER JOURNAL, 545 King street west, Toronto.

SHOE TRAVELLER WANTED to carry a good line of "Shoe Laces" for Ontario, New Brunswick and Nova Scotia as a side line. Good commission paid. Address "Laces" Box 1934, Montreal, Que.

WANTED—By experienced shoe man. Manufacturers and Jobbers line of Boots and Shoes, for British Columbia Coast. Box No. 898, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

POSITION WANTED—Young man with fifteen years' experience in the retail and wholesale shoe trade desires position as traveller. Replies treated with strictest confidence. Box 902, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Traveller to cover City of Montreal, City of Quebec and Maritime Provinces with Women's Moderate priced Welts. Ontario factory. Trip starts September 1st. Apply Box 900, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WE WANT TWO REAL TRAVELLING SALESMEN—Men who are steady, business getters and who can prove that they have made good. One territory open in Western Ontario. The other is Manitoba and Saskatchewan. Our season opens August 15th. The line is complete—men's and women's Welts and McKays at the right price. Our house has been established for almost 50 years. Box DML 141, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Line of shoes or mitt and glove samples from manufacturer for either wholesale or retail trade, for all western provinces or portion. Address, E. A. Dagg, Manufacturers' Agent, 447 Pender street west, Vancouver, B.C.

WANTED—Shoe Travellers to carry Little Gents', Youths', Child's, Little Girls', Misses', Growing Girls', and Boys' McKay Shoes, to cover east and west Ontario, Montreal and western provinces. Box 908 SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

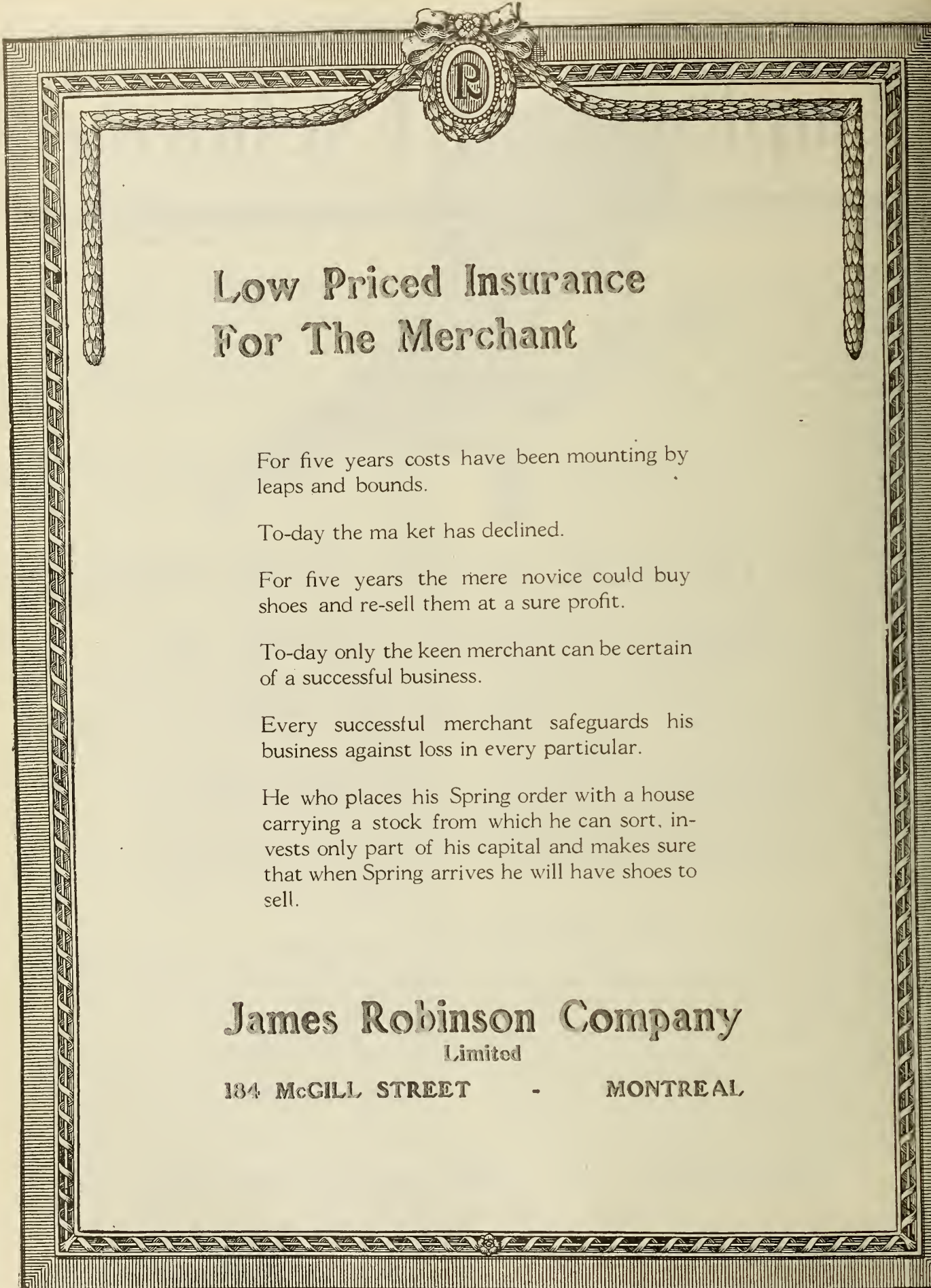
POSITION AS TRAVELLER with company handling Boots or Shoes or Shoe Findings or Rubber Goods. Have a good connection with the shoe trade in Eastern and Western Ontario. Apply Box 910, SHOE AND LEATHER JOURNAL, 545 King Street W., Toronto, Ont.

A NEW CATALOGUE

We have just received from the Consolidated Plate Glass Co. of Canada, who advertise elsewhere, a copy of their Zouri Safety Set store front construction catalogue, which illustrates quite profusely the application of this idea to modern store displays. Quite a few store fronts are illustrated and there are numerous diagrams illustrating the working of the "Zouri Safety Set." The catalogue is not

only creditable but interesting to anyone contemplating changes in storefront arrangement. They have also on the press another catalogue dealing with designs of store fronts and the interior fittings of same which will be issued shortly.

You can never become a great leader nor a person of influence in the cause of justice until you have developed great self-control.



Low Priced Insurance For The Merchant

For five years costs have been mounting by leaps and bounds.

To-day the market has declined.

For five years the mere novice could buy shoes and re-sell them at a sure profit.

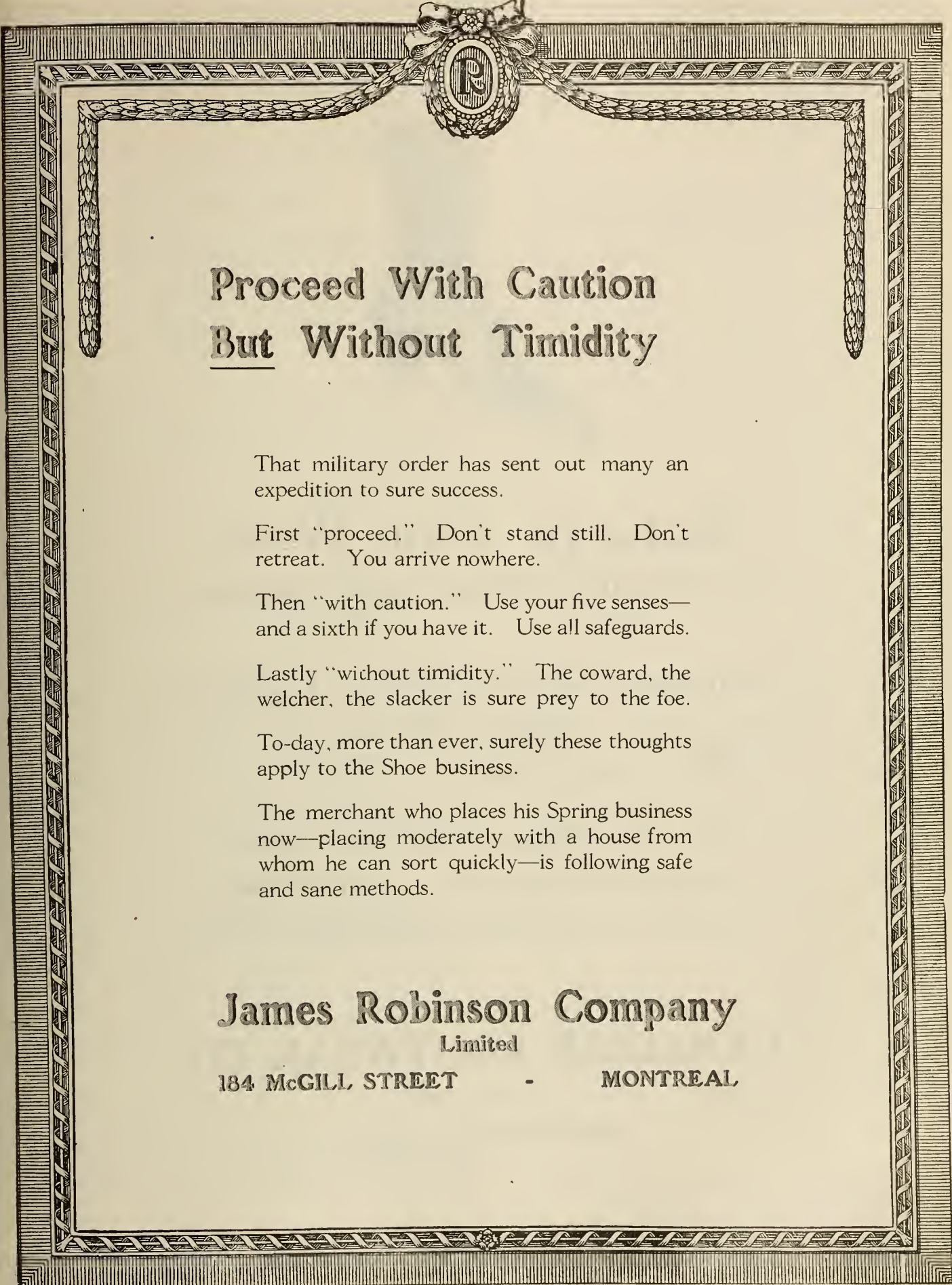
To-day only the keen merchant can be certain of a successful business.

Every successful merchant safeguards his business against loss in every particular.

He who places his Spring order with a house carrying a stock from which he can sort, invests only part of his capital and makes sure that when Spring arrives he will have shoes to sell.

James Robinson Company
Limited

184 MCGILL STREET - MONTREAL



Proceed With Caution But Without Timidity

That military order has sent out many an expedition to sure success.

First "proceed." Don't stand still. Don't retreat. You arrive nowhere.

Then "with caution." Use your five senses—and a sixth if you have it. Use all safeguards.

Lastly "without timidity." The coward, the welcher, the slacker is sure prey to the foe.

To-day, more than ever, surely these thoughts apply to the Shoe business.

The merchant who places his Spring business now—placing moderately with a house from whom he can sort quickly—is following safe and sane methods.

James Robinson Company
Limited

184 MCGILL STREET - MONTREAL



McKays You Want For Women, Misses and Children

“Canadian Footwear McKays” for Spring have been credited with being the extreme in good value.

Any merchant can draw new trade by a window showing of a representative lot priced to give him a good round profit.

CANADIAN FOOTWEAR CO.
LIMITED
MONTREAL, QUE.

The Shoe Repair Man

Shoe Repairers Talk Organization

**Number of Good Local Organizations—
Why Not a National?—Some Leading
Members Give their Views on General
Gathering, With View to Forming Asso-
ciation**

FOR some time past there has been a feeling amongst shoe repair men that something ought to be done with a view to rounding up the trade in an organization similar to that of the National Shoe Retailers' Association of Canada, and for the purpose of crystallizing opinion on the subject the SHOE AND LEATHER JOURNAL sent out a letter recently to a few of the principal men in the trade asking their opinion.

Within the past ten years there has been what may be considered, perhaps, the greatest revolution in the history of the shoe trade in this particular department. There has been a complete transformation in methods and men. From being an insignificant adjunct to shoe retailing and a "cobblering" proposition in which worn-out shoemakers took the principal part, the process of shoe repairing has become an industry and business in a class by itself. To-day, instead of the little repair shop around the corner, we have pretentious industrial establishments that vie with their neighbor merchants in their manner of doing business as in the character and standing of the men engaged in it.

There are a number of matters constantly springing up with the changing conditions and methods that call for consideration and attention, not by individuals or local organizations, but by the shoe repair industry as a whole. At present there is no executive body competent to deal with the matter, and as a consequence what is everybody's business is nobody's.

We append a few opinions from prominent men in the trade, and invite the ideas of others. The intention is to have a small gathering within the next week or two, at some central point to consider the whole question of organization. THE SHOE AND LEATHER JOURNAL, which was responsible for the inauguration and successful development of the National Shoe Retailers' Association of Canada, will be glad to do its part in establishing a national organization of shoe repairers.

Here are the views of some of those interested on the subject:

Opinions of Shoe Repairers

Mr. Arthur R. Wilton, secretary of the Hamilton Shoemakers' and Repairers' Association, says: "At the Repairers' meeting held this evening, we took this matter up and those present think it would be a good thing to have repairers from different cities and towns meet and discuss the repair trade from all angles.

The suggestion was made that Hamilton is central, and the meeting might be called here, but we will send a representative wherever it is held. Would like to have further particulars about it.

We had a well attended meeting on September 28th

and again to-night. We expect to journey to Brantford on the 27th but definite arrangements are not complete. We are steadily growing, have now 65 names on our roll."

Mr. A. Butterworth, secretary of the Toronto Shoe Repairer's Association, writes as follows:

Gentlemen:

I am in receipt of your favor of the 12th instant, and beg to say in reply I read your letter at a meeting of the Toronto Shoe Repairers' Association, held on Thursday evening last, and after some discussion it was agreed that it would be a good thing for everyone in the repair business. Personally I feel sure such a convention could be arranged.

Mr. Butterworth further explained that a resolution was passed showing the association to be fully in accord with the idea of holding a convention sometime in the near future. As the Toronto Association is the largest and most active in Canada it will likely take a very active part in the affair.

MEETING OF THE TORONTO SHOE REPAIRERS

At the regular meeting of the Toronto Shoe Repairers' Association, Thursday evening, October the 14th, much enthusiasm was manifested. A number of new members were present and a general discussion of matters in connection with the association was indulged in. After passing a vote of thanks to the Beardmore Co. for the splendid outing afforded recently at Acton, the matter of a repairer's convention came up for consideration. Those present thought it would be a good thing and would be the means of stimulating interest in association work all over the country. The secretary read a letter from the SHOE AND LEATHER JOURNAL in connection with the convention and this was what brought the matter up at the meeting.

A big drive for members was also arranged. The association was never in such a good position as at present, but the members and officers do not want to see the organization stand. Captains have been appointed for the various districts of the city and these captains can call on a member to accompany them on their canvas for new members. It has been proven that where two or three members call on a prospect it has more weight than when an individual calls. The present membership is about 127, but the officers are trying for 200. It is hoped these will be possible.

The new models of the Universal Shoe Machinery of Canada, Limited, have been received with great favor by the repair men. The model F. F. 16 foot Finisher, with stitcher leg attachment, has just been ordered by C. Dinif, 356 King street east, Toronto. H. W. Upham, of Sussex, N.B., has received two models F. R. six foot Finishers with skate grinding attachment. The Soldiers' Civil Establishment Bureau of Ottawa has ordered on behalf of E. Warner and Ed. Martin of Ottawa, two eight foot models, each with counter shaft.

Here's the way they do it in United States:

The American Shoe Repair Co., operating shoe repair shops in Indianapolis, Chicago, Louisville, Cincinnati, Dayton, Evansville, Fort Wayne and Terre Haute, is planning an extensive newspaper campaign to be placed through Emerson Beck Knight, Advertising, of Indianapolis. It is planned to add eleven more large cities to the chain within the next few months.

SHOE PRICES FOR SPRING—Concluded

vary from \$8.75 to \$9.50, depending upon the special conditions maintaining in the several factories. Thus, a calf shoe selling this summer for from \$16.00 to \$18.00 will in the spring be sold at prices ranging from \$12.00 to \$16.00 a pair—a reduction to the public of from 11% to 20%, or from \$2.00 to \$4.00.

On the same basis, a side leather shoe which cost the trade for Fall from \$5.50 to \$8.00, depending upon the kind and quality of side, upon the lining and upon the labor, will cost the trade delivered next spring from \$4.75 to \$6.75. Cost to the public of a side leather shoe, formerly priced \$7.50, will be about \$6.00, one priced \$11.00 may be around \$9.00.

Cheaper side leather shoes costing the trade from \$3.75 to \$5.00 and sold at from \$5.00 to \$7.00 will cost in the spring from \$3.25 to \$4.25 and will be sold to the public at from \$4.50 to \$6.00.

Kid shoes will show approximately the same reductions as calf and side leather, depending upon the selection of the skins used.

Briefly, then, the factories have figured their spring lines at such prices that in the spring the public will pay a lower price for shoes. How much lower they will pay will depend on the quality of the shoe they buy. The amount of reduction will vary from \$4.00 on a former \$20.00 shoe to \$1.00 on a \$6.00 shoe.

Even this does not hold true in every case.

The merchant will find some factories showing such small reductions that these figures will not hold. If the factory had a favorable kid, calf or side leather contract his prices were never raised anything like the limit. Shoes bought from this factory will show less reduction than if purchased from one not so fortunate.

A factory may have decided to make a finer shoe—a shoe more carefully made. This shoe will cost more this season than if, this season, it were made along this particular factory's former lines. Therefore, they will not show as great a reduction.

Principally, however, the merchant must realize that he can get no reduction until his next order arrives. In the main, factories are closed to-day.

The merchant must first convince himself and then his public that 70 per cent. of the cost of a shoe is labor. Then, if materials fall 50 per cent., the total reduction will be but 15 per cent. This figure varies for several reasons from 10 per cent. to 20 per cent., and in exceptionally high priced shoes to 25 per cent. The added percentages, however, being in all cases a sacrifice of profits, principally retail profits on the highest priced shoes.

Then must the merchant realize that prices to-day are right. Factories are fighting for orders as they have not had to do for some years. Their prices are at the lowest possible point to permit them to live.

Factories are not trying to hold up the market. They have brought all their united weight to bear upon the tanners, and have brought prices of leather to rock bottom. They have done this to enable them to show a reduction in spring prices to encourage the merchant to buy.

The wise merchant will place moderate orders in the very near future. If he does not, he will be trying to order shoes in November or December and will be receiving shoes that he should sell at Easter, (remember Easter is in March next year), and will open them in his store in June.

Is it wiser to gamble that you will save 25 cents a pair on a thousand pairs by waiting until December—running the certain risk of late delivery—or to pay the present price on 500 pairs and have the shoes to sell for spring? It is a significant fact that western merchants have already started to place good spring orders.

Now is the time to make arrangements for your

Christmas Printing

We can look after the printing of your Christmas

**BOOKLETS, FOLDERS,
CALENDARS, ETC.,**

and give them a distinctiveness that will attract attention.

*Catalogue and Publicity
Work of All Kinds.*

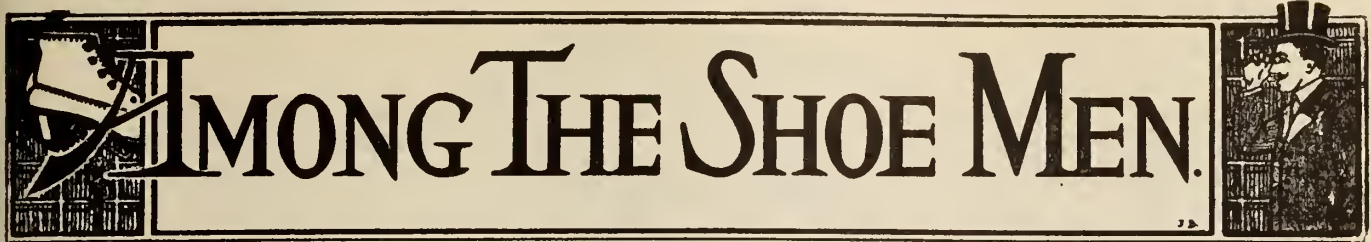


ACTON PUBLISHING CO., LIMITED

Printers, Designers and Publishers

545-549 King Street West, Toronto

Lemoine and St. Nicholas Sts., Montreal.



AMONG THE SHOE MEN.

W. G. Fallen, sales manager of the Getty & Scott Co., was in Toronto last week.

C. L. Owens, of the Owens-Elmes Co., has been in New York recently on business.

Geo. Wilson, who handles the lines of Gale Bros., Quebec, was on a trip through Ontario last week.

The United Shoe Machinery Co. has added another Canadian patent to their already long list.

S. Dominique, representing Dupont and Frere, Montreal, was a business visitor in Toronto last week.

P. G. Knoll, of the Humberstone Shoe Co., Humberstone, Ont., paid Toronto a business trip last week.

Mr. Cavin has opened a new exclusive shoe store in Cumberland, B.C., in a store built expressly for him.

The Clarke Rubber Heel Co. is a new firm starting business in Toronto. They are making a changeable heel.

W. H. Plummer, formerly with Ames-Holden-McCready St. John's, N.B. branch, is now with the same company in Regina.

J. Ross, who has a shoe repair store on James street, Hamilton, Ont., has been very sick in hospital but is getting better now.

H. L. Geene, who represents the White Shoe Co., in Ottawa, has been in Toronto recently getting his samples ready for Spring placing.

W. Edwards, representing Getty & Scott, Limited, Galt, Ont., has been showing his samples at the King Edward, Toronto, during last week.

A. A. Orendorff, with the Talbot Shoe Co., formerly the E. T. Wright Co., has been at the King Edward recently displaying the Talbot lines.

Felix Forbert, of Lindsay, was one of the successful contestants in the window display contests conducted by the Scholl's people a short time ago.

Armand Bastien, the flying moccasin manufacturer, of Indian Lorette, Quebec, was in Toronto the past week calling on their representatives, Ross & Shaw.

The Owens-Elmes Co., of Toronto, has secured a splendid special order for slippers from the "Maid of the Mountain Co." playing in Toronto during the week of Oct. 18.

Maurice Bastien, of Bastien Bros., Indian Lorette, P.Q., was a caller in Toronto last week. Ross & Shaw, Toronto, are distributors of their well-known line of moccasins, snow shoes, etc.

W. B. Fryer is showing Scott-Chamberlain samples at the King Edward, Toronto. W. B. says he never had a finer line of shoes on any of his trips than those he is carrying right now.

C. A. Davies, of the Davies Footwear Co., Toronto, has left for the West on his annual trip through to the coast. He will carry a large range of samples and touch all the big centres en route.

The town council of Acton, Ont., have notified Mr. Gourlay that he must return the \$500 loaned him on the factory he was to start, or proceedings would be started at once to recover it.

Chas. Levinson, shoe retailer of Hamilton, Ont., has been very sick with typhoid fever, but is progressing favorably now. His business is being looked after by Mr. Swartz, his head salesman.

It is reported the Dominion Rubber System was given judgment for the full amount claimed in the suit before

Judge Denton against Alex. Prete, of Sudbury, for \$470 for goods sold and delivered.

Geo. Llewellyn, who has a shoe repair store on Barton street, Hamilton, Ont., was a business visitor in Toronto recently. Mr. Llewellyn says it always pays him well to come to Toronto every once in a while to do some buying.

W. Waller, manager of the Robert Simpson Co.'s shoe department in Toronto, has just returned from a trip through the eastern states. Mr. Waller thinks the Canadian trade is in better shape than the United States trade. J. Merner, his assistant, accompanied him on this trip.

It is now officially announced that Matthew Side, for a number of years in the shoe business in Chatham, Ont., has been appointed License Inspector for West Kent. Being named "Side" and having been in the shoe business he should know something about "bootlegging."

A man named Erickson, in Vancouver, B.C., stole, among other things, a pair of shoes from a man named McDonald. When arrested he was wearing the stolen shoes. The moral seems to be, do not wear stolen shoes. After getting the shoes he got six months on the advice of the magistrate.

Albert I. Schulz, manager of the Breithaupt Leather Co.'s tannery in Woodstock, Ont., has just returned from an extensive trip to Germany, where he says conditions are very bad among the working class, and that Canada does not know there has been a war compared with what Germany and other European countries are suffering.

A terrific explosion which blew out the front of the shoe store of George Fox, in the Galla Building on King street, Ottawa, was followed by a fire which burned for several hours, wrought damage to property and contents estimated at between \$40,000 and \$50,000. The fire is supposed to have started from spontaneous combustion and spread to a quantity of gasoline or benzine said to be on the premises, which caused the explosion.

The Manufacturers' Association have applied for special freight rates on certain articles, among which are felt boots and shoes in cases and rubber boots and shoes. This application is regarded as of considerable importance to the Montreal boot and shoe and rubber trade, where there has been a demand for a better classification of such goods for freight purposes, in carload lots. At the hearing both the Board of Trade and the Canadian Manufacturers' Association will be represented.

German goods are being received in considerable quantities in Great Britain, and are being sold there in competition with Canadian goods. The lines in which there is competition include timber, hosiery, iron and steel goods, boots and shoes, toys, etc. Other German goods being received in Britain include hides, sugar, clocks, watches, gloves and some others.

Chas. Wilson, of the Robert Wilson Co., Hamilton, drives a Saxon. Coming up Main street in that city the other day he fell into line with a number of other cars, and as they were going a little too slow for his Saxon shooter he began to enquire why the slowness. Eventually he discovered he had fallen in with a funeral procession. But that was not so bad as leaving that same Saxon standing in front of his store a longer time than the police said he should. The fine was only \$2.00.

NEW WHOLESALE HOUSE IN TORONTO

Norman J. Collins, who for some time has been with the Davies Footwear Co., formerly the Blachford, Davies & Co., Toronto, has gone into the wholesale business on his own account. Mr. Collins has associated with him W. D. Smith, who also has been with the above company for a number of years. The new office and warerooms are located on the fifth floor of the Wilson Building, at 60 and 62 Front St. West, Toronto, directly opposite the new Union Depot. They will carry a general line of men's, women's and children's footwear and conduct a general jobbing business.



NORMAN J. COLLINS
Toronto

Mr. Collins is a young man with wide experience in the retail as well as the wholesale shoe business and has had considerable road experience. There is no doubt but he will do a good business as he is active and energetic and popular with the trade. He will look after the business outside the city while Mr. Smith will take care of the city trade.

SHOW WINDOWS FOR FALL SHOWINGS

(Continued from page 33)

ones are to hold one each. If preferred these shelves need not be set so symmetrical as shown. They can be zig-zagged which may give a better appearance. But that is a matter of taste.

The posts at the end should have electric light globes as shown, which will add very much to the appearance of the back.

Should you not want to make this back so elaborate as described this design can be made flat, that is, it can be made with one flat piece of wall board and the post effect and base effect can be had by simply painting these in the manner shown in the illustration. In that case no electric lights can be used, but the shape of the posts with the round top can be cut from the flat board which will serve nicely.

The painting of this back should be a nice buff for the panel at the back, and the posts can be of the same shade but much darker with the base and base of the posts and edge of the circles in brown. The shelves can be brown also, and ticks of gilt here and there on the back will add much to the appearance of the whole ground.

As this back is very easy to construct we think it will pay any retailer to take the time to make it or have it made, and by repainting it from time to time it can be frequently

utilized and furnish that change that makes a window so attractive.

TRAVELLERS AND FALL BUSINESS

(Continued from page 35)

their class. We are taking our loss on these goods and having done with them. Our aim is to start clean with the present season and make ready for the approaching spring and summer. As to buying ahead, we have had, of course, to anticipate to some extent and expect to continue to do so, but the bulk of our spring business has not yet been placed. We figure that it will be a couple of months at least before the shoe trade will be on a basis where buyers of footwear will be justified in taking much risk on prices."

To develop self-control you must make liberal and systematic use of the Golden Rule philosophy; you must acquire the habit of forgiving those who annoy and arouse you to anger.

STORE FITTINGS THAT DRAW CHILDREN

(Continued from page 50)

in touch with what is going on about them, can see everything, practically, that is happening in the store. Mirrors are a good thing in any case and always help sales, particularly with women, but we have found the idea particularly helpful in our children's department. There is another thing that we have discovered to be particularly pleasing to our young customers and very profitable to the store. We have placed a sanitary drinking fountain, a neat, chaste porcelain affair, right at the side of the department. It is supplied with water that passes through coils that are circulated through an ice chest in the basement. There is thus always a full supply of cool, clear water on the hottest day in summer. Almost the first thing a child calls for when entering a store is a drink of water, and usually the want has to be supplied from a messy looking tap. If you could witness the pleasure this fountain gives adults as well as children, during the hot months especially, you would understand why we consider it one of the best advertisements that the store possesses.

"After all we have only touched the fringe of art of catering to children. I am convinced that attention given to them means establishing the store's popularity with the parents, big brothers, sisters and a host of others to whom you may not be able to directly trace the influence of the children. These days when more and more attention is being paid to children's footwear, and when people are spending more money than ever they did on their families, owing to no small extent to the passing of temperance legislation, it is up to the shoe dealer to give this department of trade the attention it deserves. The policy of the Neill stores is that nothing is too good for the children, and we are trying to count them in with every move we make in our business. We do not consider ourselves leaders by any means in this movement. We have done what we have from a genuine desire to please the children and make it easier and more pleasant for our staff to handle their business, as well as from the conviction that proper attention to this class of trade pays the up-to-date shoe store.



A BRIEF REQUEST

to us for prices and samples of our welting will receive prompt attention. You will be immensely interested in (1) the High Quality of the material, the expert splicing, grooving, and beveling; and (2) the money-saving quotations you receive.

We make all kinds of Goodyear and McKay Welting, in all colors, from the finest packer hides obtainable.

BROCKTON WELTING CO.

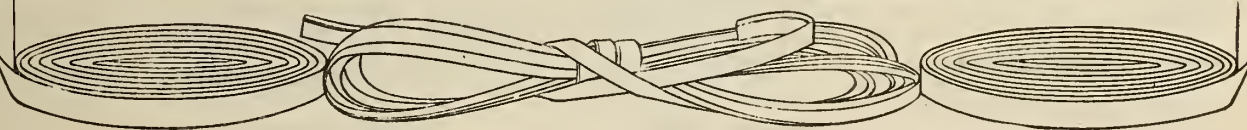
—INCORPORATED—

69 Crescent St., Brockton, Mass.

Department of HILLIARD & MERRILL, Inc., 210 Broad St., Lynn, Mass.

SALES OFFICES: BOSTON, 185 Essex St.; PHILADELPHIA, S. W. Cor. 5th and Arch Sts.; CINCINNATI, 410 East 8th St.; MILWAUKEE, 258-260 Fourth St.; ST. LOUIS, 1419 Olive St.; ROCHESTER, N. Y., 22 Andrews St.; NEW YORK CITY, 33 Spruce St.

FOREIGN REPRESENTATIVES: ENGLAND, Messrs. Pearson, Robinson & Arterton, 4 Albion St., Leicester.
FRANCE, Louis Dubois, 47 Rue des Petites Ecuries, Paris.
GREECE, Hercule P. Issidorides & Co., P. O. Box 12, Athens.



RIGHT FORM GAITERS—Regt.

Guaranteed to really fit

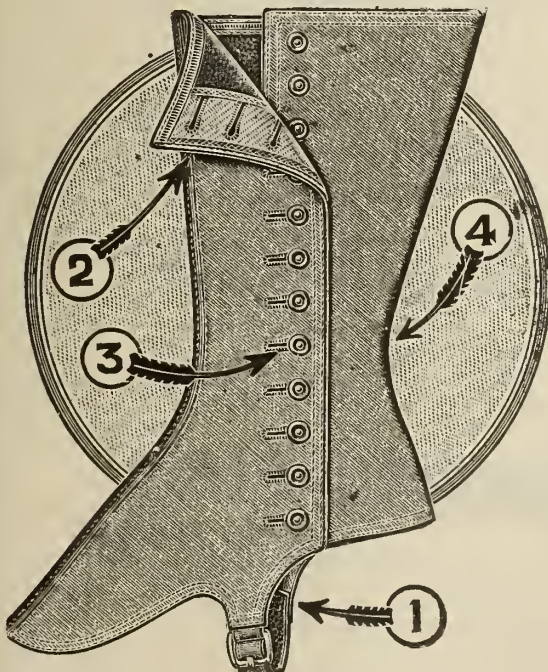
Made in Broadcloth, Kersey or Felts of Quality—Every Color.

MEN'S AND WOMEN'S

also oversized calf, wide ankles
—Shuform Pattern, etc.

WRITE FOR PRICES TO-DAY
SAMPLES SUBMITTED
TRY A PAIR ON CUSTOMER
SEE REAL FITTING GAITERS

\$18 to \$48 per dozen



CANADIAN SHOES FINDINGS NOVELTY CO.

2 Trinity Square

Adelaide: 1731 - 4194

TORONTO ONT.

We can Supply you with Every Need of Blackening, Stains, Waxes, Dressings Cyclone Bleach, Etc.

Look Over this List and Send in Your Order

- | | | |
|--|--|---|
| Ultra Edge
One setting edge ink | Naphtha Black
For raw edges of vamps and tips | Thread Lubricator |
| Uneeda Edge | Nonesuch Filler
A filler to use in place of wax for heels and bottoms | Hold Tap Sticker
Apply a coat lay on your tap and let dry |
| The King Edge Ink
For a one or two setting edge | Everbright Kid Dressing
For kid kangaroo and chrome stock | Oil Remover
Removes oil spots and stain from leather |
| Russet King Edge
One and two setting for russet and tan colored shoes | Colorless Dressing
For colored stock | Patent Leather Repairer
Ruby Filler No. 1
Ruby Cutter No. 2
Ruby Flow No. 3 |
| King Edge No. 31 (Natural) | Gun Metal Dressing
Made for dull and medium bright finish | Finishing Room and Dressing Room Supplies |
| Model First Setting
A stain for two setting edges | Dressing
For all kinds of upper leather | Baby Cow Polish
A friction polish for russet leather of all colors |
| Black Diamond Heel
For heels. Made in all colors | Enamel Finish
For heels and edges, in white and all colors. | Upper Edge Stain
For the raw edge of black or russet leather |
| Colored Heel Stains | Rubber Stain
For making velvet bottoms | Tanners' Finish
For staining and uniforming all colored upper leather stock |
| Black Diamond Shank | Improved Sediment Stain
A stain finish to take the place of paint or wax finish; will cover all kinds of leather | Russet Leather Repairer
Liquid repairer |
| Black Bottom Dye
A dye for heels, shanks, top pieces and bottoms | Paragon
A wax stain for shanks and foreparts on black and colored shoes | Crayon Repairer
Made in all colors to suit |
| Striping Dye
Black and russet | Paragon Thinner | Ooze Calf Cleaner |
| Cyclone Bleach (Made in Canada)
For removing those glucose spots, water stains and discolorations on soles and giving perfect results in finishing | Redoakunion Thinner | Grain Leather Finish |
| Magic Stain
For oak and union leather. Removes those glucose spots, water stains and discolorations, and makes a hard, smooth, uniform finish | Redoakunion
A paint stain for all kinds of leather | Leather Filler |
| 244 Sediment Stain
For making white oak bottoms | Bottom Stains
Of all kinds | White Canvas Dope |
| Filling Wax | Grain Bottom Cleaner | Side Lining Cement |
| American Eagle Polish | Fakes
Satin Gloss
Glossene | Veneering (Black) |
| Gold Bond Polish
For stain and black bottoms | Viscolene
For shoe bottoms | Veneering (Russet) |
| Slickum
A gum to use where a high polish is wanted on a paint bottom | Ivory Wax
White, red, brown and black | Inner Sole Stiffener |
| Nevercheck
Used before scouring to fill and make a solid heel | White and Black Edge Wax | Colorless Stitch Gloss |
| Vamp Dye | Ivory Expedite Wax | Patent Leather Cleaner |
| Black Tip Dye | Liquid Wax
For making high gloss polish over all kinds of bottom finish | Russet Leather Cleaner |
| Spirit Black Dye | Auto Treeing Composition | White Canvas Cleaner |
| Welt Dye
Black and russet | Cutting Board Dressing | |

Boston Leather



Stain Company

109 Purchase Street Boston, Mass., U.S.A.

Sole Canadian Agents:

INTERNATIONAL SUPPLY CO.

Montreal

Kitchener

Quebec

Mention "Shoe and Leather Journal" when writing an advertiser



“AMES-HOLDEN”

BRAND

RUBBER FOOTWEAR

CANVAS

RUBBER-SOLED SHOES

FELT SHOES & SLIPPERS

IS NOW ON THE MARKET

Manufactured and sold by

AMES HOLDEN McCREADY, LIMITED

HALIFAX, ST. JOHN, QUEBEC, MONTREAL, OTTAWA,
TORONTO, LONDON, WINNIPEG, REGINA, SASKATOON,
EDMONTON, CALGARY, VANCOUVER

Black
Tan
Toney Red
Dark Brown



That
NUGGET
Smile

"NUGGET" Shoe Polish

The polish that does not cake or freeze. The all-year and always satisfactory polish.

Nugget gives a better shine in less time and with less effort than any other polish—This is why there is such an insistent demand for Nugget at all times—Every dealer who caters to please his customers always keeps a good stock on hand.

The generous amount of publicity carried on throughout the Dominion is creating a steady volume of business for all Nugget dealers. Look over your stock and if you are low order now.

The Nugget Polish Company, Limited
TORONTO - CANADA

GREAT CHILDREN'S LINE



Look at Star Welts, Turns and McKays and you will see a beautiful line of Children's Shoes that will take your trade by storm.

There is good profit in Children's Shoe Sales if you pick the right line. Star Shoes will tickle the whole family.

High-Grade McKays For Women, Misses and Growing Girls



McKays of the better sort are finding great favor with the wise Jobber and Merchant looking for finer shoes at moderate prices.

STAR SHOES ARE IN LINE

Star Shoe Co., Limited

MONTREAL, QUE.



**CALF AND KIP SIDES
STORM CALF**

ALL COLORS

**H. B. JOHNSTON & CO.
TORONTO, CANADA**



Seasonable Money Makers OVERGAITERS

Anticipating that all records for the sale of Men's and Women's Overgaiters would be broken this season, we bought accordingly, before the advance in prices, and to-day we are in a position to offer a most complete range at prices that must appeal to every buyer.

- 030X—Women's Black Felt, 10-Button, Regular Buckle, 2x7...\$13.00 doz.
- 033X—Women's Pearl Grey, 10-Button, Regular Buckle, 2x7... 13.00 "
- 036X—Women's Khaki, 10-Button, Regular Buckle, 2x7... 13.00 "
- 038X—Women's Light Fawn, 10-Button, Regular Buckle, 2x7... 13.00 "
- 032X—Women's Taupe, 10-Button, Regular Buckle, 2x7... 19.00 "
- 037X—Women's Fawn, 10-Button, Regular Buckle, 2x7... 19.00 "
- 040X—Women's Brown, 10-Button, Regular Buckle, 2x7... 19.00 "
- 041X—Women's Dark Fawn, 10-Button, Regular Buckle, 2x7... 19.00 "
- Colors—Black, Pearl Grey, Brown, Dark Fawn in 11-Button, \$1.00 doz. more
- Colors—Black, Pearl Grey, Khaki, Light Fawn, in 12-Button, \$2.00 doz. more

- 060X—Women's Black Felt, 10-Button, Invisible Buckle, 2x7...\$14.00 doz.
- 061X—Womens Dark Grey, 10-Button, Invisible Buckle, 2x7... 20.00 "
- 062X—Women's Taupe, 10-Button, Invisible Buckle, 2x7... 20.00 "
- 067X—Women's Dark Fawn, 10-Button, Invisible Buckle, 2x7.. 20.00 "

- 031—Women's Slate Grey Felt, 11-Button, Regular Buckle, 2x7..\$21 50 doz.
- 032—Women's Beaver Felt, 11-Button, Regular Buckle, 2x7... 21.50 "
- 034—Women's Taupe Felt, 11-Button, Regular Buckle, 2x7... 21.50 "
- 035—Women's Brown Felt, 11-Button, Regular Buckle, 2x7... 21.50 "
- 037—Women's Dark Fawn Felt, 11-Button, Regular Buckle, 2x7.. 21.50 "
- Above Colors in 12-Button, Regular Buckle... 23.00 "
- Above Colors in 13-Button, Regular Buckle... 24.50 "
- Above Colors in 12-Button, Invisible Buckle... 24.50 "
- Above Colors in 13-Button, Invisible Buckle... 26.00 "

- 075—Women's Dark Grey Felt, 12-Button, Regular Buckle, 2x7.. \$18.00 doz.
- 076—Women's Fawn Felt, 12-Button, Regular Buckle, 2x7... 18.00 "

ESMAY BRAND

- 020—Women's Brown Felt, 11-Button, Invisible Buckle, 2x7...\$24.00 doz.
- 021—Women's Castor Felt, 11-Button, Invisible Buckle, 2x7... 24.00 "
- 022—Women's Fawn Felt, 11-Button, Invisible Buckle, 2x7... 24.00 "
- 023—Women's Taupe Felt, 11-Button, Invisible Buckle, 2x7... 24.00 "
- Above Colors in 12-Button, Invisible Buckle... 26.40 "
- Above Colors in 13-Button, Invisible Buckle... 27.60 "

AMERICAN KERSEY CLOTH

- 085—Women's Medium Grey, 10-Button, Invisible Buckle, 2x7...\$34.00 doz.
- 086—Women's Dark Grey, 10-Button, Invisible Buckle, 2x7... 34.00 "
- 087—Women's Light Fawn, 10-Button, Invisible Buckle, 2x7... 34.00 "

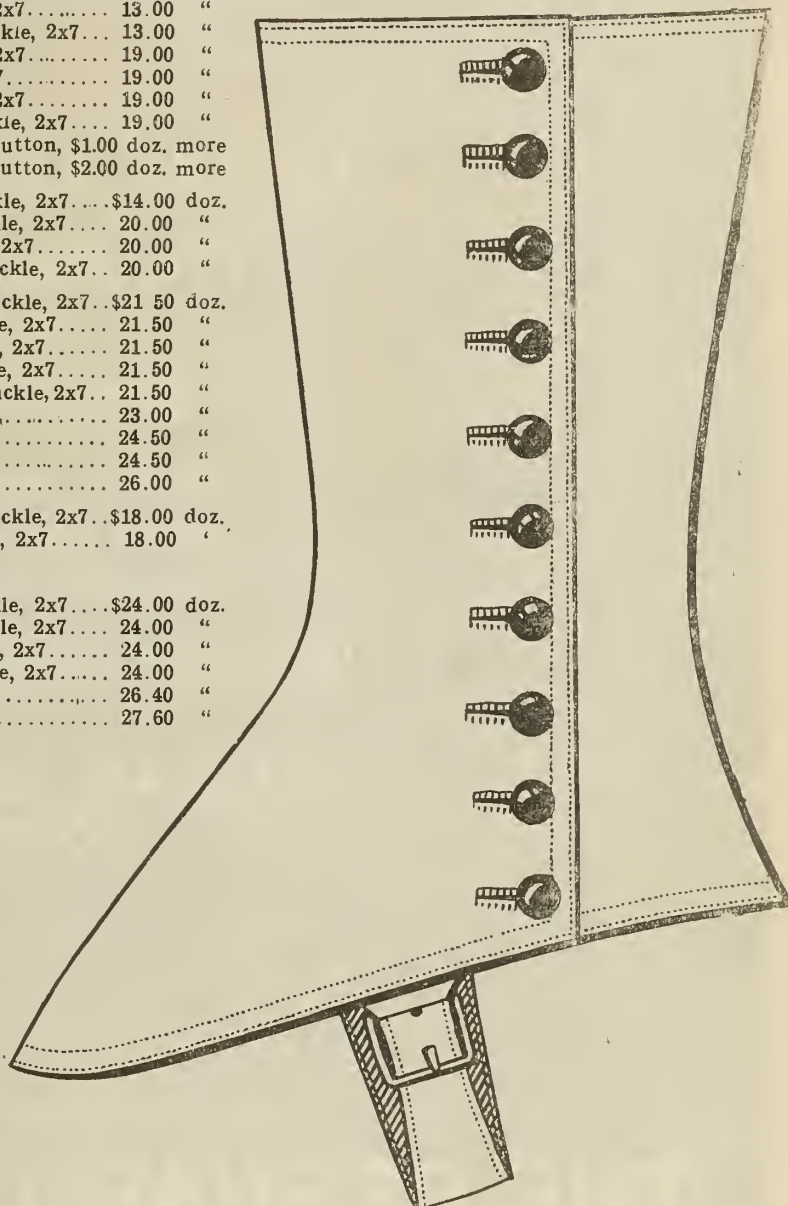
MEN'S

- 080—Men's Slate Grey Felt, 5-Button, 6x10.\$18.00 doz.
- 081—Men's Taupe Felt, 5-Button, 6x10... 18.00 "
- 082—Men's Brown Felt, 5-Button, 6x10... 18.00 "
- 088—Men's Fawn Kersey Cloth, 5-Button, 6x10... 27.00 "
- 089—Men's Medium Grey Kersey Cloth, 5-Button, 6x10... 27.00 "

State Color, Height, Buckle and Sizes when ordering.

FOOTWEAR

Knowing that only special value will appeal to the trade this season, our representatives are out on their respective territories with a complete range of samples of Leather, Felt and Rubber Footwear at rock bottom prices.



THE DAVIES FOOTWEAR CO. LIMITED

60-62 Front St. W.

TORONTO

Mention "Shoe and Leather Journal" when writing an advertiser

Beco Leathers
The Line of Solid Merit

HEAVY LEATHERS

Elk, Kangaroo
and
Box Grain

Blacks and Colors
Sides and Bellies
Shoulders and Splits

White Chrome Sheep

COLLAR LEATHER
KIPS

THE BERNARD COMPANY
111 LINCOLN ST., BOSTON, MASS.

“LEVOR LEATHERS”

The trials, the disappointments, the *successes* of forty years of experiences back the brand, bulwarked by a long-standing well-guarded good reputation.

Levor Leathers Lead!

Ask Your Neighbor

LEVOR MAT KID - The Black Mat Shoe Topping

Economical—durable—satisfying.

LEVOR GRAIN KID - - - Colored and White

Firm and upstanding leather.

Stylishly snug on the foot.

Colors? All that Dame Fashion demands.

White? Yes; *pure* white—the *whitest* white.

LEVOR BUCK - - - An Ooze (Suede) Finish

Black—white—browns—greys—as good as the best at a lower price.

All tanned from only the best classes of Cabretta raw stock the world provides by

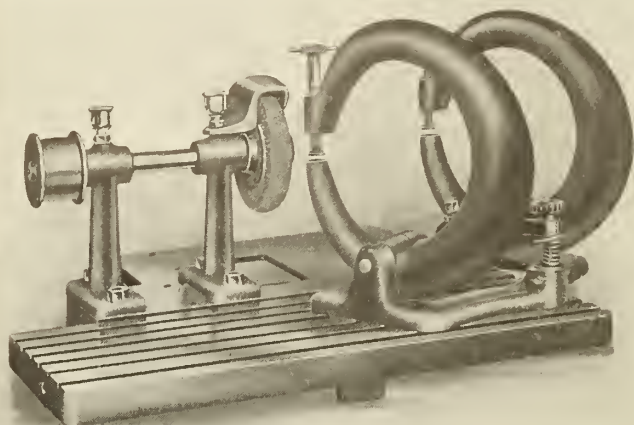
G. LEVOR & CO., Inc.

AT GLOVERSVILLE, N.Y.

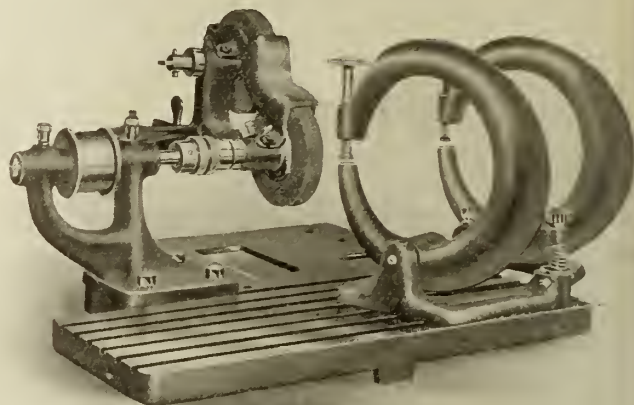
BOSTON
ST. LOUIS

Export Department
88-90 Gold St., New York

NEW YORK



U.S.M.C. Skate Sharpener, Model A



U.S.M.C. Skate Sharpener, Model B

EXTRA PROFITS

during the

WINTER MONTHS

GOOD MONEY EARNERS IN THE DULL SEASON OF THE SHOE REPAIR BUSINESS

You cannot afford to be without one of these machines. NOW is the time to enter your order so as to get delivery and become familiar with the machine all ready for the first rush of the Skating Season.

THESE SKATE SHARPENERS CAN BE ATTACHED TO PRACTICALLY ALL MAKES OF OUTFITS

Write Us for Particulars

United Shoe Machinery Company of Canada, Limited

Bennet Avenue MONTREAL 227 Craig Street West

TORONTO
90 Adelaide St. West

KITCHENER
46 Foundry St. South

QUEBEC
28 Demers Street

Indispensable These Days Is a Reliable Wholesale Service

It is the means by which the retailer can profitably "carry on" under uncertain market conditions and changing prices. Such a service is

LENNOX'S

We have the goods that SELL. You can get them WHEN you want them, in the QUANTITIES you want, and the prices are such that you cannot anywhere do better buying.

Bigger Sales in SLIPPERS

Will come from featuring the Lennox Lines. They are selected from the best English and Canadian makes—in Felt, Velvet, Plaid, Arctic Cloth and Coloured Suede. You will find them Sales Boosters for Fall and Winter.

CHILDREN'S FOOTWEAR

We pay special attention to the Children's Shoe Trade. The lines we are showing are the market's best for Style, Wear, Service and Value. They will bring you the trade, yield the profit and produce customer satisfaction.

For Satisfactory Ordering and Safe Selling rely on
Lennox Goods and Service.

JOHN LENNOX & CO.

Hamilton - - Ontario

TILLEY'S TRADE WINNERS

That every "Tilley" Line is one of absolute reliability has been proven year after year by dealers the country over, and for steady sales and customer satisfaction none of them stand out more prominently than the well-known

NURSERY SHOES

They should be in every dealer's stock. They ATTRACT and HOLD the trade. We carry

100 Styles in Stock
CHILDREN'S, MISSES' and WOMEN'S

Of very special interest is our now line of

English Felt Slippers and Overgaiters

You will find them far above the average for value and general saleability. Be ready for a big season's demand by ordering NOW.

A Full Line of Boudoir Slippers

featuring the latest attractive styles.

Shoe Store Supplies. You will find it pays to make Tilley's your headquarters for everything in Findings and Supplies. The Goods, the Values and the Service cannot be surpassed.

CHAS. TILLEY & SON

90 RICHMOND ST. WEST
TORONTO

SELLING CHILDREN'S SHOES

(Continued from page 45)

30 cents on a pair, cut that profit to 10 cents, and advertise the special price of these rubbers, it will start the talk that your store sells at low prices. The fact that you sell this one article low will have a tremendous effect on giving the impression that you are not high priced.

In some places there are quite a number of people who send their children, instead of accompanying them, to the shoe store to be fitted. This is the retailer's opportunity. A child is a far-seeing little youngster. He knows whether he gets waited on in his turn or not. He may not say anything in the store, but when he goes home he may say something, and the chances are that the thing he will say will be that he is not going to that store again. If a mother phones that she is sending her children, or child, to be fitted with shoes, and gives an idea of what she wants, it is to the retailer's advantage to do his utmost to suit the child right

in every way, including price, in order that he may be pleased and the mother as well. It possibly is not a good plan for a mother to do this, but there are many who do it, and it is best to meet the situation by giving the best attention possible. Never let the little folks be waited on out of turn. Because they happen to be children is no reason why they should be side-tracked and a grown up waited on first.

Fitting children's feet is possibly more important than fitting those of grown people. It will be well to take great pains in this. The reason is that the growing feet of a child may be greatly affected by ill-fitting shoes, and once the foot has been fitted wrongly and allowed to grow that way it will mean that a permanent derangement has been established. For this reason it is best parents are present.

With this view of the children's trade it is just possible that it will pay every retailer to devote more attention to it. If the store is large enough, it may be well to devote a little space to this department. The introduction of children's chairs or rockers or other little things that will win the attention and good will of the child will prove to be good advertising. A dinging child at home has a great deal of influence. When a child starts to ding its mother to go to Blank's for its shoes, and the reason it dings is because it knows it may sit in a rocker or on a little rocking horse, it will make it mighty uncomfortable for that mamma if she tries to take it to another place. Then surely the children's trade is worth cultivating.

Above everything else show children they are welcome in your store. Youngsters are quicker than their elders in discerning an atmosphere of antagonism, or indifference. You can't fool them with assumed politeness. Learn to treat them cordially and generously. Adapt yourself to their peculiarities. Learn to call them by name. You will be surprised to find how far this goes with grown-ups, and it certainly takes more with children. Finally, be square with children and they will advertise your place as one where everybody may be sure of just, honest treatment.

INFOOT BRAND
BRITISH-MADE

Infants' Footwear

SOFT-SOLE SHOES

in Kid, Silk, Poplin, Wool, etc.

HARD-SOLE SHOES

Sizes 1-6, Black and Tan Leathers

INFANTS' FOOTWEAR LTD.

London, England

GREENE-SWIFT BUILDING
LONDON - CANADA



He Uses Conaway-Wadsworth Pattern Service

Who? The man whom the entire trade recognizes as the most difficult shoe man in Canada to satisfy.

He makes a mighty good line of Women's Shoes.

Many others have learned that our patterns carry the right style note, fit perfectly and are easy to work.



Conaway-Wadsworth Pattern Co. Limited

223 MCGILL STREET
MONTREAL, QUE.

Rooms 11 and 12

GUS LOSSMAN, Manager

Direct Importers
of Hides
Direct Importers
of English and
Australian Leather

Boston Hide & Leather Company, Inc.
20-24 East Street, Boston, Mass., U.S.A.
SOLE and UPPER LEATHER
Agents for HENRY BOSTON & SONS, Ltd., Liverpool, Eng.

INTERESTING TO REPAIR MEN

Beware of the bottom finish that soils carpets. Some house shoes are finished with waxy, greasy material, and finished floors, oilcloths, etc., are ruined by them, and the repairer, who should have known better if he had not been so thoughtless, is liable to lose a customer. The natural finish is the thing in such special cases, and being set quite hard will adhere to the bottom and will not leave it on smooth surfaces nor on rough pavement. It is composed of a thin layer of gloss of colorless matter, leaving the natural color of the leather to show through. For that reason it is termed natural finish.

* * *

The padded tongue is an improvement which goes far toward producing added comfort to the wearer. Most people will tighten their shoes to the limit, especially women folks, and the foot gets a strained feeling after a while if the tongue is unpadded. The strings will leave an impression on the flesh by the end of the day, and besides, there is the liability of the tongue stretching and becoming distorted when not combined with some additional material firmly attached, as the pad is, in all cases.

* * *

Do not stretch a shoe for a few minutes only and then rest satisfied. A shoe to be well stretched, to remain in a

stretched condition, must be on the stretcher for several hours (over night is best), and the upper should be wet at the time (some use steam and immediately apply the strain upon the upper), and should be watched closely for any giving away of the inseam if the shoe happens to be a welt shoe. It is better to stretch to a certain extent, and after a while to stretch again. By this gradual stretching of the upper you get more stretch out of it, and you are better able to watch out for the result of the strain upon the upper and seams.

A PRODUCT WHICH HAS ONLY LIMITED USES

Consul General George E. Anderson, who is located at Rotterdam, reports to the Department of Commerce that commercial men who are interested in the leather trade are bringing out of Germany samples of a sole leather made from waste leather which is suitable for the manufacture of heels for shoes of all kinds. The samples produced, says Mr. Anderson, show a very firm, hard sole leather that at first appearance is suitable for any purpose for which that kind of leather is required. It is found upon close examination however, that the leather is made up of pieces of waste that are likely to come apart when wet—and that's just what Germany did when she got soaked by the Allies!



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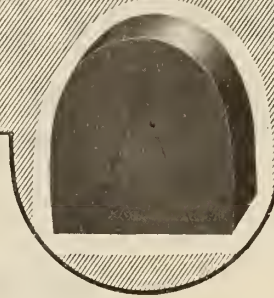
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AND CHILDREN'S

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IN

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LITTLE GENT'S
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Made in Classes :

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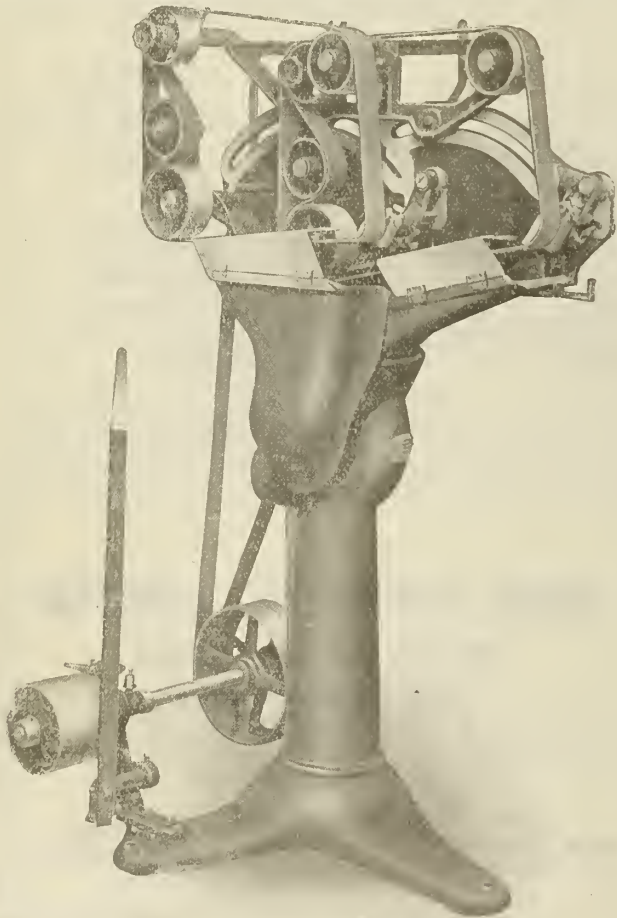
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All Styles and Shapes of Vertically Breasted Heels scoured smoothly, rapidly and with a valuable saving in abrasive material. Different Fixtures may be used making it possible to **Rough Scour**, **Fine Scour** and **Scallop** by making simple adjustments to suit requirements.

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THE

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THE
THIRTY-THIRD YEAR

TORONTO
NOVEMBER 1, 1920



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Standard
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Sole
Leathers

SOLE LEATHER JOBBERS
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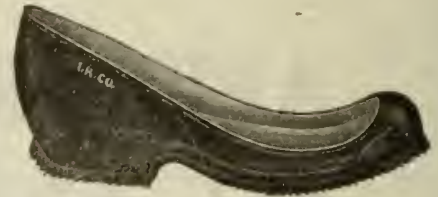
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Stylish Spats

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ETC. PER DOZEN

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GREY
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For Tillsonburg
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"TILLSONBURGS" have the honest
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High-grade, Medium and Staple
Lines.

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“Laura Secord”



A Highly Specialized Product

Every merchant knows how necessary it is to have a good line of Turn Footwear for Women. Turns are the shoes for Style. But until you see the Newport and Laura Secord Lines you probably do not realize how much SELLING APPEAL as well as QUALITY and VALUE can be put into a Turn Shoe.

They are made by men who are trained to make this one class of footwear. Specialization means economical as well as high-grade production, and Newport Shoes plainly show the advantages of it.

Newport Shoes did not make their appearance until after material prices were on the decline, and our purchases are being made only as required. Newport dealers, therefore, not only get the best possible prices now but ARE PROTECTED in the event of any further lowering of prices.

*OUR SAMPLES AND OUR VALUES
WILL SURELY INTEREST YOU*

The Newport Shoe Co., Limited

Toronto

51 Wolseley St. at Ryerson Ave. Wm. Chamberlain, Pres.

For Xmas!

Esmay Gaiters

You know them, the snappy line of perfect fitting sizes,—in FELT, CLOTH and SILK. Each pair is attractively packed in an individual carton. Ideal as gifts because there is a pair at a price to suit every purse.

*Send in Your Orders Now
Immediate Delivery*

Indian Slippers

In these days of machine-made goods, the gift of exquisite hand-made INDIAN SLIPPERS is distinctive and different. Our Indian Slippers for Men, Women, Children and Infants are as practical and economical as they are attractive.

Domestic Sales Department

Industrial Export Company

of Canada, Limited

16 St. Sacrament St. - Montreal

Cold Days are Coming

and every day now every shoe dealer will have his daily demand for Cold Weather Footwear. The volume of your trade will depend upon your **READINESS** to meet the demand. Keeping in Readiness means **QUICK SORTING** from a reliable Supply House.

The Goods For The Season

Our stock is **COMPLETE** in seasonable goods. They are **THE MARKET'S BEST** in all lines, past experience as well as a care for future trade guiding us in the selection of them.

English and Canadian Felt Slippers

This is the Slipper Selling Season and the range we are showing is a choice selection of trade winners.

Besides our Felt Lines we are showing a complete range of

Men's Fine Leather Slippers

featuring the most popular saleable models and the best values. Don't overlook your slipper trade—**ORDER NOW.**

MOCCASINS and HOCKEY BOOTS

are an essential in every shoeman's winter stock. We are headquarters for the leading lines in this kind of footwear and with our complete stock can look after all your needs for Children and Grown Ups.

A General Line of Heavy Felts Reliable Lines of Oil Tan Footwear

INDEPENDENT RUBBERS

We carry a complete stock of all the well known Independent Brands—KANT KRACK, ROYAL, BULL DOG, DREADNAUGHT, DAINTY MODE, VERIBEST.

Let us help you keep your sales "hot" during the cold days. Send us your **RUSH ORDERS** and you will get Rush Shipments. We can give you prices that make our goods unbeatable for value.

J. A. McLAREN CO., LIMITED

Wholesale Shoe Distributors

30 Front St. West

Toronto



**MEN'S
FINE
WELTS**
for \$5.95

NO. 61

A thoroughly fine shoe,
beautifully finished. Full
grain black side leather.
Price \$5.95

Every shoe we show or list here
is *regular stock*.

We are serving only the merchant
looking for good shoes carried in
stock at rock-bottom prices.

No. 60 The same as illustrated
in Fine Dark Tan Full
Grain Side Leather. The popular
shade in a high class shoe for better
trade.
Price \$6.35

No. 88 No. 1 Davis Mahogany
Calf. A welt with a
heavy slip sole. A full fitting Blu,
with medium sized toe that will
sell anywhere, particularly at this
season.
Price \$6.75

Our heavy worked boots have a well earned reputation all over Canada. They
are solid throughout. Solid grain leather insole. Solid slip. Solid heel.
Solid leather counter. No cut off vamps. Sold under the brand name "Big
Jim" as below.

No. 35 Pegged and lock
stitched. Heavy staple.
Black. Plain toe. Price \$5.00

No. 12 The best peg work shoe
made in Canada. The
same quality as No. 35, but pegged
only. Price \$4.95.

No. 34 As above with tip.
Price \$5.00.

No. 5 Same as above, in the
best tan color for this
shoe. Price \$4.95.

SAMPLE PAIRS MAILED ON REQUEST

A.W. AULT
COMPANY LIMITED
OTTAWA ONTARIO

FULL LINE IN STOCK

UPPER LEATHER

BARK, CHROME, RETANNED

SPLITS

WAX, FLEXIBLE, OOZE

We Solicit Your Enquiries for Leather that has Stood the Test of Time

OUR AGENCIES

PERCY J. MILBURN, 256 Lemoine St., Montreal, P.Q.

RICHARD FRERES, 553 St. Valier St., Quebec, P.Q.

A. DAVIS & SON, LIMITED

KINGSTON, ONTARIO

You can have
CONFIDENCE



in Palmer-McLellan
CHROMOIL



98X
Men's 12-inch Leg Farm Shoe
Sole and Tap

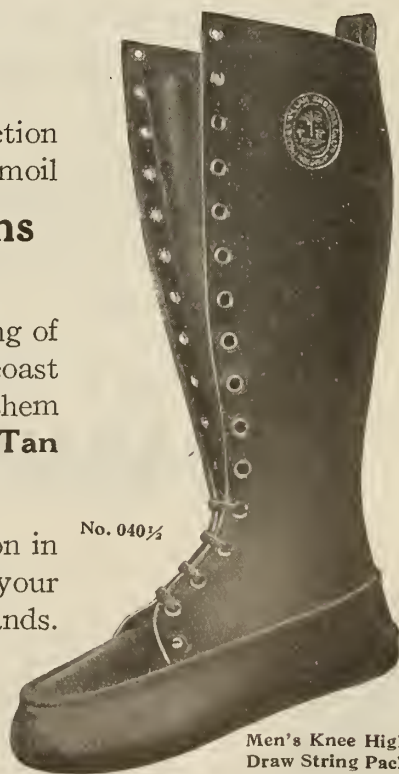
There is such complete satisfaction given to the wearers of our Chromoil

Shoepacks, Larrigans and Farm Shoes

that no other line is so deserving of your confidence. From coast to coast trade and public alike acclaim them as the **Superior Line of Oil Tan Footwear.**

Be ready for a Big Selling Season in this reliable line by keeping your Chromoil stock right up to demands.

No. 040½



Men's Knee High
Draw String Pack


Palmer-McLellan, Fredericton, N.B.

**JUST SHOW THESE
IN YOUR WINDOW.**



From any group of samples of "Canadian Footwear Company's" McKays for Women, Misses and Children you can pick enough to completely dress your window with shoes that will open your customers' eyes—style and value will astonish them—and every shoe can be marked to give you a good, round, legitimate profit.

CANADIAN FOOTWEAR CO.
LIMITED
MONTREAL, QUE.



HAWATHA

SLIPPER MOCCASINS

Shown in the Window
They COMPEL Trade

Not Moccasins as
you have been ac-
customed to think
of them—



But a beautiful,
warm house or
Boudoir slipper
that every woman hungers for.

We carry these in stock in attractive colors in
Suede, Buck and Splits.

Get samples of this moccasin (as well made as a
Fine Shoe) before it is too late for the holiday trade.

Samples mailed on request

The Montreal Moccasin Co.

LIMITED

10 Shamrock Avenue

MONTREAL

Biggest & Best

**ANGLO
CANADIAN
LEATHER
CO., Limited**

Biggest Tanners of

**Maple
Leaf
Brand**

Best Tannage of

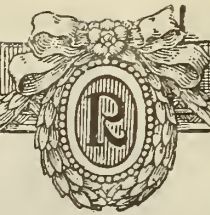
**Sole Leather &
Tap Soles**

**Montreal Toronto Quebec
Huntsville & Bracebridge**

The Largest Sole Leather Tanners in the British Empire



Mention "Shoe and Leather Journal" when writing an advertiser



You Never Need To Cut The Price

Why do the majority of merchants—why do you—hold a "sacrifice sale"?

Why, particularly, do you feel compelled to sacrifice some shoes that are not fads but regular merchandise good for a year?

Moderation in placing would avoid this condition in your store.

Of course it is necessary to place some business in advance to insure a moderate stock on time. But why not place that business with a house that will protect you against loss by carrying a stock for your convenience in sorting?

Think it over well

James Robinson Company
Limited

184 MCGILL STREET - MONTREAL



You Can Order Now And Be Perfectly Safe

Along with other good merchants we have been compelled to "take our loss."

This is a condition that is inevitable on a falling market.

The far-sighted manufacturer, the intelligent jobber and the keen merchant appreciates that if he profits by a rising market he must lose on recession of prices.

The merchant is safe in ordering for Spring at to-day's rock-bottom prices. He is doubly safe if he insures for himself a moderate stock by placing moderately with a house from which he can size up promptly.

We Carry the Stock

James Robinson Company
Limited

134 MCGILL STREET - MONTREAL



GREATER WORTH

in Kid Footwear comes with using

New Castle Kid

It is because the Texture and Finish of New Castle Kid not only stamp a shoe with distinctive Appearance, but also give it a Durability that means longest possible wear and SOUND VALUE.

When making up your lines for the coming season take advantage of the greater worth invariably imparted by New Castle Kid.

Made in

**Fancy Colors, White, Black,
Glazed or Mat**

In addition to our own lines we are Canadian Selling Agents for American Tanners of Splits, Heavy Leathers, Calf, Indias, Cabrettas, Skivers, also for Cotton and Cloth.

New Castle Leather Co., Inc.

NEW YORK

Canadian Branch: 335 Craig St. W., Montreal

Factory: Wilmington, Del., U.S.A.

If You Haven't Seen These Samples, Be Sure You Do

Patricia Women's Turns are a fast selling line that moves every day of the year.

A truly honestly well made shoe.



Men's and Women's fine Welts and McKays. Made on new lasts and well made for good trade.



Welts and McKays for Men and Women that build trade because they are priced to sell at the popular price.

—Metropolitan—

If you follow our suggestion to buy these brands **now**—even if but moderately—you will be offering your customers the best values possible in the spring

Daoust, Lalonde & Co., Limited
MONTREAL, QUE.

La Duchesse

THIS season with the general lateness of placing we have been in a particularly good position to attend to the "immediate" or "rush" business coming to "La Duchesse."

Not a few jobbers have already placed a portion of their spring business with us, but we would emphasize the *fact* that it is necessary for those others wanting



early delivery to place some part of their requirements without further delay.

Leather and factory conditions justify this suggestion.

"La Duchesse" Shoe Co., Registered
MONTREAL, QUE.

Overgaiters

IN STOCK READY TO SHIP

WOMEN'S

FELT

12 Button Felt, \$22.00 per doz.

BROADCLOTH

12 Button Broadcloth, \$34.00 per doz.

INVISIBLE BUCKLE

In colors:

- Black
- Light Fawn
- Dark Fawn
- Dark Grey
- Dark Brown



In colors:

- Medium Grey
- Dark Grey
- Light Fawn
- Dark Fawn

MEN'S FELT 5 BUTTON
Per dozen, \$14.50

In colors:

- Black
- Light Fawn
- Dark Fawn
- Dark Grey
- Brown

MEN'S BROADCLOTH 5 BUTTON
Per dozen, \$23.50

In colors:

- Dark Fawn
- Dark Grey

PHILIP JACOBI

MANUFACTURERS OF "TAILOR-MADE" OVERGAITERS
Toronto, Ontario

“LEVOR LEATHERS”

The trials, the disappointments, the *successes* of forty years of experiences back the brand, bulwarked by a long-standing well-guarded good reputation.

Levor Leathers Lead!

Ask Your Neighbor

LEVOR MAT KID - The Black Mat Shoe Topping

Economical—durable—satisfying.

LEVOR GRAIN KID - - - Colored and White

Firm and upstanding leather.

Stylishly snug on the foot.

Colors? All that Dame Fashion demands.

White? Yes; *pure* white—the *whitest* white.

LEVOR BUCK - - - An Ooze (Suede) Finish

Black—white—browns—greys—as good as the best at a lower price.

All tanned from only the best classes of Cabretta raw stock the world provides by

G. LEVOR & CO., Inc.

AT GLOVERSVILLE, N.Y.

BOSTON
ST. LOUIS

Export Department
88-90 Gold St., New York

NEW YORK



“AMES-HOLDEN”

BRAND

RUBBER FOOTWEAR

CANVAS

RUBBER-SOLED SHOES

FELT SHOES & SLIPPERS

IS NOW ON THE MARKET

Manufactured and sold by

AMES HOLDEN McCREADY, LIMITED

HALIFAX, ST. JOHN, QUEBEC, MONTREAL, OTTAWA,
TORONTO, LONDON, WINNIPEG, REGINA, SASKATOON,
EDMONTON, CALGARY, VANCOUVER

INTERNATIONAL SUPPLY CO.

IMPORTERS
MANUFACTURERS



JOBBER
SALES AGENTS

SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES

FACTORY AND BRANCH
37 FOUNDRY ST. S.
KITCHENER, ONT.

BRANCH
566 ST. VALIER
QUEBEC

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

MAIN OFFICE

154 NOTRE DAME ST., WEST

MONTREAL

REPRESENTING

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

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

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

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

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

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

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

Lynn Wood Heel Co.,
Keene, N.H.
Wood Heels and Die Blocks

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

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

Puritan Mfg. Co.,
Boston, Mass.
Wax Thread Sewing
Machines
Poole Process for Goodyear
Insoles

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

H. S. & M. W. Snyder, Inc.,
Boston, Mass.
Kids, Cabrettas and Horse

J. Spaulding & Sons Co.,
N. Rochester, N.H.
Guaranteed Fibre Counters
Fibre Innersoling

Textile Manufacturing Co.,
Toronto, Ont.
Shoe Laces

United Stay Co.,
Cambridge, Mass.
Leather and Imit. Leather
Pacing, Welting, etc.

Safety Utility Economy Co.,
Boston, Mass.

Electric Heating Equipment

In addition to the lines shown in the list of Houses we represent and for which we are Exclusive Agents, we carry large stocks of Specialties.

We are ready to Serve You Right on any of the following lines. Ask for Samples and Prices or send us a trial order.

Belting

Oak Tanned - Tannate

Belt Hooks and Pliers

Bows - all sizes

Breasting Knives

**Crayons - Marking for
Leather and Rubber**

Cheese Cloth

Cover for Linings

Covering Paper

**Dry Paste Stickfast
Kegs and Bbls.**

Silkolene Silk Wipers

Sponges

Dressing, Gumming

Tag Holders

Tarred Felt

**Thread Cotton
for Puritans**

**Tubes for
all Perforators**

SOLE CANADIAN AGENTS:

INTERNATIONAL SUPPLY CO.

Montreal

Kitchener

Quebec

Kid Shoes Will Sell Without Any Effort

DAME FASHION has decreed that the women of the land shall wear such suits and gowns that make fine kid shoes a necessity for the well-dressed woman.

Staple Shoe Makers have never yet found anything to equal Kid for comfort and appearance.

The well dressed man, and he who dresses for comfort, will, too, be wearing Kid by Spring.

When you see the Spring Samples, buy the best values, the best sellers, the shoes that in the long run hold the largest profits, and you will buy kid.

EVANS' KID is famed throughout the trade for its beautiful finish. Any maker will supply shoes made from Evans' Kid if you ask for them.

John R. Evans Leather Co. Limited

214 LEMOINE STREET

::

::

MONTREAL

ROBERT H. FOERDERER
PHILADELPHIA INCORPORATED PENN., U.S.A.



Mention "Shoe and Leather Journal" when writing an advertiser



"There is but one Slater Shoe"

Good Canadian Shoes equal the product of any country in both style and wear. Then, buy shoes made in Canada, keep your money on this side.

This will give work to our own labor and provide a home market for our farm products. It will help to solve the high cost of living by increasing the buying power of our own Dollar instead of having it discounted in a humiliating manner.

Slater Salesmen are carrying an Exceptionally fine set of spring samples. The styles they show, the materials they offer, Slater Shoe making and right prices have already brought Satisfactory Spring Placing orders.

A Clean Slate for 60 Years

The Slater Shoe Co. Ltd.

MONTREAL, CANADA



GET OUT YOUR RUBBERS

When you dress the windows, put the proper rubber beside every shoe you display.

Suggest to every customer that new shoes be fitted with the exact style and shape of rubbers, and explain that both shoes and rubbers will wear better and be easy and comfortable when properly fitted.

You can do this easily, because

DOMINION RUBBER SYSTEM RUBBERS

give you shapes and sizes for all the new styles of shoes worn by men, women and children.

Advertisements, featuring Dominion Rubber System rubbers, are now appearing in the leading newspapers and magazines throughout Canada. Get the full benefit of this advertising by displaying Dominion Rubber System rubbers in your windows and mentioning them in your own newspaper advertisements.

When you run short of styles or sizes, you can get quick and complete service from

DOMINION RUBBER SYSTEM



SERVICE BRANCHES

located at

HALIFAX	ST. JOHN	QUEBEC	MONTREAL	OTTAWA
BRANTFORD	TORONTO	HAMILTON	LONDON	KITCHENER
NORTH BAY	FORT WILLIAM		WINNIPEG	BRANDON
REGINA	SASKATOON	CALGARY	EDMONTON	LETHBRIDGE
VANCOUVER and VICTORIA				

Shoe and Leather Journal

Published Twice a Month

\$1.50 a Year Foreign, \$2.00

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JAMES ACTON, President

Montreal Office:

510 Coristine Building

Boston Office:

161 Summer Street

TO ADVERTISERS

The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

THE RETAILER'S POSITION

THE majority of those in the retail shoe business are plain, honest, well-meaning folk, whose chief aim is to make a decent living out of catering to the requirements of the public in footwear. There may be a few in the business who are mean, grasping or even "devious," but the proportion is no greater than amongst manufacturers, tanners or other tradesmen, if as much. The great majority are quite satisfied to pay their creditors a hundred cents on the dollar, and have enough left over to enable their families to hold up their heads in the community.

Conditions at the present moment make the doing of this quite a problem. With large stocks purchased at prices representing almost a third more than their value to-day, and with the public clamoring for cheaper and still cheaper shoes the dealer hardly knows where he stands. Talk of putting this stock on a "replacement basis" is futile. For instance, he can buy a shoe to-day for six dollars that cost him eight last spring. He had listed the old stock at twelve, and should sell the present shoe under ordinary circumstances at nine. If he could strike a working basis at ten dollars it might not be so bad, although even this would mean a reduction of twenty-five per cent. in price on the old stock. But the "luxury tax" interferes on the one hand and the popular demand for shoes on a basis of ten cent hides on the other. Thus the retailer goes down between the "stools." It is easy to talk about readjustment, but just now people are in no humor to consider a moderate course with regard to prices. The fact that clearance sales have so largely failed of their usual purpose in the last few months establishes that fact.

The retailer must plug along, working out his own salvation "with fear and trembling." He must get what he best can for his old stock, and see to it that as little as possible of high-priced goods are found on the shelves on New Year's Day: This will challenge all his merchandising ability for the next two months. As to buying he must not be blamed if he takes no chances of lower prices on the one hand, nor of higher prices through holding back on the other. It will only be by the most careful and thoughtful planning that a more serious situation than at present exists in the shoe trade will be averted. The success of the retailer means the prosperity of the whole trade, and just now he is decidedly the man on the firing line.

Stray Shots From Solomon

Wisdom Crieth Without;
She Uttereth Her Voice in the Street

There is only one thing to do when a fellow is on the wrong track, that is to turn around and go the other way. Be a quitter when it comes to turning your back on a wrong course. There are a lot of floundering jelly fish who expect the Lord and their friends to pull them out of the mess their wrong-doing gets them into by the nape of the neck, and set them every now and then on the broad and narrow way that leads to heaven. No man will travel far on the right way in life without not only making up his mind to quit evil, but positively turning himself in the direction of that which is right. "Remove thy foot from evil." If you are treading the primrose path and are sick of its foolishness as well as afraid of its termination turn your toes the opposite way. Don't wait for anybody to drag you into righteous living. Make up your mind and right about face. Quit while the quitting is good. It will be easier this week than next.

There are people who do not like plain talk. Every once in a while we hear of some one whose feelings have been hurt or his propriety shocked by the strong language with which we are compelled to describe the characteristics of those who violate business morals or ethics. When you find a man whose feelings are always being hurt, you find a fool or a rascal. The more "feelings" a man owns the less sense he has. Some of the meanest scoundrels who ever breathed the air either inside or outside the penitentiary have had more "feelings" than they knew what to do with. When you hear a preacher get down to close quarters on whiskey or adultery just watch the old soaks and blackguards in the audience get on their dignity and evidence their displeasure of the preacher's "immodesty" by walking out. "That's just going a little too far," said an indignant reader of a paper the other day to a neighbor as he read a paragraph on "business thugs." That same individual is known to every wholesale house in the trade as one of the meanest, trickiest retailers that can be found from Halifax to Victoria. No wonder such cattle do not relish the naked truth about their low tactics. When you hear the howl you may know that their hide is not as thick as their heads.

This is a bad disease. Murder lurks in it. Cain had the green eye, so had Saul; it accomplished the death of Jesus of Nazareth. It is the most contemptible and loathsome of all mental and moral affections. The man who wants to hit his fellow on the head with a club because

he is more successful than himself is a low cur. There are plenty of them running loose. The police administration has somewhat improved since Cain's time; that is all that prevents an epidemic of murders. If sarcasm and sneers could kill, plenty of successful men would provide work for the undertakers. Don't get caught belittling your neighbor's success. Give him credit for fairly outstripping you, if he has done so; and instead of getting after him with the club of abuse, get out and hustle for success yourself. Keep out of the class of little fellows who pelt mud and make faces at their betters. It will pay you. People will respect you, and better still, you will respect yourself if you decline to allow narrow jealousy to betray your manhood into unworthy speech or action. When a man has his own respect, he need not care much for his standing with others. Keep square with yourself. Jealousy is "cruel as the grave" in more respects than one. They say that when a bee stings it forfeits its life. Jealousy is suicidal.

* * *

Many a good ship has gone down through a little flaw in her timbers, or a little recklessness on the part of her helmsman. Many a great man has gone down to ruin, disgrace and perdition through a little sin that has sapped the fountains of his physical or moral nature. It is not the crimes that outrage all ideas of right and decency that decoy men to their destruction, but the little siren of personal gratification that lures them to the rocks. "Watch the heart," says Solomon, "for out of it are the issues of life." A man with a rotten heart can no more be great than a pigmy can become a giant. You can't grow any bigger than your secret sin. The man who indulges in secret vice may rise for a while, but is as sure to drop as the sun is to rise. An eagle was seen to soar aloft one day from the ground where it had evidently alighted in search of quarry. Suddenly it shot earthwards as though pierced by a bullet. A spectator hastened to the spot to learn the cause and found the bird quite dead. A mink had fastened itself upon it and as it soared drained its life blood. A family of boys were reared in this city by a couple who are still hale and hearty in their old age and who claim that no hereditary disease existed in the family. The boys all gave promise of a bright and prosperous future, two of them taking a university course. The eldest, shortly after attaining young manhood, broke down mentally, was placed in the lunatic asylum and died while there. The second boy, who went to business, was in a year or two taken with tuberculosis and notwithstanding every effort on his behalf, found an early grave. The third son has been compelled to relinquish his position and seek a warmer climate, and the fourth already shows signs of the dread disease. There was no exposure or any apparent cause of an outward or inward character to account for this devastation of a family. The young men were exclusive in the extreme, and this alone appears to furnish a clue. There is no doubt that the weasel of secret sin fastened itself on the first and was transmitted by example and practice to the others.

A National Shoe and Leather Fair

THE satisfactory beginning made last July at Montreal has convinced everybody that the Canadian Shoe and Leather Fair ought to be made a permanent institution. Whatever may be said of the effort itself or its immediate results, the fact remains that it developed amongst Canadian leather and shoe manufacturers a self-consciousness, and produced such a widespread impression amongst the people of this country of the ability of Canada to take care of its own requirements in footwear that the good work ought to be kept up.

That Montreal is the proper place for the establishment of an enterprise of this kind will be admitted by all. Neither Toronto nor Quebec will deny the right of their sister city to be considered the centre of the shoe and leather business of Canada. Its geographical position, as well as its many other claims to consideration as a place of meeting, afford it advantages that cannot be rivalled by any other city within the borders of the Dominion.

While there may be advantages in associating the Shoe and Leather Fair with the annual gatherings of such an organization as the National Shoe Retailers' Association, its success should not be permitted to depend upon outside considerations. It should be made a regular annual business affair such as those held regularly at London and Boston, at which members of the various sections of the industry meet for business and to establish the progress and development made in leather and shoe production.

On this account it might be found wise, as has been the case with these other permanent expositions, to eliminate all "frills" and get down to a solid business basis. In commenting upon the success of the British Shoe and Leather Fair recently, the London "News" congratulates the management upon its policy in recent years of cutting out the side show and entertainment features, and devoting the whole time and space of the exposition to purely business purposes.

There has been some criticism as to the cost of the Montreal affair. We believe that the Shoe and Leather Fair was well worth all that was spent upon it to those who exhibited there, but the plan followed in the other permanent shows of "sticking to the last" is a good one and would result in a much larger and more representative exposition, at a minimum of cost.

Montreal is undoubtedly equal to the task of providing for the Canadian trade such a display of leather, shoes and allied products as will convince not only this country but the world that "Made in Canada," as applied to leather and leather production, means the last word in quality and finish.

Shoe Store Records and How to Keep Them

How an Iowa Retail Shoe Store Man Has Developed a System of Keeping in Close Touch with His Business—Knows Where He Stands at any Stage of the Game

THE following particulars and diagrams concerning the way the Stevens Shoe Company, of Mason City, Iowa, keeps tab on its finances and merchandise, are given in the Boot and Shoe Recorder, and will appeal

Plate C—Portion of page from Stock Record Book. WP410 indicates the kind of shoe and the number of the particular shoe in question.

to those who are interested in up-to-date methods of stock keeping in the retail shoe store.

The Stevens Shoe Company of Mason City, Iowa, started in business in 1884 in a small way, and since that time many changes have been made in both financial and merchandise accounting systems used in the business.

The forms reproduced represent the principal records in use in the Stevens store at the present time.

Mr. Stevens, in commenting upon the records now in use, says: "We believe a merchant cannot know too much

Plate F—In this Record Book are entered totals made up from the sales slips. The column headings show the various departments into which the store is divided.

about his business; we have found it necessary to make many changes in our systems in the past few years, and if our business continues to grow, as it has been growing, we will probably make many other changes in the future. We are constantly looking for something better, and whenever we can find a system that is more simple and more accurate, we will use it. Our present system gives us the information we need."

The financial accounting system consists of the usual combination cash journal. It has a double entry book-

keeping system and each debit entry must have a corresponding credit entry. Three ledgers are used in connection with the journal—these are: accounts receivable, accounts payable, and the general ledger, and also a cash journal, ruled in two columns so that posting to the general ledger is done only once a month in the majority of items.

The cash journal is balanced daily; the trial balance of ledgers is taken once a month.

For convenience and to better determine the profit and loss of various lines, the Stevens store is arranged in 16 departments, as will be seen by referring to Plate F.

The first record to be considered is the buyer's record (Plate B). This record shows the maker or wholesaler from whom the shoes are purchased, general description of the shoe, leather, last, sole, heel, height, etc., the price, sizes and widths; date of purchase and shipping date. This we do not reproduce because the description is sufficient.

When the shoes are received they are checked against this record and are checked into stock and charged to the department to which they go. Each shoe is given a stock number and a department index letter. Sizes received are transferred to a stock record book (Plate C).

The vertical lines on this record represent the sizes received, and the horizontal lines (which are made with a red pencil) indicate the pairs sold. The horizontal line is raised in the event the shoes are returned. This record is made up by checking the sales slips daily.

It will be noticed that the sales slip (Plate D) carries a department index letter, stock number, size, width, the cost in code, and the selling price. This gives the book-keeping department all necessary data in posting to other records.

In the event the shoes are returned by the customer the pink credit and exchange voucher (Plate E) is made, which tells the whole story of the transaction.

At the close of the day's business, the sales slips are segregated as to departments; cost and selling prices deter-

Plate B—Record showing purchases from wholesaler or manufacturer.

mined, and the totals of cost and selling prices in each department are entered on the perpetual inventory (Plate F). Monthly totals of each department, and the grand totals for the month are also entered in the perpetual inventory record book.

This record shows the amount of merchandise on hand at the beginning of the month, to which is added merchandise purchased during the month, and from the total of these items is deducted the sales and merchandise returns to factories. This net amount, then, becomes the new balance for the beginning of the following month.

A double-carriage Burroughs Adding Machine is used to obtain speed and accuracy in compiling the records.

A complete trial balance is made and entered each month in what the Stevens Company call their book of "comparative statistics and business analysis."

In order that the company executives may know exactly where they stand every month, comparative monthly records are kept. The first of these is headed: "Complete Monthly

Statement." The column headings represent the month during which the trial balance was taken and covers a period of years. If the trial balance is that of May, for instance, the statement shows the condition of the business at the end of May for a period of years. It is really comparative, therefore. The items listed on this statement include:

Value of stock on hand at first of month, net sales, cost of sales, gross profit, total expense and net profit.

In addition to this there is the comparative monthly sales sheet—headed in the same way, which shows in the order named:

Gross sales, returns, net sales, collections, inventory, purchases, merchandise returned and net purchases.

On the same sheet are the cumulative totals, giving the figures for the year up to the month for which the statement is taken. These totals include sales to date, expenses, purchases and collections. Farther down on the sheet the expenses are analyzed—being divided into advertising, allowances and repairs, donations, dues and subscriptions, employees' salaries, freight and parcels postage, insurance, officers' salaries, rent and house service, miscellaneous expense and miscellaneous supplies. By glancing through this analysis, the accountant can see at a glance what class of expenses show increases or decreases. If the increase seems out of all proportions, of course, an investigation is instituted and steps are taken to cut down.

Many merchants seem to have the idea that merchandise and financial accounting systems may be all right for

it takes probably three hours to get the trial balance and make the necessary entries.

No matter at what price the time is figured which is devoted to this work, it cannot in any way be as expensive as buying what is not needed and taking the consequent

STEVENS SHOE COMPANY
DEPENDABLE SHOES

Phone No. 51 105 No. Federal Ave.

Name John A. Jones
St. Blairville, Mass
47 Town

DATE	SOLD BY	HOW SOLD	AM'T REC'D	AM'T SALE
6-25	4		20 00	17 15

STOCK NO	SIZE	CODE	AMOUNT
NP 410	36,	L2XX	16 50
	Jay		65

IN CASE OF ERROR OR EXCHANGE RETURN THIS SLIP.
GOODS SENT OUT ON APPROVAL WILL BE CONSIDERED SOLD WHEN KEPT OVER 48 HOURS.

MFD. BY AMERICAN SALES BOOK CO., LTD., ELMIRA, N. Y. PAT. JUNE 30, 1923.
RE-ISSUED PAT. NO. 12624, MARCH 26, '27.

Plate D—Shows Department index letter, stock number, size, width, the cost and selling price.

losses on hit-and-miss purchases, and a hit-and-miss system of selling, and pricing merchandise.

Mason City has a population of about 20,000, and is in a farming district of Iowa. The Stevens stores does an annual business of around \$125,000 to \$135,000, employs four salespeople besides the two principal stockholders—Mr. Stevens and Mr. Moore. Last year was the banner year in the history of the concern, but so far this year sales are ahead of last year's record.

Records will not do business or get business for a store, but the merchant who has a good, clean-kept set of records usually has a good-clean, well-kept store, and good, clean, well-kept salespeople, and a good, well-satisfied clientele.

THE MISTAKE

A whole window full of men's shoes, hundreds of pairs, thrown in as best they could be, showed a big placard in the middle which said, "Fine shoes \$3.98."

A would-be customer, peering in through the window, saw a pair in the pile that caught his eye. Stepping inside he called the retailer out and pointing to the shoes asked the price of that particular pair.

The retailer looked at the pair through the glass for about a minute when he turned to the customer and said, "Mine frendt, that sign isn't righd. It got turned the wrong vay. That pair is \$8.63."

Stevens Shoe Company
DEPENDABLE SHOES

Phone No. 51 117 South Federal Ave.

Name Thomas Smith Jr.
St. 47 Summer St.
Town

CLERK 4	DATE 6-27	O. K'D BY 1
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WRITE HERE: "Exchange", "Charge Credit", "Due Bill" or "Cash Refund" size & ch

IN CASE OF "DUE BILL", WRITE HERE FULL AMOUNT DUE CUSTOMER

SALES CHECK NOS. 47

.....DOLLARS
.....CENTS

GOODS RETURNED				
STOCK NO.	SIZE	WIDTH	CODE	AMOUNT
NP 410	36	1		

GOODS TAKEN IN EXCHANGE				
STOCK NO.	SIZE	WIDTH	CODE	AMOUNT
NP 410	36-	1		

AM'T PAID 8	AM'T REFUNDED 5	CREDIT AM'T 8	AM'T CHARGED 8
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CREDIT VOUCHER

LE MAR'S PRINTING CO., MASON CITY, IA.

Plate E—This tells story of any exchange transaction.

a big store that employs a lot of help and does a lot of business, but are tomfoolery in a small or medium-priced store.

The Stevens Company has demonstrated otherwise. The time expended daily in making up the records consumes possibly from one to two hours. At the end of the month

Shoe and Leather Trade Jottings

Talk of the Street on Leather and Shoes—Review of Market Conditions—Business Slow with Wholesalers and Retailers—Public in No Mood to Buy—Manufacturers and Tanners Marking Time—Improvement with Colder Weather

THERE is a general attitude of "watchful waiting" on the part of the public which applies to all lines of merchandise at the present moment. There is a mental attitude created by the trend of conditions that is responsible for the large falling off in fall trade. Some people argue that the people have reached the end of their tether as far as money is concerned, but this would not seem to be the case if we are to judge from the money spent still upon luxuries and pleasure. Without doubt we are passing through a period when people are asking themselves "what next?" Reports of reduced prices in various commodities have created an impression that bottom has not been reached, and everybody is putting off buying even necessities until the last moment. Bargain sales have helped to a considerable extent to maintain this belief. The public to some extent takes advantage of the cut rates but the great majority stand by and say there is "more to follow." The big stores are feeling the situation most keenly and unless some radical change takes place within the next few weeks, there will be some startling announcements in retail prices in staple commodities.

Retail Shoe Trade

The average store is plugging along, doing its best to maintain sales at somewhere near the point of normal, but all are feeling the strain. Those who have been making strenuous efforts to unload through special sales have been considerably disappointed as to results, although they have had the satisfaction of bringing their stocks to a point that gives them a little less cause for anxiety. The wise ones are steadily pursuing a policy of quietly getting rid of the goods bought at high prices while the going is fairly good, and, realizing that the attitude of the public is pretty thoroughly established on the price question, are determined to take no chances on finding themselves next season with stocks that will be difficult to dispose of even at cut rates. With these dealers there is no panic but a settled conviction that the wisest policy at present is to get down as near as possible to bare shelves, and buy carefully as the demand warrants. This is the reason why even sorting trade is on comparatively conservative lines. No amount of argument seems to shake the average dealer in his belief that for the next three months at least he must watch his step

more carefully than he has done for some years. The increased demand caused by more seasonable weather and holiday trade may make some difference in the next few weeks but the general attitude for some time to come will be to buy carefully and sparingly.

Manufacturers Moving Slowly

Business has improved slowly during the month, quite a few spring orders coming in as well as a fair amount of sorting. Manufacturers are not pushing sales. In fact, some of them have withdrawn their travellers for a time in order to allow business to become more settled. There is no tendency to cut on existing prices which are based upon the actual present day costs of leather. Those who have leather purchased for spring operations at rates that prevailed before the drop in the market have taken their medicine and are figuring all their goods on present values of materials. So far as we have been able to learn there has not been any disposition of late on the part of leather men to shade prices to any extent, although here and there are heard reports of sales of upper stock below the figures asked a month ago. When these reports are followed up it usually is discovered that there was some discrepancy in quality or other circumstance that accounted for the concession. Holders of high grade stocks are sitting tight as a rule. The factories are only running in part time, and the pinch is beginning to be felt by operatives who usually at this time of year are beginning to get busy on spring production. The effect will doubtless be a lessening of the tendency towards increased labor costs. It looks as though few of the factories will be operating on anything like full cards before the beginning of the year.

The Leather Situation

The hide market continues duller than ever, and both hides and skins are going begging for buyers. Tanners are not buying to any extent although there have been reports of one or two large transactions. The leather men say there is no inducement for them to put down raw stock with conditions as they are in the shoe trade. Stocks are not large but there is an absolute calm as far as buying is concerned. In fact a leather man admitted the other day that with the ordinary demand that ought to exist at this time of year his stock would not last two weeks. Kid that sold a year ago at \$1.35 is going begging at 85c. Calf that was \$1.10 to \$1.25 is only moving slowly at 75c. or thereabouts. It is the same in proportion with side leathers. Sole leather does not seem to budge very much beyond the ten per cent. already conceded beyond the peak of last spring, but there are signs of weakening here and there. Reports have it that sole leather tanners have been in the hide market of late to a very heavy extent, though very quietly, and are getting ready for the inevitable. It is hardly possible now with the tremendous accumulation of cheap hides that leather can continue long on the present basis. Stocks will be

(Continued on page 44)

Shoes That Are Selling

Men's and Women's Styles at the Big Centres—What is Doing in Metropolitan Shoe Stores—Style Leaders from East to West

WE append for the benefit of our readers a few notes as to the trend of popular fancy in shoes in some of the principal centres across the border. These ideas will afford Canadian dealers a hint or two as to what is selling or likely to sell in the near future in shoes:

New York City

In men's lines cordovan is proving a good second to Russia calf. Dark tans prevail and high cuts predominate, although there is a good showing of Oxfords on account of the prevailing warm weather. Wing tips and perforations seem to have a large call and combinations of tan and buckskin as well as cloth are seen with Russia calf and gun metal. English models are mostly shown in the medium grades with wider toes in the higher priced lines. Brogues continue in popularity for fall wear both in bals and Oxfords with a swing towards the blucher cut.

In women's shoes the furor is at present for low cuts in which the Oxford slightly predominates, although there is a great showing of pumps, cross straps, and open front low shoes of every kind. Amongst these are circular vamp three eyelet Oxfords in dull kid with coin toes, blucher cuts in plain black and dark tans and brogues in both dark tan and black. In materials glazed kid, mat kid and light gun metal are the most popular, although there is a great run on satin for low cuts both in black and dark browns. In high cuts mat kid in both laced and buttoned boots are seen with both high and low Louis heels. Some natty walking boots in dark tan vici and Russia calf with low heels are displayed.

Philadelphia Pointers

There is little new to be seen in the shops this month. In men's lines the laced boot seems already to have taken the place of the Oxford, and is found in both black and dark tan calf and horsehide. The latter seems to be abating its popularity and wax calf is taking its place. Both medium and narrow English lasts have the run, but there is a goodly sprinkling of wider toes. The popularity of the brogue style seems unabated and when the wing tips and round foxings are absent they are replaced with fancy stitching and perforations. Some handsome lines are shown in both cordovan and calf, in black as well as dark tan.

In women's shoes, attention seems to be centred upon low cuts if one is to judge from the window displays. In Oxfords there is a great showing in both the plain and brogue effects in smooth and boarded Russia, and quite a variety of blucher cuts

in gun metal with circular vamps and wing tips are shown. The preponderance seems to be in blacks, although tans make a good showing and there is quite a sprinkling of satin and suede both in black, brown and a few greys. There is the usual profusion of pumps, straps, colonials and band ties. In women's high cuts black distinctly leads, the preference being for mat and glazed kid. In colors, dark Russia calf with medium soles, and dark shades of tan kid with feather edge soles are to be found. The tendency is towards narrower toes.

Chicago Features

Trade is gradually turning from Oxfords to high cut shoes for men, which are being sold much earlier this year in spite of the continued open weather. There is still a good demand for men's light weight tan shoes, in both bals and Oxfords, the call being for brogue effects. In the displays, however, attention seems to be largely devoted to the heavier weights in which black predominates. Black kid and kangaroo seem to sell well, but gun metal, wax calf and cordovan are still the most popular materials. Light weight brown cordovan also seems to maintain its popularity, especially in brogue styles, which do not seem to have lost their hold, especially upon the younger men.

In women's lines there seems to be quite a run on high cuts, in spite of the continued popularity of the Oxford and low cuts generally. There is quite a showing of nine and ten inch boots, both in blacks and dark tans in both kinds of heels. There are numerous displays of colors which, however, have not caught on as yet. Straight heeled boots in black and tan seem to be the most popular. They are shown in brogue effects as well as with straight tips. Brown kid and calf seem to be the most popular, although kangaroo is growing in demand. Black and brown ooze are considerably in evidence. In pumps, colonials and straps, there is such a showing as one might expect to see in early summer. These are in gun metal, Russia calf, ooze and satin, in both black and colors. Straight heels and small tongue effects are noticeable. The bulk of the pumps and straps are in Louis heels. It is expected that low cuts will be used with spats until well into the winter.

San Francisco Fancies

In men's wear the tendency is decidedly towards broader toes. Here, of course, the low shoe or Oxford predominates, and the strength of the demand still lies in colors which favor the darker shades of tan. The brogue is in good demand, although the trend seems to be in the direction of lighter effects. On this account imitation brogues are found, both in bals and Oxfords, which are shown in black kid, calf and cordovan. Grain is used in the heavier shoes. One of these imitation brogues has a medallion tip and brass eyelets. Color combinations are seen in some of the windows with lighter tops of tan or grey, buckskin or ooze and foxings and vamps of black or dark tan.

(Continued on page 45)

Shoe Situation Reviewed

General Impressions of Conditions—One Section of Trade Waiting on the Other—Attitude of Public on Buying—Cold Weather Needed to Start Business

THERE does not seem to be much sign of immediate betterment in the shoe or leather business, either as regards the retailer of shoes, the jobber, the wholesaler, the manufacturer or the maker of leathers, in the immediate future, except what may be expected to follow a spell of inclement weather. Business has been bad for reasons heretofore commented upon, and the realization of what little hope there had been for fall business has been deferred on account of the most unusually fine and continued warm weather.

It may be expected, however, that the longer the fine weather holds out, the greater will be the demand on the retailer of shoes for fall and winter footwear, just as soon as there is a day or two of cold or wet weather.

Whether or not this expected rush will be of sufficient intensity or of long enough duration to start things is not so clear. It may well be that once trade begins to open out there will be enough of it to make retailers think of their spring stocks as well as of sorting up on what lines they already are carrying. If this should happen, and there should be any great amount of buying on the part of the public, the whole trade would probably reflect the business done. It appears there is not a great deal more needed than a little confidence on the part of the retailers, and a little bad weather to start the demand on the part of the public for winter footwear.

Hundreds of men are still wearing their warm weather Oxfords, and with the mercury lazily dallying around its summer playgrounds men are inclined rather "to stick to the shoes they have than to fly to others they know not of," for there is little doubt that many people are still expecting a further recession in the prices of footwear.

A little close observation of the footwear lined up in the street cars, (that is when there are not so many strap-hangers as to completely shut off the view from all feet), will show that a great many young women are also sticking to their summer footwear, and, in fact, a great many of them are wearing the flimsiest of pumps. They are neat and look pretty during the fine weather, but one can imagine what would happen if the weather turned sloppy. The ladies are usually possessed of more footwear than the men, and in a pinch, or when there is the prospect of a bargain in the near future, or if they think there are prospects ahead, they can manage for quite some time in fine weather to get along with what they have.

Taking it any way at all there is a lot of footwear to be bought yet this fall, and although the retailers may have a little more on hand than usual at this time of the year, their stocks are ultimately going to be depleted, and it is a great probability that there will be a good demand for footwear before the spring. The prices, as always, will be determined by the demand. Tanners are not buying hides and consequently the prices have eased off a few points. But the tanner still doesn't buy because he has plenty of stock for all the business he sees in sight. He is waiting for the manufacturer and the manufacturer is waiting for the retailer, and the retailer is waiting for the consumer. The consumer seeing the drop in hides and skins expects to see a drop in the prices of leather products, especially shoes, and so he waits and is aided and abetted by the weather man. So there is the eternal circle.

But there is an all-important factor in the chain of circumstances that will in all probability upset the calculations of the shrewdest consumer. The tanners have plenty of leather and are sitting back waiting. Not till the prices of hides and skins become lower, but until the manufacturers of leather products buy up the stocks of leather they already have tanned. To say the tanners are sitting back waiting is putting it mildly. Some of them have all but closed down. Their workmen are on the street. The tanner as a rule is a big corporation well financed, and is not pressed by his bank for funds, and so does not have to liquidate his stocks. The chances are he can sit tight a great deal longer than the consumer, and will do it. In the end the consumer will have to wear shoes made from the stocks the tanner has now in his warehouses and at the tanner's price.

The manufacturer of shoes, in Canada at least, is not so strong financially as the leather man, and so does not get in his leathers until he has a certain amount of orders in sight, and when these orders are cancelled, as they were this last summer, if he has cut the stock he is placed in rather a bad way. His bank is financing him and he may have to liquidate his stock to satisfy his backers. This is another theory that the public has constructed, especially after the scarehead advertising of a few sensation mongers, who claimed to be disposing of the stocks of "leading" manufacturers. Though the alleged sales failed in every sense of the word, they left an impression with the public that all was not right with the manufacturing end of the shoe business, and that there was likely to be a cutting of prices.

Such a condition did become quite pronounced in the United States, and there was some unloading by the manufacturers direct to the public, in retaliation on the retailers because of cancelled orders, but there were not many manufacturers in Canada who were badly embarrassed, and although some of them are revising their prices for spring goods there is no evidence that there will be anything approximating a crash in the business. Such an eventuality would be bad for everyone all round and strong measures should be adopted to prevent any such a thing at the very first indication of anything amiss.

Prices have been shaded somewhat in the shoe trade, and it would seem that there is little likelihood of there being much further reductions. A little at a time is manifestly the best policy for everyone. The first little has been chopped off. It would now seem to be up to the retailers to take careful count of everything and see if it is not now the opportune time to order carefully for spring. As before stated if there is a sudden break in the weather there will be a correspondingly heavy demand for footwear, and that may start things again. There will then be at least considerable business in sorting up, and this will have to be done before the spring goods are touched. When the spring goods are being made the orders will be filled in the order of their placing. He who orders now will have a good chance of having his shelves well stocked for the Easter trade, but he who leaves off his ordering till January, as a few retailers have been talking of doing, may find himself trying to satisfy the needs of his customers out of a badly shot stock of fall goods, when his competitor is doing business with new goods.

A lot of things can happen between now and next Easter, and, although the sky has not cleared much in the last fortnight, it would seem that about all that is needed is confidence, courage and to meet the shoe salesman with frankness, ordering judiciously and with a view to the needs of the people rather than catering to fads and fancies.

Most retailers say that when they do order for spring it will be only when the manufacturer will guarantee them against any further drop in the price of footwear. This is perhaps a wise course on the part of the retailer, and should do much to encourage him to place his order with confidence. The manufacturer may be able to buy a little lower, and if so, to quote shoes just a shade down by spring, but there is

little to encourage that belief just now. Everyone will undoubtedly take a little loss in the general effort to bring things back to a reasonable level, but no one will want to do anything that will likely start things tobogganing. Carefulness is likely to be the outstanding feature of merchandising for some months.

Trade Picking Up

Orders for Spring Goods are Now Coming in Fairly Well—Policy of Deferring Orders Likely to Result in Clamor for Deliveries—No Occasion for Alarm Over Present Dullness

THAT the shoe business is picking up again would seem to be indicated by the reports of a number of manufacturers and jobbers in Toronto. While some of them admit that orders are not coming in as freely as could be desired, others have no hesitancy in producing, in the form of orders, evidence that business is not such as to cause any great uneasiness.

Mr. Geo. A. Blachford, of the Blachford Manufacturing Company, 92 Sherbourne street, when seen, freely admitted that things were quiet, but he was not worrying at all about the future. Mr. Blachford said that a lot of orders were apparently being deferred until November, but was of the opinion that if shoe retailers left off ordering their spring goods until much later, many of them would be disappointed in deliveries.

Ordinarily when spring goods are contracted for in September or early October, it leaves the manufacturer several months in which to make up his season's business. Mr. Blachford makes a strong argument in favor of buying now, when he states that as Easter comes early next year, falling on March 27th, there is little enough time to get out orders for a normal season's business, and if the orders are held back until the season is much further advanced there will be a clamor for deliveries for Easter business. Through the delays of orders now, it is claimed, factories may later find it physically impossible to make up and deliver the goods on time for early spring business.

Things will remain somewhat dull, Mr. Blachford thinks, until the public gets a different attitude towards the shoe business. In time the public will see that a drop of a few cents in the prices of leathers will not make very much difference in the price of a pair of high-grade shoes, as the materials are, after all, only a comparatively small portion of the costs that enter into a pair of shoes, labor and other things making up a much larger proportion.

Mr. W. A. Hamilton, of the W. B. Hamilton Shoe Company, 15-17 Front street, reports a fair business and shows orders to back up the statement. Moreover, the orders taken, while necessarily differing more or less in number and quantity, according to locality, show no great disparity between the widely separated provinces. Business is coming in from one section of the country about as well as from any other section. Considerable spring business is being done. The general conditions of trade are felt, some in the shoe business.

Mr. Edwin O. Weston, of F. J. Weston & Sons, 53 Wellington street west, wholesale jobbers, reports business good. "Business is good, and has been right along," said Mr. Weston, who intimated that the talk in the daily newspapers about prices in the shoe business had had some effect on trade. Orders were coming in pretty well, it was reported, and there was nothing to complain about.

Mr. William Chamberlain, of the Newport Shoe Company, Ryerson and Wolseley streets, pointed to a pile of orders on his desk that had just arrived that morning, when a representative of THE SHOE AND LEATHER JOURNAL asked him as to business conditions. Orders were coming in fine, he said, and there was no occasion for alarm at all. He thought that retailers could see that if they left off ordering too long they might not get their spring deliveries in time. People must have shoes, and shoes must be made, he said.

Mr. Fred P. Myles, of Minster Myles Shoe Company, Simcoe and Pearl streets, stated that things could be better, but considering the general condition of business and the very mild weather, everything was about as to be expected. A break into cold, sloppy weather was what all were looking for, he said. "We are getting our share of orders," he said, and when asked if there were any spring orders, answered in the affirmative. There were orders, the reporter understood, for a little of everything.

Mr. Owens, of Owens-Elmes Co., 12-14 Sheppard street, manufacturers of high grade hand turn slippers and pumps, when seen by THE SHOE AND LEATHER JOURNAL, said that their factory was busy. They do not have a large output, of course, because their line is of a special character, but the fact that a factory making fancy silk, satin and leather pumps and dancing slippers is busy turning out work would seem to indicate that people in Canada are still seeking pleasure and still have the money to spend. The number of unemployed does not yet seem to be great enough to have affected the attendance at dance halls and other places of amusement.

A round of down-town shoe stores on the first wet day after weeks of fine weather showed the clerks to be busy fitting customers with footwear. The stores handling the higher priced shoes seemed, on the whole, to be the busiest places. Whether or not this is an indication that the factories are going to be called upon later on to produce more and better footwear remains to be seen.

Factory prices eased off considerably in response to the demand, or rather lack of demand, on the part of the public, and the retailers, speaking broadly, have done their part in marking down their goods. It would almost seem, however, that with a little easing off of the prices on all lines, the public is inclined to go in for the higher class goods at the lower figures, rather than for the cheaper grades of footwear at any price.

This buying of good shoes by the public may be explained by the fact that during the last few years of high prices and high wages, there have been more people getting into the way of wearing the best of everything and now find it hard to be content with anything short of that.

It may well be that the activity in the stores handling all high-class stuff on the very first day there is any indication that the fine weather might be at an end, means that if the best footwear to be had is going to come within reach of a greater number of people there will be a greater number of people buy them. The activity more likely means that even those who can, and do afford, the price of the high-grade shoes have been, in common with everyone else, putting off buying new footwear until the very last hour of fine weather.

"When they do get busy again they will make better stuff," said a retailer in speaking of the dullness among the factories. He did not elucidate further, but later when the reporter happened in on another retailer, when he had just picked out eighteen pairs of shoes made by the same firm which had some defect or other and which he was sending back, the reporter attached more significance to the first retailer's remark. The defects among the eighteen pairs were not imaginary, some of them were glaring, such as a high heel on one shoe and a low on the other, soles that extended further on one than on the other, etc. Labor

conditions have been blamed for these annoyances, and with positions at a premium there should now be better and more careful workmanship and handling of shoes. Taking the reports that were received as a whole, it would seem that things are picking up a little as against a week or so ago.

The safe thing for the shoe retailer to do would seem to be to order now, or as soon as possible, but order carefully, with a view to not having too large a stock on hand for spring business. A little confidence is needed and this seems to be supplied by the general improvement during the last few weeks. Meet the salesman with frankness, and show him your difficulties. He may have a suggestion worth while to offer.

Tanners Marking Time

Nothing on the Horizon to Suggest Any Improvement in the Near Future—Weather, Luxury Tax and the Government are Blamed

QUIET still prevails among the tanners and there is little indication that things will be any better for some time to come. Wherever one enquires the same story is told—everything is very quiet. Some lay the blame on the weather, others on general business, and still others on the government and the luxury tax on shoes.

That the people are not buying shoes is quite evident from a visit to a few retailers, and as long as fine weather holds out it is not at all likely that there will be any improvement in this direction. "There has been no bad weather yet to disclose leaks in the old footwear," is the way one manufacturer of sole leathers puts it.

Aside from the fact of the fine weather retailers are inclined to hold off placing their orders for spring goods because of the general feeling of uncertainty in prices.

"Everyone is accepting his losses gracefully except the shoe retailer," said one leather man. "They evidently think that the lack of demand, together with the continuation of the policy of the banks to curtail loans, will bring down prices before long," he continued.

"The publication of stories in the daily press about the prices of shoes has had a deterrent effect on trade, and immediately was reflected in a drop in the price of hides," is the way one man explains the situation. "Naturally, when there is no demand for shoes there is no demand for leather, and no demand from the tanners for hides and skins, and so the price goes down," he said, and continued to the effect that if there was a sudden demand for footwear when the winter arrived, there would be a corresponding demand and increase in the prices of hides.

But there is little to show that there will be any such a demand for shoes, other than the fact that people have to have footwear and that the footwear already in use will eventually wear out and must be replaced. A period of wet or sloppy weather might start things going again, but retailers are likely to hold off just as long as they can and order sparingly when they do buy.

"We do not look for much improvement before spring," said a representative of one large firm of tanners. Some of the tanners, however, look for some improvement before that time—around the beginning of the year, they think.

"If that luxury tax had been collected from the manufacturer," said one man, "so that it would not be so conspicuously before the consumer, things might have been different."

There is nothing on the horizon that could be pointed

to as an indication that there will be any improvement in the leather industry in the immediate future.

SHOE AND LEATHER TRADE JOTTINGS

(Continued from page 40)

exhausted in two or three months at least, and some effort will have to be made to meet the situation.

The American Situation

In a letter written to the SHOE AND LEATHER JOURNAL, dated October 18th, Hon. Richard Young, the veteran of the American leather trade, says:

There is so much confusion regarding prices of leather that a few words on this subject seem timely.

During the three years prior to May 1st, 1920, the leather business was very active and advanced to unprecedented prices. At that time manufacturers were justified in increasing purchases of hides and skins, based on orders which they had taken from shoe manufacturers which they expected could be carried out in good faith, but early in May a reaction set in and many orders were cancelled unjustifiably. Great quantities of shoes were returned, deliveries postponed or unwarrantable concessions in prices demanded. Export orders for leather were cancelled, drafts for large amounts shipped were dishonored and goods had to be recalled at great expense, and, upon receipt here, were sold at heavy loss.

This was followed by demoralization in the trade, resulting in stagnation such as was never before known, and prices of all kinds of leather declined in excess of anything justified by the reduction in raw material, owing to the fact that there has been but slight decline in tanning material and none whatever in labor.

The experience of leather and shoe manufacturers during the extraordinary conditions prevailing, makes it obvious that greater care should be taken in giving and accepting orders, and that a clear understanding shall be had to avoid cancellation, as it is generally recognized that this is largely responsible for the present distress.

Fortunately, I think prices have reached bottom. Finished leather in nearly all lines is now below replacement value. Tanners and shoe manufacturers throughout the country are not averaging more than 50 per cent. of normal production. I think the stock of shoes in the hands of wholesalers and retailers is not over-large and is rapidly being depleted, and when they enter the market in the near future to replenish, they will find the manufacturers unable to meet their demands for prompt delivery. Due to four very profitable years in the shoe and leather industry, the manufacturers have been able to withstand the great financial strain through which they have passed, and it is greatly to their honor and to the banking system of the country that there have been no failures of moment.

I look forward with confidence to steady improvement in the shoe and leather business during the next three months, and especially after the election, and great prosperity in 1921. Crops are good, labor is paid more than ever before, there are one hundred million people in our country all needing shoes, and while exports are temporarily suspended, Europe must in the future look to us for supplies which we alone can furnish.

With these facts in line, I am very hopeful of the business future.

Heels are built lift by lift, and it can be done quickly and in a first-class manner by shaping all the lifts together and driving long nails through all the lifts. These are women's shoes with high heels and the heels have to be flanged at the top. Four nails are sufficient and entirely safe in holding the lifts together during wear.

Western Conditions

Marked Improvement in Business Generally—Quiet Still at Larger Centres—Coast Conditions Steadily Improving—Farmers Holding Back Grain—Money Situation Easing

GENERAL conditions throughout the west show a marked improvement, evidencing the fact that money has begun to circulate more freely. In places like Winnipeg, Brandon, Regina, Calgary, Edmonton, Saskatoon, Vancouver and Victoria the reaction is somewhat slower, but there is every evidence of a quickening business pulse. Merchants at the points named seem to have been carrying heavy stocks, which have not moved as quickly as they have expected, hence they do not manifest the disposition to buy that is found in most of the smaller places which are in more direct contact with the agricultural population.

Financial Pressure Easier

In spite of the fact that the crop movement is far from complete, and that it may take longer than usual to do this from the fact that the price situation has had a tendency to delay it considerably, there is a noticeable easement of the financial situation. Wholesalers have reduced their stocks to quite an extent, as have also the large retailers and the banks are inclined, in the face of the general improvement in the whole business outlook, to allow a little more leeway than they did three or four months ago. Collections have been much better during the past month and it looks as though by the first of December business would be almost if not altogether on a normal footing. The fact that merchants are following a conservative policy in buying just now, gives added confidence to the situation, and it may be safely assumed that the turn in the year will see a decided swing in the upward direction all over the west.

Buying for Spring

Travellers who have been out in the western provinces for the past two months report a fair amount of business. Retailers have ordered sparingly, but not so much so as to discourage salesmen from completing the trip. There has been a general tendency to leave the bulk of the ordering until the general outlook has become more settled and prices more firmly established. A good many are insisting upon guaranteed prices, but the majority seem to be satisfied that shoes have touched bottom. There is a good deal of dissatisfaction with regard to the working of the "luxury tax," which many declare has seriously curtailed the retail shoe business during the past four or five months. The effect has certainly been to discourage the sale of footwear over nine dollars in price, and this in turn has driven retailers to purchase goods that will come as near as possible to the minimum figure. While the people have in sight the results of what is, in most places, a bumper crop, they do not seem to be spending money as freely as they did, and are much more critical as to prices than they have been for several years, notwithstanding the trying financial conditions that have obtained since 1916. In the large centres there is quite a lot of unemployment and in some localities this is expected to affect trade during the winter months. Taking it on the whole, however, the outlook for spring business in the west is very encouraging.

The Temperance Vote

The most exciting thing during the month, apart from cereal prices and the tariff talk, has been the vote on exclud-

ing the importation of liquor into the provinces. All the western provinces but British Columbia have decided to nail the lid down tight, with the result that practical prohibition will be fully established by the first of next year. Retail merchants as a whole regard the legislation as a good thing for business. In the shoe trade the perceptible quickening, especially in children's footwear, has taught everybody that money spent on booze finds its way into better and more profitable channels. One large retailer in the middle west, who can by no stretch of the imagination be called a temperance man, said he would not like to see his province go back on the temperance legislation that has hitherto been in force.

Damaging Press Propaganda

An Alberta shoe man writes the SHOE AND LEATHER JOURNAL concerning the damage done to the retail shoe trade by its vicious propaganda on shoe prices as follows:

In my opinion the retailers have encouraged the press, in its efforts to ruin their business, by using more space for advertising purposes in the very papers that are endeavoring to prove to the public that they (the retailers) are robbers and have been robbing the public for the past five years. The only remedy for this is for every shoe retailer, throughout Canada, to cut his advertising to a minimum, or entirely, and to notify the local paper that as long as it keeps up this campaign it will have to look elsewhere for the money to pay its expenses. If such magazines as the SHOE AND LEATHER JOURNAL would educate the retailers in this matter it would be of inestimable value, not only to the retailers, but to the manufacturers, travellers, and to the public in the end.

As things stand now, a fly-by-night merchant can go to any town in the country and, by buying up job lots of poor goods, advertising them in the papers in just the same way as the stable merchant, make a lot of money for himself at the expense of the public and regular merchants. If the public, and the retailers, would just stop for a moment and think, they would realize that the Press is working this campaign to and for their own advantage. I venture to say that seventy-five per cent. of their information is not authentic and originates in the fertile brain of one or more of their reporters, who are paid for the amount of stuff they turn in, twenty per cent. of which they get from some ignorant person who has purchased a pair of shoes for five or six dollars, which is worth about three or four dollars, and who will then state that the price of goods has tumbled from twelve to six dollars. I have seen this done and think it is time that the merchants refuse to advertise in papers which are knocking their business.

SHOES THAT ARE SELLING

(Continued from page 41)

In women's lines there is apparently a change in the vogue for low cuts that has for several seasons taken hold of the west, and a decided tide towards high laced boots of the ten or even twelve inch variety. This is accompanied by an attempt to create a furor for colors. Nevertheless Oxfords are selling well in both black and tans, in which there is some tendency towards lighter shades. Ankle and instep straps are also popular, and one, two and three button straps are seen. In brogues there seems to be a demand for greater ornateness, with the result that pinkings and perforations are seen in profusion. The popular heels are the military, Cuban and low varieties.

Brighter Shades Shown in Spring Footwear

American Styles Will Show Browns, Grays
and Tans, with Browns Predominating—
Almond a New Tan Shade and Cochin is
the Latest in a Copper Tone

THE features of the American Spring and Summer styles as forecasted by the Textile Color Card Association of the United States are bright and gay shades, for the card abounds in brilliant hues, although there is also a sprinkling of the rich tones of medium and dark hue, which is calculated to take care of the requirements of all branches of the industry. In all there are 78 colors, including no less than 66 colors or shades in the silk, and an even dozen in woollen.

Grouped separately are the ten colors which the Joint Styles Committees of the shoe and leather industries, representing the tanners, manufacturers and retailers, have selected for the next season's selling. The group includes the new shades of brown, gray and tan as well as some of the standard colors which have been established by the shoe trade.

Almond and Cochin Tones

The browns are distinctly individual and possess excellent qualities. Almond is a new light tan shade which is especially suitable for women's shoes of kid, ooze, buck and side-buck. A rich medium light brown with pronounced undertones is styled a gold brown, and will be suitable for calf and kid leathers. This shade with a medium nut brown known as chestnut have earned a place in the staples, as they are suitable for both men's and women's shoes, and are adaptable for both calf and kid leathers.

Cochin is the newest thing in a brown, and this has a suggestion of a copper toning in it, and will be adaptable for women's shoes in ooze, kid and calfs kin. Another shade among the browns is the Chippendale, a rich mellow shade closely associated with cordovan.

In the grays there are three dulcet shades, the lightest standard silver, the darkest lava, and the one between glebe, which will come in kid and ooze, and which are excellent types.

Bronze and cream are not overlooked for women's shoes in kid leathers. The trend of colors in the clothing world had something to do with the selection of these shades. The shoe and hosiery makers have got together in this respect and in the future it will not be so difficult for My Lady to get that touch of harmony so much to be desired between the stocking and the shoe.

Standardization is Needed

Standardization in the shoe business, it is claimed, means a simplification of color work throughout all related industries such as threads, laces, ribbons, buttons, silks, woollens, etc. This is a movement from which American industry has reaped great benefit, as it is a movement promoted for industrial development.

A French fashion note states that although the newer styles call for longer skirts the shoe styles have not as yet been affected. Low shoes with straps are still being made and worn, and it is even said that many of the smart boot-makers are refusing to make high shoes.

Elaborate styles in the low cuts are still quite the thing, although there is some tendency towards a reversion to more simple effects in the trimmings. Strap effects which are now being introduced are a little simpler and not quite

so intricate. The perforated trims are also giving way to simpler white or colored stitchings on black, or in contrasting color on colored leathers. Black with a little color is the predominating note, and many of the smartest shoes are black patent leather stitched in white, scarlet or royal blue. Black patent leather with grey suede is also considered stylish.

Moving Pictures to Advertise Shoe Stores

A St. Thomas Shoe House Adopts a Novel
Scheme to Interest Children—A Good
Advertising Plan

FOR a number of years Johnston & Murray, of St. Thomas, Ontario, have used a very unique scheme to win the hearts and incidentally the good will of the children of their city. They seem to understand that the good will of the children is a tremendous advertising asset.

First of all the firm runs a Children's Week in which it features children's lines and offers specials that will attract the parents. As a culmination of this week for the little people the firm arrange to show in one of the picture theatres a moving picture that will particularly appeal to the children. Puss in Boots was shown last year. This year it will be Little Red Riding Hood. Can you imagine a youngster in this land not knowing about the little girl with the red hood, and the wolf, and the basket of cakes, and the grandma, and the narrow escape of little Red Riding Hood, and the woodman who killed the old wolf with his axe! Surely every youngster knows the story, and Johnston & Murray knew exactly just how much it would please these little youngsters. The results are told in the newspaper report which is given below. It will also be interesting to note that a rig from the country had a dozen kiddies for the event. Don't you think this is good advertising? And it's cost will be trifling compared with the results. The report follows:

All streets led to the Princess theatre Saturday morning, that is, as far as the local kiddies were concerned. As early as 9:15 this morning the sidewalk in front of the theatre was literally packed with a crowd of excited, anxious, waiting youngsters. The cause of all the excitement was the picture, "Little Red Riding Hood," that was brought to this city by Johnston & Murray, shoe merchants, for the benefit of the local youngsters, and as a grand finale for their most successful children's week, ending to-day. Tickets were given away to the inmates of the Children's Shelter and the Thomas Williams Home, the newsboys, and everyone making a purchase at Johnston & Murray's throughout this week. As a result nearly a thousand kiddies were on hand. They came from all directions, large and small, escorted by brothers or sisters or parents. Some even came in from the country, one rig driving up to the theatre with twelve youngsters of all shapes and sizes, crowded into every available space.

At ten o'clock the doors were opened and the fun started in general. The first picture was a comedy, and then came the talk of weeks, the feature picture, "Little Red Riding Hood," ushered in by the stamping of hundreds of feet and lusty cheers issuing from most every young throat in the building. The old story produced in pictures, and when thrown on the screen, was the means of each of the youngsters experiencing many thrills.

Fools make mistakes most frequently, and seldom right them. Wise men make mistakes sometimes, and immediately correct them. Dead men never make mistakes. However, don't be a dead one.

Shoes and Readjustment Values

The Problem of Lower Prices and High Selling Costs—Figuring Out Profits on a Basis of Reduced Sales

THERE seems to be no help for the marking down prices just now, and even so it is doubtful if there will be anything like the volume of business done this year that there has been during the last few years. This on top of the fact that fixed charges for operating are as high as ever. Money is expensive, rent is high, heat is costly and wages princely as against years ago. How then is the retailer going to come through without losing money?

First of all he must drill into his sales force that they must go after business in the old way before the war, when a customer was reasoned with and when that laxity and independence lately manifest among salesmen had not yet cast its baleful influence over the business world. Every effort must be made to increase the volume of business to make up for lost time during the slack season which has struck merchandising this fall. Prices have already been cut but even where big cuts have been made and heralded by sensational advertising there has been no great rush on the part of the public to buy.

To squeeze through then the retailer must, after he has done all he can in the way of forcing sales, look to his operating costs. It is manifest that when merchants were no more than making fair returns for their money, and labor with business good at high prices, they are going to fall far short of that mark with business poor and prices lower, unless there is something done in the way of cutting down on the cost of doing business. Most of the fixed charges cannot be touched, and where there is just a small staff it is difficult to see where it can be reduced. There is the matter of salaries, however, and although it is a matter that is difficult to handle there seems no other way out. With business as it is, and unless all signs fail and conditions become greatly improved in the next couple of months, there seems nothing else to do but ask everyone connected with the shoe business to take their losses as gracefully as possible.

As above stated there seemed no help for the cut in prices, and it may be that reductions will have to go further, but in this connection a word of caution will not be out of place. With difficulty in increasing the volume of sales and further difficulties in reducing the overhead charges, it is going to be hard to mark shoes at the right figure to avoid operating at a loss.

The percentage of costs to sales in the late good times was arranged on high volume and good prices. With both of these lowered the percentage of costs to sales is going to take a mighty jump. It has already jumped, and retailers should take careful account of how they stand and not drift along too far without a readjustment. Costs must be trimmed according to the business being done or anticipated.

When things were booming and prices were on the upward trend it was considered more or less in the light of profiteering to sell at replacement values, and so the prices in being marked up were averaged. It would seem now that they must be averaged down.

It will be difficult to strike the right percentage of reduction to make in the selling price and yet reduction must be made. With everyone in the same box any increase in the buying by the public will be spread pretty thin over the whole. Some think that even a five per cent. reduction is too much, but a five per cent. reduction would not help much to stimulate buying on the part of consumers. It

only means fifty cents on a pair of shoes selling for ten dollars. Fifty cents will not induce people, in their present mental attitude, to buy a pair of shoes. Stocks on the shelves have in recent years been marked up and this helped out the gross profits. Now, when stocks must be marked down the gross profits will be affected, and with the operating costs still high the net gain is going to show some shrivelling.

Stock which is not moved is also going to show up in the inventory, because goods which remain on the shelves cannot be listed at the original price during a falling market. Even though the reduction in the prices of footwear should be slow and gradual, merchants are going to own considerable stock at more than the replacement value.

It would, therefore, seem that if enough more pairs of shoes cannot be sold this year to make up for the falling prices, the cost of selling what are sold must be cut down so that the retailer can get through. He may get through, it is true, without great reductions in staff or salaries, but the difference must appear somewhere, and if not in respect to these items then it will be seen in a comparison with last year's net gains, or possibly in the bank balance.

The retail shoe dealer has on his hands a good sized man's problem that will call for nerve as well as merchandizing ability of the highest order. Some dealers are already seeking to solve it by more sane dealing, not only of selling expenses but readjustment values.

NEW TANNERY FOR BRITISH COLUMBIA

Plans are being made for the establishment of a tannery on a site near McKay Creek, North Vancouver, B.C., by the Canadian Electro Leather Industries, at a cost of approximately \$30,000. The following are the directors of the company: Mayor Vance, Reeve Bridgman and Messrs. A. Y. Tullis, Pierre Paris, Alex. Philip, G. H. Morden and T. S. Brown.

"The plant will be capable of handling 500 hides per week," it was stated by Mr. Alex. Philip, one of the directors. "A new process of tanning is to be used which is the invention of Dr. L. A. Groth, London, England. Patents are being applied for in Canada, and arrangements are being made for the incorporation of the company."

Mr. Philip has received a letter from Mr. W. C. Oman, municipal architect for Singapore, stating that a tannery using the new process has been established at Singapore and is operating successfully.

After the erection of a tannery on the North Shore it is proposed to open other plants in various parts of Canada.

"There will be no difficulty in obtaining hides, as there are more than 100,000 head of fat cattle killed in the province yearly," said Mr. Philip. "There is already a large market for leather in British Columbia, and the establishment of a tannery will encourage the opening of shoe manufacturing plants in Vancouver."

LOOK AFTER YOUR CUSTOMERS' NEEDS

The new salesman was on trial. That is, he was being watched by the manager of the department. The listening manager heard him say to a woman customer: "No, we haven't had any for a long time."

This was just what the manager did not want him to ever say to any customer. So he stepped up quickly and said to the woman, showing that he had studied salesmanship: "No, madam, but we can get it for you quickly."

"Oh, that will be lovely," she exclaimed, and with a wide smile left the store. The manager then told the clerk that was the way to handle a customer when the store did not have what was wanted, then he asked what it was they "had not had for a long time."

"She said we had not had any rain for a long time," the clerk explained.

Newspaper Advertising

**Right Now is the Time to Advertise—
Weather Conditions Will Likely Help in
the Selling of Shoes From Now Till the
First of the Year**

IN all probability this has been one of the most summery falls that has been for many years, and its effects on the shoe trade has been greater than the average person would imagine.

Newspaper advertising for some time past has been running to "Sales," but as trade increases and prices become more stable there will not be the necessity of using the sale idea to attract business. But even if there are some lines that need to be cleared at reduced prices there will always be regular stock that should be advertised. In fact, it will be good business to keep regular lines advertised from now on, because there is always a certain percentage of people

who are not affected by "Sales" and "Specials." Nor is it wise to boom sales and reduced prices all the time, for they will lose their effect when over done. An occasional sale will attract more attention than a continual one.

In conducting advertising for fall it may be well to select some real, nice model each time and advertise it. Specify all the good points it has—the style or shape, the leather, heel, and any other thing about it that will appeal to the reader, then quote the price. More and more shoe stores are adopting the custom of quoting prices. Those who adopt it, soon find that it pays. Among the number of sample advertisements we have selected four out of seven of regular retail ads have quoted the price. It will be noticed that the majority of these sample advertisements are quite large. The top left corner one is four columns by fifteen inches, which is a very generous advertisement. It is also a very attractive one. In addition to the cuts which command attention there is a good description of the lines and the price is also quoted. The border makes the ad stand out strongly and gives it an attractive finish.

The little Bootery advertisement is quite tiny compared with the one just described, but this little ad is very effective, even if small. The top and bottom plates will

THE HANAN STORE THE STORE AHEAD

ADVANCE FALL OFFERING OF LADIES' OXFORDS, PUMPS and SLIPPERS

At Unusually Attractive Prices



Pumps - \$6.85

Tuesday our most attractive offering at our eleven days sale is a big display of Women's Pumps. These are the newest styles and the most popular. They may be had in Patent or Kid leathers, with French or Milners' heels, as you can wear all sizes and widths.

In making this special offering of Ladies' Oxfords, Pumps and Slippers for fall wear, we are pleased to be able to say that never before have we had such a complete assembly of pretty footwear priced so reasonably. Every lady who intends buying new shoes this fall should take advantage of this opportunity, because of the large variety of styles, the full range of sizes and widths, and the splendid value. The selection is perfect.

Wednesday and for the balance of the week, these select lines are offered at the unusually low price of

\$12.00 Per Pair



You'll say, you've never seen more beautiful footwear. They are the last word in style and workmanship.

STYLES

One-eyel Sailor Ties, high Louis heel, patent and dull kid
One-eyel Sailor Ties, low Louis heel, patent and dull kid
French-American Ribbon Ties, in patent and dull kid
French-American Ribbon Ties with baby Cuban heels
Draped Oxfords for walking, in black, brown, and tan

Call at Branch Offices, 107 North Ave., instead of military block.



Fall Exposition of Fine Shoes

The finest Fall shoe fashions are fully represented in the recent issue and beautiful Oxfords and Pumps we have placed upon display.

They represent the highest craft workmanship possible in shoe making. We strive only for the best, from the finest materials, for beauty of quality and style. This idea of our store has been known for years and has proved its value by means of constant orders.

It is a pleasure to our customers to be able to recommend to our patrons the best in the market. We have a complete stock of the latest styles in Oxfords, Pumps, and Slippers. We have also a large stock of the latest styles in Oxfords, Pumps, and Slippers. We have also a large stock of the latest styles in Oxfords, Pumps, and Slippers.

We are pleased to be able to say that never before have we had such a complete assembly of pretty footwear priced so reasonably. Every lady who intends buying new shoes this fall should take advantage of this opportunity, because of the large variety of styles, the full range of sizes and widths, and the splendid value. The selection is perfect.

Wednesday and for the balance of the week, these select lines are offered at the unusually low price of

\$12.00 Per Pair

681 Granville

HARTT

A Statement of
POLICY

THE enviable reputation which Hartt Shoes enjoy places us under a certain definite obligation to the Canadian people.

Our position as makers of the finest footwear has been attained by selecting only the finest raw materials obtainable, and exercising the most exacting supervision of the manufacture of our product.

Under no circumstances will we lower the quality to meet pre-war ideas of price.

Hartt Shoes, as in the past, will always be sold at as low a price as is consistent with perfection.

We believe that economy is not a matter of price alone. Quality counts and the economy of Hartt Shoes is evident when their superiority of style, sturdiness of fit and longer wear are considered.

The cost per pair may be a little more but the cost per year is decidedly less.

Every Hartt Shoe carries a double guarantee—the maker's and that of a honest reliable dealer.

If you don't know where to buy Hartt shoes write us direct.

"GOOD SHOES ARE AN ECONOMY"

The Hartt Boot & Shoe Co., Limited
FREDRICKTON, N.B.
"Canada's Best Shoemakers"

We Have A Surprise For You
AT

THE STERLING

What is it? The high standard, style, quality and low figure we can quote you for your fall footwear.

New Autumn Styles

See our new Fall Oxfords—just the shoe to wear with a snappy pair of our American and Canadian made Suits and Overcoats. We have up-to-the-minute styles in Drapage and plain designs. Goodyear welted at the price you want to pay. See them in brown, mahogany and black leathers.

Real School Boots

See them at Priced most reasonable

School Book-Cases

See them at Priced at 44 cents

Trunks, Club-Bags, Suit-Cases. See Our Windows.

Friday and Saturday
We Offer \$10.50 and \$16.00

Ladies' Pumps

In Brown and Black, Kid and Patent Leathers



\$6.95


On Sale To-Morrow, Commencing at 9 o'clock

These are odd sizes and broken lines from some of our best models, and do not include every size in each lot, but there is a size and style for every foot in the lot. This is a wonderful bargain—Come early.

No Exchanges, No Refunds, No C.O.D. Orders

Store Closed Saturday at 1 o'clock
During July and August

LOOK AT THESE Shoe Bargains for Friday DOLLAR DAY



WOMEN'S
White Canvas
Boots, Oxfords
and Pumps. While
they last DOLLAR
DAY—
\$1.00

INFANTS
Children's & Misses'
White Canvas
Shoes. The biggest
bargain in the city.
Special for DOL-
LAR DAY—
\$1.00

**YOU SAVE A DOLLAR
ON EVERY PURCHASE**

We will deduct ONE DOLLAR from every pair of Boots or Shoes (priced over Five Dollars) for Men, Women and Children on (Friday) DOLLAR DAY. This includes our entire stock of high-grade footwear. Don't miss this chance to —

SAVE A DOLLAR

CLUB SHOE CO.

E. A. MURRAY, Manager.
69 GOTTINGEN STREET (Next to Isnor Brothers)



Many Dollars Saved at Our Stock Reducing Sale of Shoes

AND FRIDAY IS DOLLAR DAY

Come prepared for extra savings and you will not be disappointed. ONE TO FOUR DOLLARS SAVED on every pair of Shoes in our large and complete stock.

CONNOLLY & CO.

201 BRUNSWICK STREET
(Foot of Cogswell Street.)

separate it from other ads near it. White letters on black ground always reads easier than black letters on white. The word Pumps makes clear at a glance what is being advertised and the price stands out well also. The description is good and there is no reason why this particular little advertisement should not have drawn business.

The Dillon & Moore advertisement is very attractive on account of the nice border. The shield shape centre against the dark grey back is very pleasing to the eye and will win the reader at first glance. The matter is all good, but there are advertisers who would claim that had half the space been devoted to the reading matter and the balance used to advertise some particular lines, and have them well described and priced, the ad would have been more effective. The firm may have a purpose in advertising this way, but people always like to know the price of an article as well as have it described, for it gives opportunity to judge of its value.

It is just possible that the Sterling ad would have been more effective had it not been so general in character. If you read it you will notice how very general it is. There is nothing that could not be said of every shoe store, nothing that applies to this store only. The spirit of this ad is one against which we have been advising. Three times is the request to "See them, etc.," and once to "See our, etc." The best ads should be written so attractively that there would be no need to request the reader to call or come and see the goods, but because of the description the reader will want to come of his own accord and see the stuff. Prices too are left off the shoes, but the price is given for the school bags. Now, if it is a good plan to give the price of the school bags, surely it will be equally as good, if not better, to give the prices of the more important goods, the shoes.

The Ladies' Pump advertisement is exceptionally strong. The pumps tell at a glance what the ad is about, and the price in bold figures beside the pumps tell also at a glance what they will cost. Having seen that much the customer will be liable to read on and become interested. She will find that pumps at \$10.50 and \$16.00 may be purchased on the days named for \$6.95. Then she will read the kind of pumps they are, and there is little left to be found out at the store except the size and fit. It is not well, however, to say "On Sale To-morrow." A "To-day" or "To-night" or "To-morrow" sign without a date are not good. Those who read them wonder if they mean the day on which they see them or some other day past. Then, after the date to which the statement refers is past, it will still read "To-day." There are many large firms who insist that a "To-day" or "To-morrow" term shall never appear in their advertising. Always say the day, like, Tuesday or Thursday, as these terms are always definite.

The two Dollar-Day ads are by two firms in the same city, and are advertising the same Dollar-Day. You can judge for yourself which ad appeals to you the stronger. The Connolly & Co.'s announcement leaves one guessing, more or less, about how the customer will save the "one to four dollars." That is, what priced shoes will he have to purchase to save three dollars and so on. But the Club Shoe tells exactly that one dollar will be deducted from every pair of shoes priced over five dollars. That is definite, and one knows how he can save the dollar at his store with going to the store to make inquiry.

POETRY IN SOUL MENDING

The "bench" has from all time been the source of literary genius, as the SHOE AND LEATHER JOURNAL has frequently pointed out. Statesmen, preachers, philosophers and poets have had their inspirations when hammering out a sole or stitching a shoe. Our friend, John Henley, of

Belleville, sends on the following and asks "would this incline you to step in and have your shoes repaired?"

Weary traveller, step within,
No temptation here to sin,
To save your soles will be our delight
Make them strong and watertight.

Just sit down upon the chair
While your shoes we soon repair.
We heel the sick and save the soles
And patch up any ragged holes.

And when it comes our time to dye
We will not be the least bit shy;
But hustle around and feel quite gay,
For we are dyeing every day.

Since man to man has been unjust,
We do not know which one to trust;
So pay to-day and trust to-morrow,
We give no tick and do not borrow.

The man who will not be moved by such an appeal must have a soul so dead as to be beyond the help of the most ingenious soul saver.

MADE IN UNITED STATES

A number of shoe manufacturers have been receiving postal cards from a Boston concern which are evidently intended for "home consumption" from some of the sentiments they contain. Here is a recent one handed to us by a Toronto concern:

'TIS AN ILL WIND,—etc.

GHASTLY as the World War has been, the American Shoe Manufacturer has it to thank for the fact that England and other countries turned all their shoe factories to manufacturing shoes for their Armies, thus shutting off an inundation of foreign shoes. The Underwood law made shoes Free Trade. Rubber products were reduced by Underwood to 10% from 35%.

During the Spring preceding the war, I ordered two pairs of Oxfords, my size, Banister make, at a leading New York City Fifth Avenue store, over half a century old. One pair Russet, the other Black. I wore them from time to time, before I noticed that on the shank of each shoe there was a small imprint or stamp—"MADE IN ENGLAND."

I enquired regarding the "Made in England" stamp. I was told that patterns, lasts and models of these shoes had been sent to England and the shoes made in England; they regarded English leather as better than American.

Think of it, Friends! Three generations of my family have been shoe men, yet I was swindled with English shoes right here in New York City.

The war is now over; the Underwood Free Trade law is a menace to every American Shoe man; do not let us take this punishment without protest; let us do something; anybody who is interested can see these English Shoes of mine.

(Signed) WM. F. PETERS,
President Peters Manufacturing Co.

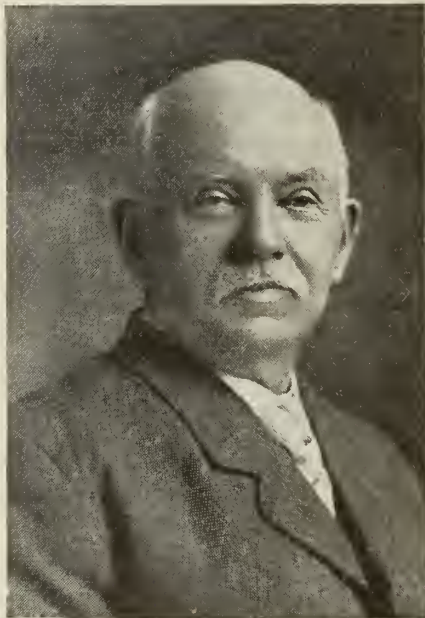
The Boston firm should revise its mailing list or some of its hyphenated ideas may get it in wrong with those on this side of the line who do not care to hear ugly words such as swindling used in connection with England any more than with Canada.

In Business a Third of a Century

Toronto Retail Shoe House Celebrates a Third of a Century in Business

THERE must be a great deal of satisfaction for a man to look back at a business that has been running for thirty-three years and feel and realize that it has been a success during all that time, and that it is still running stronger than ever. And this is the good fortune of Mr. J. Jupp, Sr. Mr. Jupp is a thorough shoe man, having served his time "on the bench," and knows the shoe business from making to selling. It is now close to half a century—to be exact, it is forty-eight years—since he started with D. C. Forbes at the St. Lawrence Market, then with J. B. Thompson & Co., of 142 King street east, Toronto, whose business he managed. For fifteen years he was a well known shoe man around the market district. In 1887 he went into business for himself, which he conducted until 1898, when J. W. Jupp, his son, was taken into partnership. J. W. had been in his father's store from the beginning with the exception of one year in which he represented D. D. Hawthorne & Co. in Toronto as city traveller.

The business has been conducted in the same premises in which it was started thirty-three years ago, extensions and changes having been made as necessity demanded. Under the ownership and management of Mr. Jupp, Sr., a splendid trade was built, for he was a man of sterling character and conducted his business on none but the highest lines. He



J. JUPP
Founder of the business

instituted several very excellent profit sharing plans for his employees, which have proven a great success. He also adopted shorter hours for his help that proved satisfactory, and the splendid business he developed is proof that long hours and frequent changing of help are not necessary to success.

This partnership with the son continued most amicably under the name of J. Jupp & Son until 1915, when Mr. Jupp Sr., retired, and J. W., the son, took over the entire interest of the father, and has conducted the business ever since under the same firm name of J. Jupp & Son.

Mr. Jupp, Jr., is a worthy successor of his father, and the business has continued to thrive under his management. And he has further put into effect many of the aims and reforms his father had in connection with his employees. He is well known in the trade both in the retail and wholesale sections of it. He has always taken a very active part in the Associations both of the local and National organizations, and has been treasurer of the National Shoe Retailers' Association of Canada since its organization. He is also treasurer of the Toronto local association. He is a man of sterling character and has many friends both in and out of the trade, and despite the fact that he gives close attention to business, he finds time to do fraternal and charitable work of various kinds. He is a man whose friendship is worth having and to know him means you will like him.

It is a coincidence that Mr. Jupp started business the same year the SHOE AND LEATHER JOURNAL was first pub-



J. W. JUPP
Present owner of the business

lished, and it has been going to the store of J. W. Jupp and Son for all the past thirty-three years.

WILL HIGH HEELS PASS?

"When I speak of the passing of high heels, my friends laugh at me," says a manufacturer who has seen nearly fifty years of service. "But I remind them that hoopskirts, bustles, street sweeping skirts, beaver bonnets and many other vanities have passed. What an array of opposition there is against the high heel to-day! Few shoe men consider that. The medical profession has long opposed the high heel. Efficiency engineers condemn it, and now the Y.W.C.A. and the women's clubs are joining in a campaign against it. No wonder we manufacturers are getting a greater number of orders for low-heeled shoes. Dame Fashion approves of high heels, I will admit, but she usually loses in a contest with common sense."

There is no economy in using cheap thread even, on the most insignificant parts of a shoe, for it does not hold well and, besides, will spoil the appearance of the shoe and you will lose more in trade than you saved on the thread.



Blachford
Shoe Manufacturing Company.
Limited
Toronto



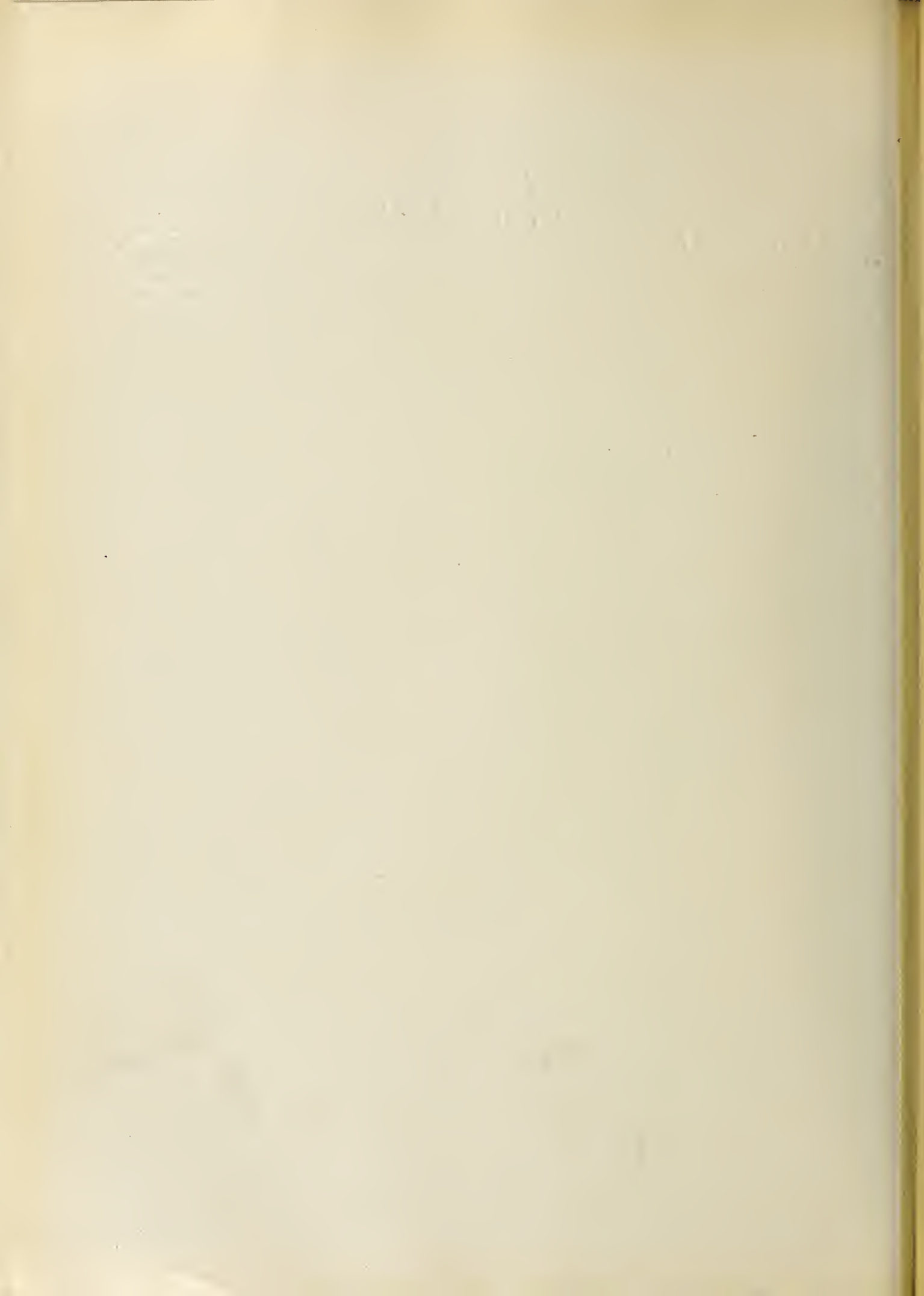
Onyx and Georgina Shoes



A Low Heel Walking or Growing Girls' Shoe

5085 Brown Gloria Calf Lace 8½ inch

In Stock



QUEBEC

The Shoe factories of Quebec City, with a total annual capacity of more than three millions and a half pairs of shoes, are many of them increasing their capacity to serve the business drawn to Quebec.





At the service of the industry

It is the aim of this organization to supply the needs of the industry with precision and dispatch.

There are many things needed, often in a hurry. Our service is rather well-known on the following:

ADHESIVES
BOARDS & BLOCKS
BRUSHES
CUTTING DIES

SANDPAPER
SHANKS
WAX
ETC.

When in need of supplies of any kind, U.S.M.C. organization is at your command.

United Shoe Machinery Co. of Canada LIMITED

Head Office: MONTREAL

Quebec Branch: 28 Demers St. Kitchener: 46 S. Foundry Street
Toronto: 90 Adelaide St. West

PROGRESSIVE QUEBEC INDUSTRY

It was not so long ago that it was quite customary to classify all of the Shoe and Leather trade in Quebec city as "conservative"—quite customary in Ontario and points west.

The old order, if it did exist, has changed and in the city where one is happier if one can speak in the wonderful tongue of Moliere we find the majority of executives keenly alive to fluctuations in trade and eagerly following them.

Quebec city with a population of over one hundred thousand is one of the few shoe centres in the world producing and selling in large quantities all grades of shoes from the cheapest stitch-down to the very fine welt.

Quebec city to-day is producing welts that will sell freely to that part of the public dubbed by the trade as "particular customers."

THE MARSH SHOE



THE AVENUE

Two Marsh Favorites

Combining good
shoemaking with
popular STYLE,
making their
demand assured.

The trade is en-
thusiastic over
our two new
shades in full
grain colored
sides. Be sure
to see them.



"VIMY" LAST

Wm. A. Marsh & Co.

Limited

QUEBEC

P.Q.

QUEBEC TRADE NOTES

The Shoe Factories

Factory conditions in Quebec are very much as they were early in October. At that time it was hoped that early November would see a little spring placing by the jobbers and other large buyers who come to this market. While this condition has not yet shown signs of development, there is still a hopeful atmosphere to be found in spots.

Several of the plants remain in operation on a curtailed schedule. Some are producing "immediate" orders of the smaller kind placed for sorting, others in addition are making a few lines for stock as against the day when there will be a quickening of demand and a few have small spring placing business.

Many of the jobbers of Quebec City have held out rather definite hopes to the manufacturers that they will buy in November. A few of the Montreal houses have indicated that they "may" buy a little in November. Many of the Ontario and western jobbers remain inactive and have shown no inclination to buy.

It is hoped that shortly the jobbers will realize that with Easter early next year, they must place, if only a little, business to insure delivery. Shoes at present can be secured on from two to three weeks' notice, but it is a certainty that if twenty or more jobbers place only a little in December, plus the usual sorting, some will receive late delivery.

Reports are quite contradictory. Some report no business with the retailer on the coast, with fair trade east as far as Winnipeg. These say there is no business between Winnipeg and Port Arthur. Others say that nothing is placed worth considering anywhere west of Port Arthur. Some makers have secured fair business in the smaller Ontario towns, and others none. To a few Montreal has been kind. Others claim a little business in the towns.

It is generally conceded that this season will run about one-third of the normal.

At the last meeting of the Manufacturers' Association, held in the latter part of October, nothing of a major order developed. There is not likely to be any concerted action in Quebec to reduce labor prices. It is generally conceded that such reductions as might be secured would, in the end, be small and while not making it possible to sell another pair of shoes would only make the already unhappy lot of the workman a little more unpleasant.

With the Tanners

The presence of a few orders for shoes throughout the trade for hurried delivery was noticeable during the past couple of weeks, but did not affect the market at all. In fact, there is still no market to speak of. No standard prices are obtainable. The stronger tanners decline to either sell or quote on Quebec made leather, but a few small sales have been noted. The market may be said to be at absolute rest.

Very few new hides or skins have been placed in process and unless trade shows a decidedly brisker tone, none will be bought by Quebec tanners.

Local leather jobbers report the same conditions as tanners.

Shoe Jobbers in Quebec

Local jobbers have been experiencing a fair sorting business out in the Province, and also a little placing in the smaller towns. There are many towns served by Quebec jobbers that are the same year in and year out. Salesmen covering this territory report getting a fair business, but

even in these conservative towns note a falling off in placings.

A few of the smaller jobbers that have been reducing stock have reached the point where they are giving out a few orders for early Fall delivery but have placed very little for Spring.

Retail Trade Quiet

The shoe stores in Quebec have noticed a falling off in business during the last few weeks. Fine weather is held responsible. A little cold, wet weather is needed to move rubber stocks that have soon to be paid for, and much colder weather than that of October is needed to help Fall business.

Very few of the stores have held large sales giving noticeable or startling reductions. It may be, that one or two of the larger places will shortly lead the way with large reductions which may stir the public to the buying point.

Jobber in Quebec

Among others in Quebec during the latter part of October was W. A. Hamilton, of W. B. Hamilton Shoe Co., Toronto. While here Mr. Hamilton placed a few orders for very quick delivery but was giving Spring placing little real action. He appeared satisfied that his company was going to place fair Spring business before long, but did not feel free to give a very definite idea of when this would be or to what amount it would reach. He reported that they, along with others, were receiving a quite light sorting trade, and only a fraction of spring placing. The present conditions, are, however, not as disturbing to one of Mr. Hamilton's peculiarly philosophical and happy frame of mind and to one of his years in the business as they might be to those newer to the trade.

Personal Notes

A. E. Marois was in Montreal during the latter part of October and made a fairly complete round of the leather houses, as well as visiting some of the people he sells.

Dave Marsh is in Toronto where he expects to remain for a week or so. In his absence some of the Marsh staff must have turned to "poetry" for solace for Dunbar, than whom there is no than-whomer, handed us the following asking us to credit Harvey Graham with being the author:

"I don't know nothin'
I don't owe nothin',
I don't own nothin',
I don't want nothin',
So I'm perfectly happy."

Harvey says that if it would have rhymed as well he intended to have the next to last line read "I don't want nothin' bettr'n Marsh shoes" and to insert another saying "I don't want nothin' but just a few Spring orders." Harvey by the way, although he doesn't look it, says he is a Quebecker now, and is living on Avenue des Erables. He calls it simply Maple avenue, however.

Mr. Rodrigue, of Quebec Heel Co., Limited, spent a few days in the woods down the Quebec central, near the U.S. line. He reported getting a fine 200 pound buck—just 10 miles from camp and in a swamp.

Mr. Rogers, of United Shoe Machinery Co., has returned from his vacation.

Mr. Robitaille, of Bertrand & Thibault, tells us that he covered Quebec province jobbers recently and secured considerable sorting business and a little spring placing. The factory is running about 40 per cent. capacity.

JOS. TANGUAY



Tanguay Staples

With Tanguay Shoes you are able to place some great Shoe values before your customers. Hundreds of dealers know them to be real money makers. You will find that they **OUTSELL** and **OUTWEAR** the average staple.

TANGUAY'S HOCKEY BOOT A WONDERFUL WORK BOOT

The Boot that you can sell easier than any other footwear of its kind. We put into it the qualities that win trade and satisfy the wearer.

Our Work Boots have the "Staying Powers" that make them favorites with those who are hardest on shoes. They are the sure selling kind of shoes that every dealer needs.

The man who sells Tanguay Shoes is **SURE** to have a good strong following of appreciative customers.

JOS. TANGUAY

122 St. Dominique St., Quebec, P. Q.



MADE IN QUEBEC



PAT APP'D FOR

In addition to making a specialty in the shape of a patented Hockey and Woodsmen's work boot, Jos. Tanguay, of 122 St. Dominique St., Quebec, made an attractively priced line of "bread and butter" McKays and Standard screws for men, boys', women and misses.



Duchaine and Perkins is one of the larger Quebec companies located at 195 Rue de la Couronne.

Their line of Welts for men and full line of McKays might be classed as of the better kind, in addition to which they make S. Screw for men, boys, and women, and pegged shoes for men and boys.



The Wm. A. Marsh Co., Ltd., of Dorchester and St. Valier St., are making a complete line of welts as well as McKays for women and misses.

Their complete line is of a high order and ranks well with the finer shoes of Canada.

It is worth something to know that Quality is always Uniform

And the uniform standard which each of our shoes must reach is only made possible by the volume we manufacture.

Confining our production to a limited variety results in better quality at quantity prices.

An enlarged factory will enable us to serve you both better and more quickly for the Spring Season.

One of the largest plants in Quebec—devoted to the production of Welts for Men, and McKays for Boys, Youths, Women and Misses.

Be sure to Examine our SPRING SAMPLES. We know you will find them just right. They have all the appearance of being just what they are in fact—good, SALE-ABLE Lagace and Lepinay Shoes.

See them Early. Play safe by Ordering.

LAGACE & LEPINAY

22 St. Anselme Street
QUEBEC, P.Q.

WHAT IS "LABOR" IN A SHOE?

(AN ELABORATION OF FIGURES)

In the last issue of THE SHOE AND LEATHER JOURNAL we used the broad statement that 70 per cent. of the cost of a shoe to the public was represented by labor.

By labor is meant all kinds of labor—both direct and indirect—for everything made necessary by the fact that a pair of shoes are sold to a man in, say, Calgary, Alberta.

The actual calculations upon which this statement is based are in accordance with the facts. But, owing to their complexity, we give here only a summary of them.

We will assume, for discussion, that the shoes sell at retail for \$15.00 and that factory cost is \$10.00. Let us approximate that for all materials such as leather, lining, box toe, counter, etc., amount the factory pays \$5.00. Let us go further and say that the raw products from which these component parts of a shoe are made cost \$2.00.

As a shoe has been sold for \$15.00 it has been subject to net profits as follows: Merchant, 15 per cent., 2.25; manufacturer, five per cent on \$10.00, 50 cents; manufacturers who supply materials, seven per cent. on \$5.00 or 35 cents; previous profits on hides, metal, canvas, etc., five per cent on \$2.00, 10 cents. This represents a total net profit to those directly in the trade of \$3.20.

As the shoe has progressed from yarn, hide or skin, metal, oil, etc., to a finished sold product it has been subject to many "overhead" charges other than indirect or non-productive labor. Such, for instance, as rent, light, heat, power, insurance, taxes, advertising. All of such items are, technically, bought from some source. If not purchased outright, a rental, heat or power cost is present in the shape of a charge made to cover the supply of these items. direct. All of these items carry a profit to the "seller" and the profits (in rent, for instance, profits are considered all sums in excess of a fair legal return on the landlord's investment plus depreciation, repairs and taxes) do not exceed 10 cents a pair at retail.

There are still other costs not to be figured as labor. The final buyer must pay for all such cost figures as "allowance for bad debts" always figured by the maker. The merchant has a loss every year on shoes he has to sacrifice in order to move. So does the manufacturer. Such items will average about 80 cents on a shoe sold for \$15.00 at retail.

There are numerous other fractional items which will total approximately 11 cents on a \$15.00 shoe.

Thus in a \$15.00 shoe we have, first, profits of those in the industry, \$3.20 plus profits of those outside (such as landlords, power and coal companies, etc.), 10 cents. Total profits \$3.30.

Expenses, such as bad debts, losses on depreciation in shoes, etc., 80 cents; sundry items, 11 cents; total \$4.21, representing items not classified as labor.

But, you may note, we have not yet dealt with the item of \$1.85, the initial cost of raw materials. This item remains purely an approximation.

Seventy per cent. of \$15.00 is \$10.50, which means that our broad statement that 70 per cent of the cost of a shoe is labor can only be justified if the profit of the farmer producing hides and the grower producing cotton, and the mill, plus mine producing steel, etc., are less than 29 cents on every pair of shoes. We believe this to be a fact.

The whole point of our argument is not that the workers in a shoe factory get 70 per cent. of the cost of a shoe. They don't, and it does not occur to us that anyone would consider us capable of sponsoring such a wild statement.

The point is that the total of labor from farm, forest

and mine to the foot of the consumer is approximately 70 per cent. of the retail selling price.

If shoe factories reduce the wages paid active workers and reduce nothing more by 10 per cent. the effect on the consumer will be hardly noticeable—it might mean that a \$12.00 shoe could be sold for \$11.75.

If tanners reduce calf by 75 cents a foot, an \$18.00 shoe might be sold at retail for \$15.00 and so on.

But no substantial or rather sensational reduction is possible, except through a combination of (1) lower retail profits, (2) lowering of retail selling costs by lowering wages, reducing number of employees, buying other items such as power, light, rent at lower cost due to their submission to lower profits, and the same process as we speak of, or selling more shoes for the old cost. (3) Lowering manufacturing profits—an impossibility in many cases; (4) lowering making costs, including all labor, both productive and non-productive, and reducing cost of other items listed on making more shoes; (5) general lowering in profits and costs right back to the farm, mine and forest, including all wages and all other costs on greater production.

Summarized: As easily, more than 60 per cent. of the cost of a shoe is labor of all kinds, (although only 10 per cent. of the selling price at retail may be direct shoe factory labor) permanent reduction of price is only possible through lowering wages in every allied industry or increasing production, efficiency plus a slight reduction of profits.

The merchant with any brains at all can figure just how likely he is to find the last named group of conditions materialize.

That some merchant may realize that it is quite possible for him to go a long way toward meeting the public by reducing his profit to not more than 33 per cent. gross or 12½ per cent. net.

The re-adjustment is taking place slowly. As it occurs, violent irregularities are noticeable. Prices of makers and jobbers do not seem to come into line. Some show greater reductions than others. Between the highest and the lowest in so-called equal grades there is a wide gap. But think back and you will remember that such has been the case for at least fifteen years. A high grade woman's shoe, well made in Toronto, may cost much more than most "similar" shoes in Montreal, but much less than those made in a couple of Montreal factories or one in the Maritimes. The case in mind has existed for over five years, and may be will continue to exist. Yet all factories we think of as we write have grown in size year by year and will continue to grow.

Jobbers are showing "similar" samples that vary in price as much as 60 cents a pair. That means nothing, for it has always been so, and the merchants who bought the higher priced shoe always, as far as we know, sold his shoes and made money.

The present stagnation has been due to a re-action from a fever that has afflicted the trade. The re-action has resulted as usual in apathy. If a fever convalescent does not become vigorous and impatient soon enough, the physician forces the issue.

There are over seven million physicians extraordinary to the shoe trade in Canada. They are all wearing out shoes and buying more. It won't be long before they insist on more. They will want shoes of many different kinds. They will want each a pair that will fit and wear. If the merchant hasn't got a pair to fit, he will be driven to buying.

(Continued on page 63)

When the Jobber Wants Speed

IF the Shoe Jobber ever wanted Speed in his life, we have a hunch that he is going to need speedy delivery this Spring Season.

And we will be able to deliver the goods, providing that he doesn't wait too long and confront us with an impossible condition.

Nowhere in Canada will the Jobber find an organization better equipped to turn out good shoes more quickly than we are.

Duchaine & Perkins' values are well known to the trade. To-day prices are at rock-bottom—and service at the maximum.

The line of Men's Welts which we make in addition to our old line of McKays for Men, Boys, Youths, Women, Misses and Children is of the better kind.

DUCHAINE @ PERKINS

195 De la Couronne

Quebec, Que.

SHOE FACTORIES IN QUEBEC

NAME AND ADDRESS	WELT				McKAY				TURN		S. SCREW			PEG'D		Stitched Down	Slippers	Infants'	Sporting, Hockey
	Men's	Boys' and Youths'	Wo's. and Misses'	Children's	Men's	Boys' and Youths'	Wo's. and Misses'	Children's	Women's	Children's	Men's	Boys'	Women's	Men's	Boys'				
Beaulieu, Jos., & Co., 80 Colomb.....					x	x	x	x											
Berrouard, F., 401 St. Valier.....																			
Bertrand & Thibault, 104 Montmagny.....					x	x	x	x			x	x						x	
Bisson, O., 76 Marie Louise.....								x	x										
Children's Shoe Mfg. Co., Ltd., 11 Belleau.....								x	x									x	
Drolet, J. B., Co., Ltd., 583 St. Valier.....	x		x		x	x	x												
Duchaine, Ludger, 593 St. Valier.....	x	x	x		x	x	x				x	x							
Duchaine & Perkins, 195 De la Couronne.....	x				x	x	x	x			x	x	x	x	x				
Eastern Canada Shoe Co., Colomb.....					x	x	x	x											
Gale Bros., Limited, 518 St. Valier St.....								x	x									x	
Gosselin, J. H., 50 D'Argenson.....						x	x	x				x	x					x	
Goulet, O., 575 St. Valier.....	x	x	x			x	x	x				x	x					x	
Grenier, Art, 104 Colomb.....																		x	
Jobin, E., Ltd., 35 Colomb.....	x	x	x		x	x	x	x	x	x									
Lachance & Tanguay, 70 Bigacouette.....								x	x										
Lagace & Lepinay, 22 St. Anselme.....	x					x	x					x							
Leclerc & Freres, 96 St. Malo.....					x	x													
Marier, Trudel, Ltd., Nelson & Colomb.....					x	x	x	x			x	x	x						
Marois, A. E., Ltd., 559 St. Valier.....	x	x	x		x	x	x	x											
Marsh, Wm. A. Co. Ltd., 472 St. Valier.....	x	x	x					x											
Martin, J. & A., Reg., 117 Charest.....														x	x				
Maisan Freres, 34 Turgeon.....									x	x								x	
Quebec Glove Leather Mfg., Limoilou.....																	x		x
Ritchie, John, Co., Ltd., 496 St. Valier.....	x																		
Rochette, J. Marcel, 80 Signai.....					x	x					x	x							
Routier, Luc, 56 Colomb.....					x	x					x	x							
Saillant & Lessard, Limoilou.....						x	x											x	
Samson, J. E., Enr., 20 Arago.....					x	x	x	x			x	x	x	x	x				x
Stobo, J. M., Co., Ltd., 92 Arago.....	x	x	x	x	x	x	x	x			x	x	x						x
Tanguay, Jos., 122 St. Dominique.....					x	x	x	x			x	x	x						x
Tremblay, Ed., 108 Boisseau.....					x	x	x	x			x	x	x						



SURFACE KID

(GLAZED HORSE)

MADE IN BLACK AND COLORS

POSITIVELY
WILL OUT-WEAR
ANY KID — AND
LOOK BETTER
AS IT WEARS.

One of the largest producers of Women's fine McKays and Welts uses BORNE'S Surface Kid on many of his better shoes.

We emphasize BORNE'S. There is a vast difference.

LUCIEN BORNE

QUEBEC, P.Q.



McKAYS
for
WOMEN,
MISSSES
CHILDREN

In a comparatively short time the *value* we offer in these lines have driven us to expansion.

We don't pretend to make the highest priced shoes, but for shoes that sell every day—Your bread and butter line—Merchants and jobbers will find better value anywhere.

Would you like to see samples?

A Medium Line at Popular Prices.

CHILDREN'S SHOE M'F'G CO.
LIMITED

11 Belleau St., Quebec



A STANDARD LINE

Taking pride in our product we don't "play" with it. Every Goulet Shoe is solid value.

Welts for Men and Boys, Women's Mock Welts.

McKays and Standard Screw for Men, Boys, Youths, Women, Misses and Children.

Pegged Shoes for Men and Women

ONESIME GOULET

575 St. Valier St. - Quebec

TANNERS OF QUEBEC CITY

SOLE LEATHER

Anglo-Canadian Leather Co., 566 St. Valier.
 Beardmore & Co., 553 St. Valier.
 Blouin, Pierre Reg., Colomb and Nelson.
 Borne, Lucien, 491 St. Valier.
 Clement, Edgar, Ltd., 179 Arago.
 Dugal, P. and Matte, Enr., 206 Fleury.
 Richard Freres, 553 St. Valier.
 Scott, J. A., 566 St. Valier.

UPPER LEATHER

Calf

Clement, Oscar, 224 St. Helene.
 Quebec, Glove Mfg., Ltd., 3rd St. Limoilou.
 Scott, J. A., 566 St. Valier.

Horse

Borne, Lucien, 491 St. Valier.
 Clement, Oscar, 234 St. Helene.
 Racine, A., 631 St. Valier.
 Scott, J. A., 566 St. Valier.

Kid

Blouin, Pierre, Reg., Colomb and Nelson.
 Borne, Lucien, 491 St. Valier.
 Citadel Leather Co., 566 St. Valier.
 Quebec Glove Leather Mfg., 3rd St. Limoilou.
 Scott, J. A., 566 St. Valier.

Kip

Blais, W., 307 St. Helene.
 Clement, Edgar, Ltd., 179 Arago.
 Racine, A., 631 St. Valier.
 Richard Freres, 553 St. Valier.
 Thavierge, Jos., 160, 3rd St. Limoilou.

UPPER LEATHER—Continued

Patent

Borne, Lucien, 491 St. Valier.
 Cantin, Wilfrid, 45 Marie de l'Incarnation.
 Clement, Oscar, 224 St. Helene.
 Dugal & Matte, 206 Fleury.
 Falardeau, C., 9 Caron.
 Richard Freres, 553 St. Valier.
 Shee, E. A., 15 Belleau.

Sheep

Borne, Lucien, 491 St. Valier.
 Quebec Glove Leather Mfg., 3rd St. Limoilou.
 Richard, Freres, 553 St. Valier.
 Turgeon, Elie, 423 St. Valier.

Side

Blouin, Pierre, Colomb and Nelson.
 Cantin, Wilfrid, 51 Marie de l'Incarnation.
 Clement, Edgar, Ltd., 179 Arago.
 Fortier, N., 515 St. Valier.
 Richard Freres, 553 St. Valier.
 Shee, E. A., 15 Belleau.

Splits

Cantin, Wilfrid, 51 Marie de l'Incarnation.
 Clement, Edgar, Ltd., 179 Arago.
 Clement, Oscar, 224 St. Helene.
 Dugal, P. & Matte, Enr., 206 Fleury.
 Fortier, N., 515 St. Valier.
 Laliberte, J., 501 St. Valier.
 Thavierge, Jos., 160-3rd St. Limoilou.

WHAT IS "LABOR" IN A SHOE

(Continued from page 59)

He will then buy too late, for his sale will be lost. And many sales will be lost.

What has all this to do with the idea that 70 per cent. of a shoe cost is labor?

Everything.

The man who thinks at all must realize that only a variation of cents a pair can materialize between now and spring. He, too, must realize that if he waits to grasp all the profit he will wait too long and lose it all.

He can only insure a definite profit by buying a few shoes in the very, very near future. The SHOE AND LEATHER JOURNAL does not advise large placing. Rather do we urge that merchants place business, but place conservatively. We are closely in touch with all branches of the trade. Never have we watched it with greater interest or with more concentration.

We know that it is good business to reduce stocks both retail and wholesale in many cases. That can be done by many methods outside the province of this article. That process should be completed before winter sets in.

But we know, too, that the great public are going to want new shoes in the spring, and that the merchant won't be able to get them if he does not order soon. Somebody will be left out.

About 3,000 of the merchants of Canada are our best friends. We are very tender of their interests. Our judg-

ment will not be considered wrong if prices are lower in February. We do not hazard any guess either way in this connection. But we reiterate that the merchant is happy who receives 500 pairs in March at \$8.75 rather than he who waits and receives 1200 pairs in May or June at \$8.30. Figure for yourself. It is now November.

Before you can be of great service to your fellowmen in any capacity you must master the common human tendency of anger, intolerance and cynicism.

GOODYEAR WELTS

URNS

A. E. MAROIS, LIMITED

Makers of Shoes for

MEN BOYS YOUTHS
 WOMEN MISSES CHILDREN

To Jobbers Only

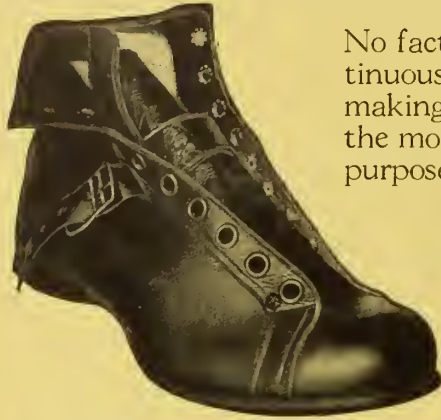
Capacity 5000 pairs a day, enabling us to
 make 10 Days Delivery on Rush Orders

McKAYS

Standard Screw

J. E. SAMSON ENR.

THE COMPLETE LINE



No factory in Canada has been so continuously busy as our plant given to making this popular hockey boot. It is the most popular shoe in Canada for this purpose.

Ask your jobber to show you the complete Samson Line.

Medium McKays and Standard Screws, Heavy Work Shoes, Sporting Boots.

J. E. SAMSON Enr. 20 Arago St.,
QUEBEC, P.Q.



LUC ROUTIER

Those who have carried our lines in the past take for granted that our standard of production will not be lowered.

This season our values are even better. We have taken our loss.

**McKAYS and S. SCREW
FOR MEN, BOYS and YOUTHS**

LUC ROUTIER
56 Colomb, QUEBEC

LUDGER DUCHAINE



Medium Welts

The man selling medium priced welts hasn't a bad time at all.

Our Welt line has developed business for many in the trade. Welts for Men, Boys, Youths, Women and Misses.

Also making McKays for Men, Boys, Youths, Women and Misses and S. Screw for Men and Boys.

LUDGER DUCHAINE

593 St. Valier St., QUEBEC

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J. M. STOBO CO. LIMITED

WELTS
for
Men
Women
and Misses



McKAYS
for Men, Boys,
Youths, Little Gents
Women, Misses
and Children

MEN'S WELTS

Can be well made of good materials on modern lasts to sell at a decently fair price. The Stobo line is proof of the statement.

You can play safe by ordering "Windsor Shoes."

If you haven't seen the complete line and would like to, for your own sake, drop us a line.

ALSO McKAYS

We say "also" and mean to use the word. For everything we might say of our Men's Welts can be safely applied to our McKays for Men, Boys and Youths and for Women and Misses.

J. M. STOBO CO., LIMITED

92 Arago Street - - - Quebec



For Men



For Women

TWO MODEL STORES

Montreal possesses two model shoe stores for men. These are the Astoria Shoe Store, situated at 235 St. James street west, and the Men's Sample Shoe Store at 221 St. James street west. Both of these stores are owned and operated by T. G. Harris, who has had extensive experience in the shoe business in the old country before coming to Canada, about eight years ago. He was with the Walk-Over people in England before coming out here and opened the majority of their English stores for them.

The Sample Shoe Store at 221 St. James street has been running seven years, and stocks nothing but the Astoria shoe for men. It has proven that it is possible to do business on a special line and for one class of trade. The Astoria store has been opened only two years but justified Mr. Harris's judgment in opening it, for it has done a splendid business. It, like its sister store, carries nothing but the Astoria line.

The stores are fitted nicely inside and the illustrations show that they are among the most modern in their window arrangement and displays.

REPAIRMEN ADVERTISE

Competition among the shoe repairers in New York City is becoming keener, so it is reported. One of the leading firms has reduced prices and is now offering new half soles and rubber heels for \$1.20. Advertisements of the repairmen are becoming more frequent in the daily papers.

Considerable has been written about the desirability of using cut soles for repairs. From a very varied inquiry on the subject, it has been found that in England repairers do not incline to their use. This seems to be one of the tasks that English people will take a long time to learn. In a boot factory where thousands of dozens are turned out to pattern, the cut sole should be a great idea, but ask any repairer whether he sees any exact uniformity in his requirements for soles. One man's foot is wide, another narrow; the same with boys, youths and girls. The repairer using cut soles would either have to skive off a lot of sheer waste leather for his narrow-footed customers or keep a stock of many sizes far beyond his

liking. For that reason the British repairer does not think cut soles a practical proposition.

There is a strange fact connected with the trade of shoe repairing, and that is nearly all repairmen sell shoe strings. He may not sell another single thing, but when it comes to shoe strings everyone is there with the berries. Perhaps this state of thing is due to the fact that not much money need be invested in the shoe-string game, and not much space is required for displaying the article, and the fact is that in saying "shoe strings" no shoe repairer will fail you.



T. G. Harris's store at 235 James Street West, Montreal



T. G. Harris's store at 221 James Street West Montreal.



A good Patent Leather Shoe is a masterpiece
in Footwear Production.

CLARKE'S PATENT LEATHER

stamps every shoe in which it is used as a masterpiece—a shoe notable for its Beauty and possessing the Durability which alone can make it a worthy product of the master shoemaker.

The experienced manufacturer, the careful dealer and the particular customer each have their expectations fully met in the Reliability of Clarke's Patent.

A. R. Clarke & Company, Limited

Toronto

Branches at Montreal and Quebec

Largest Producers of Patent Leather in the British Empire



Astoria
SHOES



Astoria Shoes

When you consider the many excellent features embodied in the new Astoria Samples you cannot fail to be convinced of their wonderful sales possibilities. Consider that these shoes are of **SOLID LEATHER CONSTRUCTION THROUGH-OUT**—Solid Leather Counters, Heels, Box Toes and Inner-soles—highest grade Calfskin for the Eyelet Stay, Heel Stay and Top Facing—Workmanship that is faultless in every detail. All this in-built quality is given its very strongest appeal by means of snappy trade-winning styles, featuring the very latest lasts and patterns.

Wait for the "Astoria" representative before doing your Spring Placing. The Samples he is showing and the Prices he is quoting will be mighty interesting to you.

SCOTT-CHAMBERLAIN, LIMITED
LONDON, ONTARIO

"Nothing but Leather in Astoria Shoes"

A Montreal Man's Views

What Will Sell for Spring—The Question of Exchanges and Refunds

IN an interview with a representative of the SHOE AND LEATHER JOURNAL last week Mr. R. Bruce Clarke, manager for Mendelssohn Bros., Montreal, said:

I think we shall have a big demand for plain leathers in fancy ties in cut outs and cross straps, in brown and black kid and suede carrying the full Louis heel, as it is always dressy. To my mind the buckle pump will not be so popular, as people are getting tired of it, this being one reason why the cut outs and cross strap pumps are so popular. I would also say black and tan calf oxfords, with the military heel, will be in good demand next year. I cannot remember in my experience a summer that oxfords have been so popular as they have been this year. But as they are very practical and styles are so varied no lady will be without a pair, even at a very high price.

I would also say that the medium vamp brogue in round and pointed toes, in dark tan will be very popular next season, particularly if the Canadian manufacturer can turn out a brogue to look something like the English brogue, only to be a little lighter in weight. Judging from our



J. BRUCE CLARKE
Montreal

customers by the large demand for this kind of brogue in question this year, I feel next year the demand will be still greater. I believe that our Canadian women are commencing to realize that wearing a little heavier shoe, with good sensible heels like the military, are a great deal more healthful for the every day walking shoe.

For the men the dark mat brogue, heavy sole, medium round toe, will be a good seller for spring, also plain tans and blacks. To my mind combinations have had their day in both men's and women's shoes.

A question I would like to touch on is the question of refunds and exchanges. It has always been my idea to refund to a customer as cheerfully and as courteously as we take his or her money. Sometimes you will lose a good customer by not doing so. Customers are not always easy

to please, and sometimes when they get home with their goods they feel dissatisfied with their purchase. If the goods are not damaged when in customer's possession I believe you will reap the benefit one hundred fold by refunding the money. The trouble with most retailers is that they do not approve of this and do not care much for humoring their customers. It is not the one pair you are refunding the money for, it is the future business that will come later on you should think about. To my mind we all are prone to be too greedy for that almighty dollar. We always cheerfully exchange for any shoe the customer may want, providing the original pair have not been damaged, or worn while in customer's possession.

Co-operative Methods Among Shoe Men

Topeka, Kansas, Retailers Appeal to the Rural Communities Through the Newspapers of the Adjoining Counties—Local Association Behind the Good Work

CO-OPERATION has been developed along many lines in the past, but perhaps one of the best instances of co-operative advertising among shoe retailers has been brought about in the city of Topeka, Kansas. In the sixteen counties in which the campaign is being tried there is an estimated population of about 329,000, and the shoe retailers are making an endeavor to reach every person within that area through the medium of the local newspapers. Co-operating with the Topeka Merchants' Association, eighteen shoe retailers of the city are participating actively in an advertising campaign which will cost between ten and twelve thousand dollars, and will cover a period of about three months or perhaps more.

The idea of the advertising seems to be to impress upon the prospective customers for shoes the idea that Topeka is a much better place to buy shoes than elsewhere. The first advertisement used was a human interest one, and told the story of a man in a hurry going into a store to buy a pair of shoes. He knew what he wanted as to style and make and stated his preference. The clerk knew the store was out of that particular line of shoes, and so instead of trying to show the man something else simply referred him to another shoe merchant in the same block, where he knew the shoe was to be had, and so helped the customer to what he wanted without bother. The idea is to show how the merchants in that city co-operate and how it is to the advantage of the customer when they do it that way. It is said that the merchants of that city have built for themselves an enviable reputation just upon this spirit of co-operation and service to their customers. It is claimed that people come from afar to take advantage of this service and fair dealing, and that they have found that it pays to do it.

The advertising goes on to point out the importance of footwear and says: "Shoes are the most important article of wear. Unless a person's shoes are adaptable to his needs, dissatisfaction results. Poorly fitted shoes cause more discomfort than any other cause."

Buying in large quantities and in a wide range of styles and makes are put forward as additional arguments. Although the idea is partly conceived to counteract the appeal of the mail order house, the retailers in the venture make the same appeal by inviting customers to order by the mail when they cannot call personally. More out-of-town business is

(Continued on page 75)

Employment Exchange

Bona-fide advertisements of Situations Wanted or Situations Vacant in shoe and leather trade inserted free of charge. Space limit—one inch.

TRAVELLER, with good connection in Alberta and British Columbia, wants full line of shoes from manufacturer. Salary and commission. Ready to start trip in January. Send full particulars to Box 915, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto, Ont.

WANTED—Experienced Shoe Salesman for Sample Room of Toronto Wholesale House. Excellent opportunity for advancement. Apply Box 914 SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

HIDE BUYER WANTED by Canadian Tanner. Must be exceptionally capable, with thorough experience inspecting and buying hides, Wet, Salted and Dry. Apply Box 912, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

TRAVELLERS WANTED—Well educated, good appearance and good connection, to represent us in Canada. Our Shoes, service, quality and recommendations unsurpassed. Factory at Belleville. Apply, Natural Tread Shoes, Limited, 310 Yonge St., Toronto.

MANUFACTURERS' AGENT, with fifteen years' experience, wants to act as representative for some reliable manufacturers of good lines of Boots, Shoes, etc., for the Province of Quebec, on 5% commission basis. Knows lines well—35 years of age—Married. Writes and speaks both English and French. Member of Montreal Board of Trade also Chambre de Commerce, District Montreal. Best of references. Only A1 firms wanted. Apply Box 913, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

YOUNG MAN, experienced in the shoe business, seeks position with high-class shoe manufacturing firm or retailer. Apply Box 911, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto, Ontario.

WANTED—The address of L. L. Reed, recently in Victoria B.C. Please send it to box 904, SHOE AND LEATHER JOURNAL, 245 King Street West, Toronto.

WANTED—Traveller to cover City of Montreal, City of Quebec and Maritime Provinces with Women's Moderate priced Welts. Ontario factory. Trip starts September 1st. Apply Box 900, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

SUPERINTENDENT desires change. First-class executive from office to shipping. Box 907, SHOE AND LEATHER JOURNAL, 545 King street west, Toronto.

SHOE TRAVELLER WANTED to carry a good line of "Shoe Laces" for Ontario, New Brunswick and Nova Scotia as a side line. Good commission paid. Address "Laces" Box 1934, Montreal, Que.

WE WANT TWO REAL TRAVELLING SALESMEN—Men who are steady, business getters and who can prove that they have made good. One territory open in Western Ontario. The other is Manitoba and Saskatchewan. Our season opens August 15th. The line is complete—men's and women's Welts and McKays at the right price. Our house has been established for almost 50 years. Box DML 141, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Line of shoes or mitt and glove samples from manufacturer for either wholesale or retail trade, for all western provinces or portion. Address, E. A. Dagg, Manufacturers' Agent, 447 Pender street west, Vancouver, B.C.

WANTED—Shoe Travellers to carry Little Gents', Youths', Child's, Little Girls', Misses', Growing Girls', and Boys' McKay Shoes, to cover east and west Ontario, Montreal and western provinces. Box 908 SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

POSITION AS TRAVELLER with company handling Boots or Shoes or Shoe Findings or Rubber Goods. Have a good connection with the shoe trade in Eastern and Western Ontario. Apply Box 910, SHOE AND LEATHER JOURNAL, 545 King Street W., Toronto, Ont.

FOR SALE—An up-to-date Shoe Repair Shop equipped with a Progressive electric shoe finisher, Singer sewing machine, Solidity jack, and all other tools and shoe findings necessary for the trade. Situated in a very good location. Doing all the business that a very lively shoemaker can do, and can be increased if desired. Price very moderate. Cause of sale, leaving country. Apply M. Cardmon, 212-13th Street, South, Lethbridge, Alta.

PROHIBITED IMPORTS

Included in the list of goods the import of which into the territory occupied by the armed forces of South Russia is temporarily prohibited are the following: Boots and shoes made of silk stuff in a finished or partly finished condition, small articles such as ladies' bags, purses, cigar cases, letter cases, manufactures of chamois leather, glace leather, morocco leather and parchment (except boots, shoes and surgical appliances; box and trunk-makers' wares, sporting requisites made of leather, portfolios, prepared leather for bookbind-

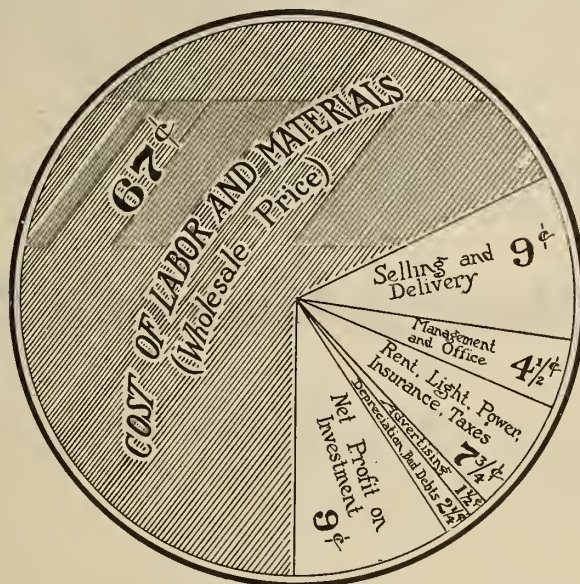
ing, all other manufactures of leather not specially mentioned, even with fittings of metal or other materials.

Some repairers like rubber heels that are not sticky, but in that case it is a sure sign that much foreign matter has been combined with the rubber, and the more sticky rubber is, regardless of the objectionable feature of sticking to the blade, the better the wearing qualities and the permanent resiliency of the rubber. When trimming (rough rounding) by hand, it is, of course, entirely practical to wet the blade with water.

THE PROFIT IN SHOES

In the SHOE AND LEATHER JOURNAL of August 1, last, appeared a complete report of the investigation of the Harvard University Bureau of Business Research, which summarized the accounts of 197 retail shoe stores, with an annual business ranging from \$10,000 to \$2,000,000. The report showed that the average cost of selling shoes in a retail store was 25c. on the dollar of selling value, and that the average profit to the dealer, after paying all legitimate expenses, was nine per cent., out of which income and other personal taxes had to be subsequently paid.

Three-fourths of the cost of the manufactured shoe is found to consist of labor. Raw materials are a comparatively small factor.



The wholesale price is an average of about ten per cent. on the cost of labor and materials, with five per cent. for selling.

Above is a diagram showing how the dollar in the selling price of every shoe is divided up. It costs nine cents for a salesman to sell a dollar shoe and hand it to the customer. For management, office work, stock keeping, etc., it costs four and a half cents. For rent, light, heat, insurance and upkeep of store it costs seven and three-quarter cents, for advertising, one and a half cents, for depreciation and bad debts two and a quarter cents on every dollar on shoes the customer buys.

Cut This Out and Show It to Your Customers

A fine Women's Welt,
8½" high, 1¾" Cuban
Heel.

Made from Fine Kid on
a last with excellent
fitting qualities.



Well Made at Moderate Prices

Our Women's Line, consisting of Welts, McKays and Comfort Turns represents the product of specialized methods, with all the "frills" left out of the cost.

Our Welt, McKay and Turn departments are in separate buildings. Just as distinct in location and workmen as if in different towns.

These specialized methods enable us to put every cent of the cost of every shoe into real honest-to-goodness material and good shoe-making.

Good shoes at moderate prices and delivered on time—if you place soon.

Dufresne & Locke, Limited
Montreal, P.Q.



Where Specialization Prevails

This picture gives a fair idea of the capacity of our modern plants in Montreal, a substantial, large factory, modern in every way.

Goodyear Welts for Men and Women are made in a five storey building to the north; McKays for Women are produced in the centre building.

The remainder of the plant is divided so that in no way does one department conflict with another.

One of Canada's Largest Shoe Factories—Women's Welts, McKays and Comfort Turns, Men's Welts and Slippers. Stitchdowns for Misses, Children and Infants.

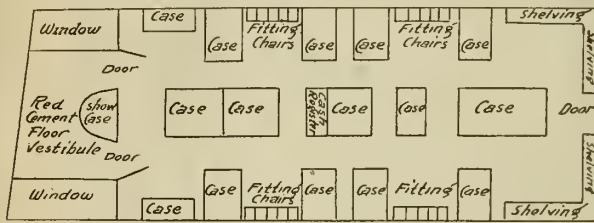
Dufresne & Locke, Limited

Montreal, P.Q.

“Chisholms” New Store

A Medium Priced Store Opened by the “Chisholms” in Toronto, Just Six Doors From Their Present Location

IN Toronto there is a retail shoe store known in the locality which it serves as “Chisholms,” and sometimes as “Chisholm’s Shoes, Hosiery and Baggage.” This store is situated in the heart of a splendid district in the west end of the city and does a rather high class trade. The proprietors, Messrs. M. & J. Chisholm, are progressive young men with a wide experience in shoes, and they have built up a very fine business. They have an attractive store, artistically finished inside and it has a front that is bound to



Floor plan of “Chisholms” new store

arrest the attention of pedestrians. Their windows, too, are always very enticingly dressed.

Their business has grown to that point where larger quarters became a serious question with them. Despite the fact that it was impossible to enlarge their present premises, they did not want to move after having become so well established. So they did the unusual, which is not at all out of the way for them. They are quite liable to break precedents and go about doing things a little differently from the generally accepted and orthodox methods. So when they found it impossible to enlarge their present place they leased a store on the opposite side of the street, just six doors east of their present location. That may seem a very unusual thing to do, and maybe it is, but the “Chisholms” like to do the unusual.

After obtaining possession of the new place, remodel-

ling was begun and the place has been converted into one of the most attractive stores you would wish to see. The windows are of the showcase type, one being seven feet deep and the other nine feet, and both three feet in width. This makes a fine vestibule entrance and it has a red cement flooring sloping up to the store floor, thus eliminating a step. There are two entrance doors at the front, between which is located a very attractive showcase-window with rounded plate glass, and in which will be displayed children’s goods and hosiery.

The top of the window and over the entrance for about two feet are used for signs. Over each window is their trade mark in white on a blue ground. This trade mark, which they are having registered, is “The Big C Boot Shop,” in a diamond and scroll design. Over the entrance are the following signs: “Always Value Here,” “We Sell Good



J. L. CHISHOLM

Shoes,” “Good Honest Value.” The slogan of the store is: “Good Shoes at Low Prices.” The entire arrangement of the front is very attractive and of the most modern practice. The general plan of the interior is a sort of semi-self-



Exterior of “Chisholms” new Semi-Self-Serve Shoe Store, Toronto



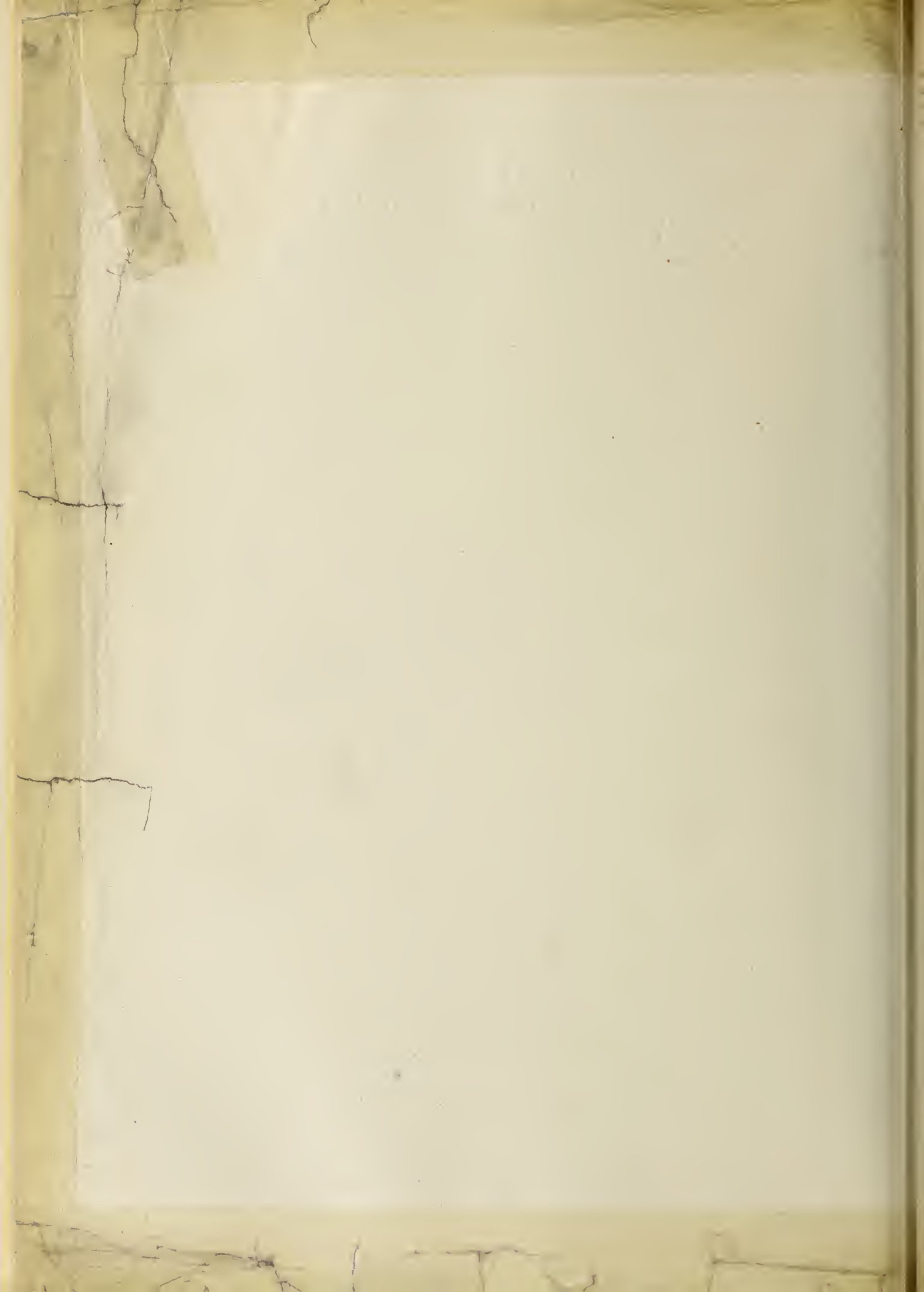
Blachford
Shoe Manufacturing Company.
Limited
Toronto



Onyx and Georgina Shoes
for
Spring, 1921

Blachford Shoe Manufacturing Company
Limited
Toronto, Canada





serve arrangement, but it is so well laid out and nicely furnished that it is much more attractive than many regular stores. The cases are all made to hold cartons in the under parts and have a tray or table top for displays and serving.



M. CHISHOLM

Some of these have solid racks on which are hung various lines of shoes. Each lot is one price and a card indicates the amount. Only at the back of the store is a small portion devoted to shelving which goes to the ceiling. The seats for fitting are arranged at the side of the store between the cases and there are four groups with five chairs in each.

The walls are decorated with grey oatmeal paper and the ceiling is done in straw colored paper that harmonizes nicely. The cases are finished in a deep brown. Both electric and gas are used for lighting. The gas fixtures cannot be discerned from electric and were installed for emergency when the electric system fails.

The lines carried in this store are medium and staple and will not conflict with those carried in the other. This plan, the Messrs. Chisholm claim, will offset any objection one may raise for having the two stores so near each other. There is a decided advantage, too, in managing the business in having the second store near the original one.

CO-OPERATIVE METHODS AMONG SHOE MEN

(Continued from page 69)

said to be one of the first results apparent from the campaign.

A shoe man is chairman of the committee having the campaign in charge. The committee of merchants was named to raise money and outline an advertising campaign. A fund of from \$10,000 to \$12,000 was raised.

While on this subject of co-operation it might be mentioned that in Iowa there seems to be a marked difference in the attitude of the daily press towards the shoe dealers as against the stuff that is published in the papers in Canada. The press in Iowa has taken up with the idea of the shoe merchants in establishing different days in their trade for marking the seasons for particular lines of goods, such for instance as National High Shoe Day, after which people will be supposed to wear only high shoes or be considered behind the style. Other days are low shoe day and white shoe day. Quite a number of the newspapers have taken up the idea, and it is claimed that it is just as logical to have such

days set as to have a day set for straw hats. They urge the importance of changing from low to high shoes at the proper time from a health standpoint. For a week before the day set to make the change all the shoe merchants make displays of the new footwear. The whole scheme of co-operation has proven beneficial, not only to the dealers themselves but to the public, and has solved the question, as far as the district is concerned, of dealing with the newspapers on the question of sensationalism with regard to the shoe trade.

HARTT'S OPEN THEIR WINNIPEG STORE

What is regarded as an important addition to the business section of Winnipeg is the opening by the Hartt Boot & Shoe Co., Limited, of Fredericton, N.B., of a retail shoe store at 289 Portage avenue, in one of the best business blocks in Winnipeg.

The store is intended primarily to be a distributing medium in the extensive market which that city affords for the higher grade lines of both men's and women's shoes made by the Hartt Company, which has established in Winnipeg and throughout the West an extensive trade and a fine reputation as makers of good shoes.

The general supervision of the Hartt business in this territory comes under L. Farewell, who has been with the company for many years and in point of service is one of their oldest salesman, and W. W. Kendall, who is well known in the shoe trade, has been appointed manager of the store.

The Winnipeg store is the second retail establishment which the Hartt Boot & Shoe Co. has opened in Canada, and will be operated similarly to that at Montreal.

The Winnipeg home of Hartt shoes is a model establishment, equipped with the most modern appliances, and promises to be an important factor in the retail shoe trade of Winnipeg.

RUBBER NOTES

Although recently there have been a few wet days and a consequent picking up in the sales of rubber footwear, shoe dealers have not had any great trade in this department this fall. The extremely fine weather has been such as to preclude any possibility of a stimulus in this regard.

The coming winter, perhaps, will see a great revival in the sale of rubbers. Unless all signs fail we are going to have a hard winter, and when the cold weather arrives with its snow and slush, people will want something to help keep their feet warm.

If the coming winter proves to be a cold one, as predicted, there will likely be no great surplus in rubber footwear in evidence.

Although the crude rubber market is at the lowest point in a great many years, and everything is being done to extend the uses of rubber, and raw cotton is also down in price, there will probably be no drop in the prices of rubber footwear for some months, as it takes anywhere from ten to fifteen months to convert the raw material into the workable product, which has then to be supplied to the manufacturer of rubber footwear.

It is about the same with the cotton. It is a long way from the cotton in the field to the canvas top of a tennis shoe or the lining of a rubber. There are a number of processes, and then the distribution, which all take time.

The costs of labor and the rates of interest on borrowed money are showing no signs of coming down, so that there is little promise of a reduction in the price of rubber footwear for at least a year, and more likely a little longer than that.

Retailers should explain all this to their customers when the fall in rubber or cotton is mentioned. These things are very likely to be mentioned, because everyone seems to be on the lookout for every indication of a drop in prices in any commodity.

Toronto Shoe Retailers' Meeting

Endorse Suggestion that Manufacturers Stock Staple Lines—Discuss Transient Traders—Special Meeting, Wednesday Afternoon, November 17th

"THAT'S just what is the matter with our association," said President Walter Burnill at the Toronto Shoe Retailers' Association meeting Wednesday, October 3rd, when it was suggested that no further action be taken in regard to two wholesalers who had not replied to the retailer's letter in regard to selling retail on the part of some wholesalers. "We don't want to be a lot of willy-nillys," continued Mr. Burnill. "We are business men and have taken up this matter of selling by the wholesalers in a business way. Ninety per cent. of those written to have courteously responded by an assurance that they each will do everything possible to eliminate this trouble, and it seems only the proper thing that these others should at least have acknowledged our letter on the matter."

The matter was brought up under the order of communications when Secretary J. C. Budreo read a number of replies to the letter sent out some time ago by the association. All of these promise every effort in stamping out this business which operates so unjustly against the retailers. Most of the replies referred to the licence which it will soon be necessary for retailers to have from the government, and the consensus of opinion seemed to be that this would provide an excellent argument for the wholesalers whereby they could avoid making any retail sales.

The association endorsed a proposition embodied in a letter from Warren T. Fegan, to bring the matter of transient traders before the meeting of the executive of the National Shoe Retailers' Association, which is to take place November 10th in Montreal. The idea is to allow a merchant to do business only on the premises upon which he is assessed.

The association also decided on the suggestion of Mr. Fegan to ask the executive to take up the discussion of the suggestion that shoe manufacturers carry in stock at least the staple lines of shoes, so that the burden of carrying the shoe business would be at least partly lifted from the shoulders of the retailers who, as it is, have to order their stock six months ahead.

Reports of committees were heard in regard to the handling of rubbers. It developed that there was a little discrepancy in the prices charged for rubbers and it was also evident from the discussion that no one was selling a great many of this line of footwear. Mr. Burnill and Mr. Fegan were named to draft a letter to a rubber manufacturer in regard to his methods of advertising to retailers.

A spurious advertisement was discussed but no action was taken, as it seemed most likely that the manufacturer whose interests were affected by the advertisement would surely look after the case.

The call was for the annual meeting and election of officers, but it was decided to leave the elections over for two weeks when a special meeting will be arranged. The time was set for the afternoon of Wednesday, November 17th.

An effort will be made by the present officers to have an entirely new slate elected at this special meeting. It was thought by them, and concurred in by the members present, that if the responsibilities were shifted to others there might be so many more with specific and unavoidable reasons for attending the meetings. There are a fair num-

ber of members of the association but the attendance is not always satisfactory, and there will be special efforts made by the "regulars" to drum up a few more for each meeting. It is felt that there never was a time when there was so great a need for organization and when organization could be of more direct benefit to its members.

LUXURY TAX STAMPS NOW IN USE

Monday morning, November 1st, saw the inauguration of the new method by which the government will collect the luxury tax on sales made by retailers. Most of the shoe retailers in Toronto were ready with their stamps and cancelling machines, and have no complaints to make about the system.

A small investment in stamps is all that is required, and the customer takes to the stamps more readily than to the sales slips with the luxury tax added.

The public has become more or less familiar with the stamp idea from having done business in drug stores where the stamps have been in use for some years.

The cancelling instrument used by retailers simply punches a series of holes in the stamp and the operation is easily done. The stamp is first fixed to the sales slip which is given the customer after the stamp has been cancelled.

MR. ANGUS APPOINTED SALES MANAGER

W. M. Angus, who has been for a long time manager of the Quebec Division of the Ames Holden-McCready Co., has been appointed general sales manager of the firm. His office will be located at 1221 Mount Royal avenue east, Montreal. Mr. Angus is a well known shoe man in Canada, especially in Quebec and the Maritimes, and his many friends will be glad to know of this promotion. J. P. Quesnel will succeed Mr. Angus as manager of the Quebec Division of the Company.

A WARNING

A Mr. F. W. Clarke, claiming to come from the National Trade Press, Limited, of London, England, publishers of "The Drapers' Organizer," "The Footwear Organizer," "The Furnishing Trades Organizer," and "The Organizer" has apparently been canvassing the wholesalers and retailers of these respective trades, soliciting advertising and subscriptions. Mr. Clarke has absolutely no connection with the National Trade Press, and the publishers' announcement to that effect appears in another column.

THE LEATHER INDUSTRY

The report submitted to the Department of Overseas Trade by Messrs. E. Holman Mulack and L. N. Barber, B.Sc., regarding the possibilities and conditions of trade between Morocco and the United Kingdom, contains some interesting information regarding the local leather industry. It appears that the industry in Rabat, Marrakesh, Keknez and Fez is always likely to be more an importer than an exporter of vegetable tanning extracts. The best Morocco leather, used for bags, belts, etc., is known as "Filali" or "Tafilet" leather, and is manufactured from goatskins at Marrakesh. Most of the leather produced in Morocco is manufactured into slippers, either for local use or for the long established export trade to Egypt and Senegal. The chief centres of the trade are Fez, where 20,000 persons are employed, Marrakesh, where the tanneries employ 6,000 men, Tetuan and Rabat.

When you permit another person to make you angry you are allowing that person to dominate you and drag you down to his level.



HENWOOD & NOWAK INC.
95 SOUTH ST. BOSTON, U.S.A.

AT THE FRONT "Famo" Glazed Kid

WHEREVER good shoes are known and genuinely stylish leathers appreciated, there you find FAMO KID at the front.

FOREMOST in cutting economies, in style effect, and in durability, it stands pre-eminent as the all-round practical leather to bring credit to your product.

HENWOOD & NOWAK, INC.

Tannery at Wilmington, Del.

General Offices: 95 South St., Boston



TENAX SOLES

Tenax Soles will please your customers because they are light, waterproof and give long service. They will advertise you as a first-class repairman, who uses first-class material.

TENAX SOLES

—AND—

Maltese Cross
"SCOOP"

Rubber Heels

Form an unbeatable combination

Gutta Percha & Rubber, Limited

Head Offices and Factory: TORONTO

Branches in Leading Canadian Cities

A Maritime Shoe Dealer's Opinion on Prices

Mr. P. M. Rising, of St. John, N.B., Gives His Views on the present Price Situation

MR. P. M. Rising, of the firm of Waterbury & Rising, of St. John, N.B., is one of the best known shoe men in the Maritime Provinces, and his views of any phase of the shoe situation are worthy of consideration. The following statement from him will be of interest to the manufacturer, wholesaler and retailer:

"As far as shoes are concerned there will certainly be no drop in the near future to any great extent. The market, of course, is flooded at the present time with cheap shoes which causes so-called reductions. You sometimes see shoes on sale and advertised as regular fourteen dollar footwear, but they are of a very inferior grade. Retail shoe houses of reputable standing, who sell and recommend first class Canadian made shoes at from \$12 to \$18 per pair, are positively justified in doing so. The shoe merchants of St. John are of the opinion that prices will remain at the present mark until some time after the first of the year at the very earliest, and no great drop in prices is anticipated. Footwear is one part of the wearing apparel which gets hard usage, and experience has shown that it does not pay to purchase, inferior shoes. On thing is certain, there will be no receding of prices until the consumption can take care of the production. Canadian manufacturers alone are capable of making 15,000,000 pairs per annum; and while manufacturers are finding the present season a fairly quiet one so far, they have great hopes of running to capacity in the spring."

Continuing Mr. Rising said: "Business is good with retail shoe merchants and when the fall season starts in our firm looks for a big increase in trade. Of course everybody has been discussing the high cost of living and demanding greatly reduced retail prices on practically all commodities; but an important question which arises in this connection is: Does labor realize what this means? In using the word labor, I, of course, include manual, clerical and executive in all capacities. We all know the cost in our own selling or producing capacities, but we have to take into consideration the percentage of labor in the articles we buy. The cost of raw material carries with it the least percentage of labor, while the retail price to the consumer includes the greatest. It is estimated that at present from two-thirds to three-quarters of the cost to the retailer has been paid for labor. This may at first glance seem improbable; but think it over, and draw your own conclusions as to what decline is equitable and fair, and likely to prevail until everything entering the cost of production shows its proportionate decline. Take for example a pair of shoes. There is first the labor of handling and transporting the raw supplies; then the cost of manufacturing them into leather; then the cost of manufacturing them into shoes, and finally the retailers' cost of selling to the consumer.

"In many manufacturing lines the original cost of the raw material is exceedingly small, as compared with the

value of the finished product. For instance, the value of hides and skins the world over is largely represented in the labor of the shepherd, farmer, butcher, transportation and other charges. Therefore, the raw material, say four feet of leather including the soles in the average pair of boots, cannot possibly amount to over ten per cent. of the cost to the retailer, and five per cent. would no doubt be nearer correct or the iron ore in an automobile or an intricate press amounts to less than five per cent. of the selling price. You will realize, therefore, that it is no wonder that prices have advanced and kept pace with labor, and under these conditions what can we reasonably expect in the future? It would be of great value if someone would figure accurately the total cost of labor in the product which they sell. I believe that if the government and the consuming public had such figures for their consideration it would certainly clear up a wrong impression now largely prevalent that the present high prices are due to the cost of raw supplies.

"It is a fact that taking the cost of all the leading manufacturers only ten per cent. of the selling cost to retailers is represented by original raw material and 75 per cent. is cumulative labor. Much has been said about excess profits made during the past four years, but it must be remembered that they were largely due to the enhanced value of the stocks on hand and contracted for, and by the reduction in overhead expense owing to the increase of dollar amount of business. Certain misleading statements have been made. One is that hides had declined 50 per cent. and in consequence shoes would sell at half price. If from two-thirds to three-quarters of their cost is labor such a decline in price to the retailer is absolutely impossible, even if the raw material cost nothing. If labor and capital, judging from interest now being paid foreign and domestic bonds are getting approximately double pre-war rates, with contracts in many cases covering long periods, is it not fair and equitable that all other factors should be considered on the same basis? If this is clearly understood by the consumer, why should not business resume on this basis in all lines and everyone act accordingly? This would seem the wisest course to pursue until world conditions become more stabilized and prices find their true level."

THE LOST FOUND

In the October issue of the Journal was inserted a small ad asking for the address of Mr. L. L. Reed, formerly of Victoria, whose paper had been returned to this office marked "removed." The enquiry was effective as it brought immediately replies, not only from Mr. Reed, but others, who evidently thought he was "lost, strayed or stolen." Mr. Reed's subscription was paid in advance and the Journal wished to see him get his money's worth. That was all.

EXTRAVAGANT BUYING

The public long ago turned from fancy, high cost shoes, but luxuries are still selling in other lines. Last year \$750,000,000 was spent in the United States for face powder, cosmetics, perfumery, etc. In 1919 the cost of cigars, cigarettes and tobacco amounted to \$1,310,000,000. For jewellery \$500,000,000 was spent. Here are evidences that all the odium of rockless buying should not be saddled on the shoe industry. Incidentally it appears that our system of taxing production had better be changed to a tax on consumption.

ESTABLISHED 1863

THE KING BROTHERS COMPANY, LIMITED, WHITBY, ONT.
Manufacturers of CHROME, COMBINATION AND BARK TANNED SIDE UPPER LEATHERS

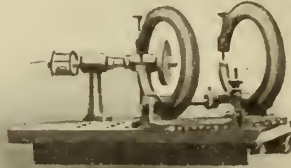
OOZE, FLEXIBLE AND WAX SPLITS FOR HOME AND EXPORT TRADE

You Can Increase Profits

A repair department in the shoe store of a Montreal merchant earns a profit which pays all the overhead in the whole establishment—including the owner's salary—thus making the returns on shoe sales all clear profit.

This Merchant's Repair Department

is an example of what yours can do, as shoe stores with repair departments are recognized as logical.



The "Universal" Skate Grinder is the last word in simplicity and in efficiency

The Universal Skate Grinder (Patent applied for) is the last word in machinery for this purpose. Among many features we point out that no grit falls from the table to get into brushes or bearings. The patent table and patent base brush all particles through table perforations into a large container closely fastened to the bottom of the table.

This grinder fits any make of machine.

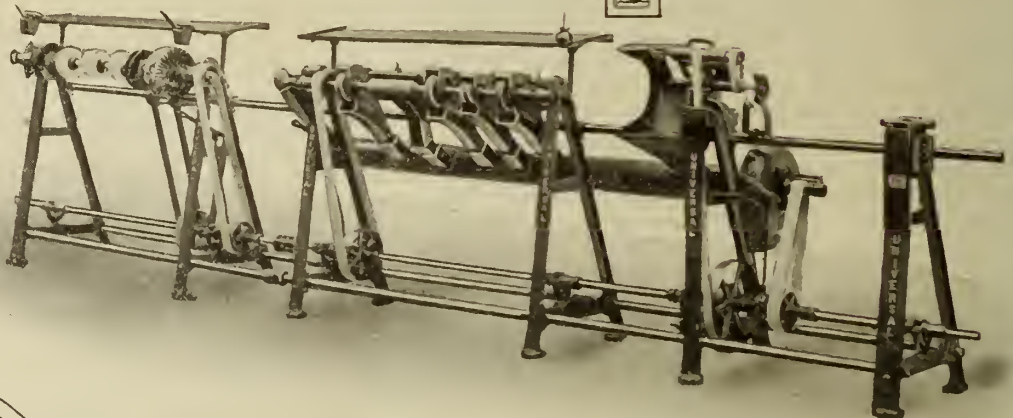
Write now for Catalogue and Prices

Universal Shoe Machinery of Canada Limited

186 QUEEN ST.

MONTREAL

Model FF



MADE IN CANADA

Repair

Department

Earns 40% on

Investment

An Alberta merchant started his repair department with an FF UNIVERSAL FINISHER in 1919.

To-day this department keeps him in closer touch with his trade and without any particular effort earns a handsome profit.

Why Not You Too?

No Royalty
No Duty

UNIVERSAL MACHINE

better work in less time

Mention "Shoe and Leather Journal" when writing an advertiser

The Shoe Repair Man

MEETING OF THE TORONTO SHOE REPAIRMEN

There was a nice gathering of the Toronto Shoe Repairers' Association at their last regular meeting, October 28th. Some of the captains of the membership teams reported, and a number of new members were present for the first time. All the teams have not reported but will do so, it is expected, at the next regular meeting, at which meeting, by the way, coffee and sandwiches are to be served.

During the evening the matter of prices came up for consideration. Some mention was made of lowering these but one of the members gave quite a new light on the subject. He admitted that leather had come down in price a little of late. But he showed most conclusively that it would have to drop considerably more before a five cent cut could be made on repairs. For illustration, he showed that his overhead had gone up most abnormally. Under this heading he included coal, light, power, business tax and insurance in which latter his plate glass policies had jumped 300 per cent. In stocks he cited that threads, inks, cements, rivets, dyes, findings and in one case of thread he showed that what he once procured for 30 and 40 cents he now has to pay \$1.25. Wages, he said, are staying about as they have been, but all other things except leather was still on the rise.

He showed that leather had not come down sufficiently to make up for the rise in many of these other commodities. This put a new light on the subject and the members seemed to agree that it was not the time yet to cut prices.

After arrangements were made for a little social evening at the next meeting the motion to adjourn was carried.

HINTS FOR REPAIR MEN

When turning a turn shoe right side out, you will find a box-toe in the shoe. To overcome the rolling of the box-toe in turning, first wet the toe and then hammer upon the entire toe part to condense the box.

To change a McKay shoe to a welt shoe, rip off the outsole, tack on a welt and stitch the outsole to the tacked welt and then you have a McKay shoe turned into a so-called welt shoe.

As the winter time comes repairmen will be called to do much repairing of rubbers. It is a question with some whether this work pays or not, for they claim it takes too much time for the prices one is able to obtain. But there is that little point of customer accommodation that must

never be forgotten. That counts in good will and it does not pay to lose a customer.

REPAIR OUTFIT IN FRONT SHOP

System, the business man's magazine, gives a very interesting account of a shoe retailer who increased his repair business by placing his machine in plain view in the front shop. This plan is adopted by many repair men, but few retailers have adopted it. The article says:

A great many repair jobs were formerly lost to a competitor by a Chicago shoe dealer. His repair department was situated in an out-of-the-way corner of his store. When people came in to purchase stock, they saw a complete stock of shoes, but no repair room. Frequently, therefore, his repair men were idle when they should have had work.

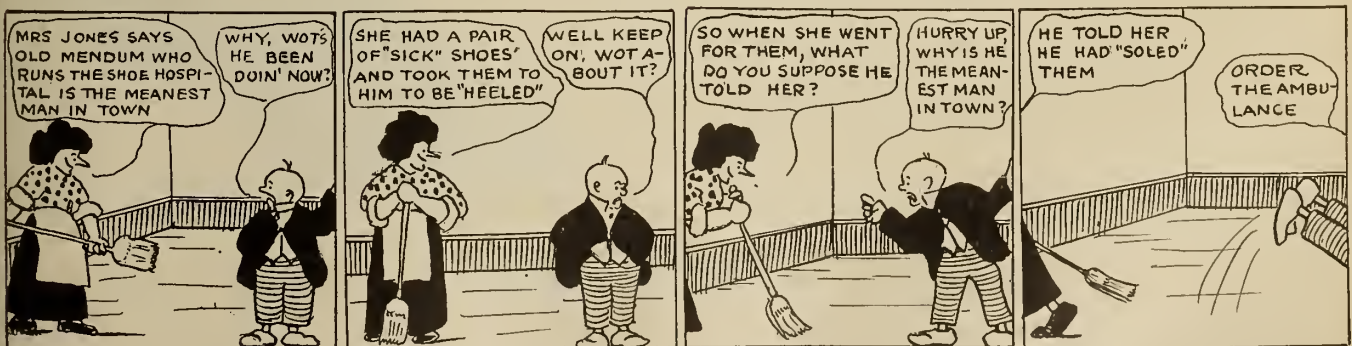
His display windows were large, and the ceiling high, so he rearranged his store as shown in the photograph. The



Showing location of repair department

lower half of the window is reserved for displaying shoes, while the upper half is used by the repair men.

"It is strictly a money-making arrangement," says the manager. "When people buy shoes, now, in nearly every instance they leave their old shoes to be repaired, if only for a 10-cent job. The result is that our workmen are always busy, and our business has been increased many times; I sell more new shoes and I have more repair work to do. My only regret is that I did not make this change long before."



Even Rosie didn't see the point

AMONG THE SHOE MEN

A Dominion charter has been issued to the Elite Footwear Co. of Montreal.

A change is reported in the business of C. Casoar who had a store in Welland, Ontario.

Dave Marsh, of the W. A. Marsh people, Quebec, was in Toronto recently calling on the trade.

John Shoemaker, of Kitchener, Ont., who conducted a shoe repair shop in that city, died recently.

R. R. Fennell, who conducted a shoe repair business in Cobourg, Ontario, died recently from asthma.

The prohibition on the export of hides and leather boots and shoes from Australia has been removed.

James Shirra, a shoemaker of Brampton, died recently in that town after an illness lasting over two years.

It is reported that Albert Kerr, Limited, of Toronto, hide dealers, will open a branch in Saskatoon, Sask.

Chas. Casper, who has a shoe business in Welland, is reported to have made some changes in his business.

It is reported that importations of shoe machinery from Germany into the United States have begun.

Exports of hides and skins from Rhodesia, South Africa, last year, showed an increase of £62,023 over 1918.

J. H. McLellan, who has a shoe store on Danforth avenue, Toronto, has been quite ill for some little time.

Mr. Dufresne, sales manager of Dufresne & Lock, has been calling on the firm's customers in Ontario recently.

Peter Chouinard, sales manager of Regina Shoe Co., Montreal, was in Toronto last week calling on the trade.

The Rannard Shoe Co., of Winnipeg, gave a challenge cup for the annual competition of the Winnipeg Grenadiers.

Leslie Peters, of The C. H. Peters Sons Co., of St. John, N.B., has been calling on the trade in Ontario recently.

W. Edwards, representing Getty & Scott, Galt, Ontario, had his samples on display at the King Edward Hotel last week.

Harvey Graham, of the W. A. Marsh Co., Quebec, paid his Toronto and other Ontario business friends a visit last week.

A small fire did a little damage to the premises of R. Chadwick, of Hamilton, who runs a repairing business in that city.

S. H. Parker, of the Solid Leather Shoe Co., Preston, Ont., has just returned from a business trip in Montreal and the east.

The Leckie Shoe Mfg Co., of Vancouver, B.C., had a display of their products at the Provincial Exhibition of that province.

Utz & Dunn Co. have issued their new in stock catalogue for fall. It is nicely printed and some of the lines are done in colors.

W. L. Francis, of Lachance & Tanguay, Quebec, has been showing this firm's samples at the King Edward hotel during last week.

W. A. Hamilton, of the W. B. Hamilton Shoe Co., Toronto, was on a business trip to Quebec and other eastern points last week.

The value of boots, shoes and leather imported into South Africa via Durban in 1919 was £369,818 as against £383,049 in 1918.

Daniel H. Presho is now representing the Scott Chamberlain Co. of London, Ont., and has for his territory the province of Quebec.

Frank Lafortune, of Ottawa, Ontario, has been appointed Canadian organizer of the United Leather Workers' International Union.

A new felt factory may be built in Kitchener, Ontario, which emphasizes the importance of that city as a shoe manufacturing centre.

In Stratford there has been an arrangement to close the stores at nine o'clock on Saturday evenings, but as some

did not do it the shoe men will now stay open later than this hour.

W. G. Fallen, sales manager of Getty & Scott, of Galt, and Scott, Chamberlain, London, was in Toronto last week calling on the trade.

R. B. Francis, of the B. C. Leather & Findings Co., of Vancouver, B.C., has been east on a business trip in connection with his firm.

Nathan Cummings, of Montreal, was in Toronto last week looking up his customers. He also made a trip to other cities in Ontario.

J. Tebbutt, of Three Rivers, Que., has been recently looking after business among his many customers in Toronto and other Ontario points.

Practically the whole of the footwear required in Serbia and Bulgaria is imported, local production being difficult owing to lack of raw material.

Richard Weston, of the Weston Shoe Co., Campbellton, Ontario, spent a week or so recently visiting the western part of Ontario calling on his customers.

The newspapers report that a shoe maker in Ottawa was swindled out of over \$3,000 by a real gold brick scheme. That is the scheme was real, not the brick.

Edwards & Edwards, of Toronto and Woodbridge, manufacturers of sheepskin leathers, now have offices in Boston, New York and Gloversville, N.Y.

Ben Martin, of the John Ritchie Co., Limited, Quebec, was a business visitor among his Ontario customers recently. And Ben still wears that smile that sells shoes.

Two Milwaukee chemists claim to have discovered a process of tanning that will save nearly 50 per cent. of the material now being wasted in tanning leather.

H. B. McGee was showing Perth Shoe samples at the King Edward Hotel, Toronto last week. Mr. McGee reports that orders are coming along nicely with him.

W. B. Fryer was at the King Edward, Toronto, last week showing the Scott, Chamberlain samples. W. B. reports that business has been good with him.

J. B. Hogg, who is connected with the firm of A. T. Hogg, is touring Canada, going right through to the coast. The firm deal specially in walking and golfing boots.

Mr. Donnell, of Donnell, Carman & Mudge, was in Toronto recently in connection with their business in Ontario. Ed. Lewis, of Toronto, represents the firm in Canada.

Ed. Lewis, leather jobber, of Toronto, has gone to England to look over the leather situation on that side of the water. He expects to be away about six weeks.

One Toronto shoe firm which does a big retail trade says that its October business exceeded last year's for the same month both in numbers of sales and money taken in.

Geo. Williams and his son, of the Tred Rite Shoe Co., Otterville, were business visitors in Toronto last week. Mr. Williams says Tred Rites are growing more popular all the time.

C. S. Sutherland, of the Amherst Boot & Shoe Co., of Amherst, N.S., is one of the optimistic manufacturers who believes that the worst of the depression in the shoe trade is passed.

Ed. Lewis, of Toronto, is now representative of C. H. Peters Sons, Limited, St. John, N.B., who make patent shoe leathers and furniture and automobile upholstery leathers.

The Great West Rubber & Footwear Co. is in course of organization just now in Lethbridge, Alberta. The capital stock is \$200,000. Asa Parks is sales manager and Gerald F. Bletcher, is secretary-treasurer.

A man writing to the St. John's (Nfld.) Telegram, complains that shoe workers are walking the streets in that city, and 13,000 pairs of American shoes are imported into that country monthly. He also estimates the cost at \$40,000,

(Continued on page 96)



OUR CARE IN SHIPPING

cut soles to you guarantees that you will get exactly what you order from us. Before shipment

HILLIARD & MERRILL CUT SOLES

are all finally inspected for quality and thickness, recounted for absolute accuracy, carefully tied in "cases" and then sewed up in strong burlap bags plainly addressed to their destination. Complete satisfaction guaranteed with every order.

PRICES AND SAMPLES SENT ON REQUEST

SOLE LEATHER

We also furnish Backs, Bends and Shoulders

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Main Office: 206-210 Broad Street, Lynn, Mass., U.S.A.

BROCKTON WELTING CO., Inc., Dept. of HILLIARD & MERRILL, Inc.
69 Crescent Street, Brockton, Mass.

SALES OFFICES: BOSTON, 185 Essex St.; PHILADELPHIA, S. W. Cor. 5th and Arch Sts.; CINCINNATI, 810 Sycamore St.;
MILWAUKEE, 258-260 Fourth Street; ROCHESTER, N.Y., 22 Andrews St.; NEW YORK CITY, 33 Spruce St.
FOREIGN REPRESENTATIVES: ENGLAND, Messrs. Pearson Robinson & Arterton, 4 Albion St., Leicester.
FRANCE: Louis Dubois; 47 Rue des Petites Ecuries, Paris.
GREECE: Hercule P. Issidorides & Co., P. O. Box 12, Athens.

WILLIAMS SHOES



They attract customers
They give great wear

Williams Shoes are doubly dependable.

Their stylish, well finished appearance can always be depended upon to create a favorable impression with particular buyers— an impression that invariably influences their choice.

Beneath their surface appearance there is the substantiability that enables them to survive long and hard wear.

You will find Williams Shoes in the stock of those dealers who KNOW real selling appeal and good value in a shoe.

WILLIAMS SHOE LIMITED
Brampton, Ontario

TRY THESE



Here you are able to do the logical thing—buy your Counters and Box Toes from the same organization.

There is no better counter made than the PERFECT FIBRE COUNTER and PARKER'S FELT BOX TOES have earned a reputation for being superior to everything in their class.



We also are able to serve you with a full line of supplies such as BLACKINGS, DRESSINGS, BOX GUMS, FISH GLUE, DRY PASTE, POLISHING WAX, SEWING WAX, "WAXOL" PATENT LEATHER REPAIRER, "CARBICON."

Buy Box Toe Gums, Stains, Blackings and Waxes before December

SELLING AGENTS FOR PERTH FELT CO., PERTH, ONT.

Makers of the Finest Line of Shoe Felts made in Canada

Parker, Irwin, Limited

11 West St. Paul St., Montreal

SOLE SELLING AGENTS FOR PERFECTION COUNTER, LIMITED



On Their Merits HYDRO CITY SHOES

Have the confidence of dealers throughout the entire Trade

They are a most worthy line of shoes because of their trade-winning ATTRACTIVENESS and VALUE and their satisfying serviceability. They are solid leather all through.

These popular shoes should be in your stock building up profitable trade for you.

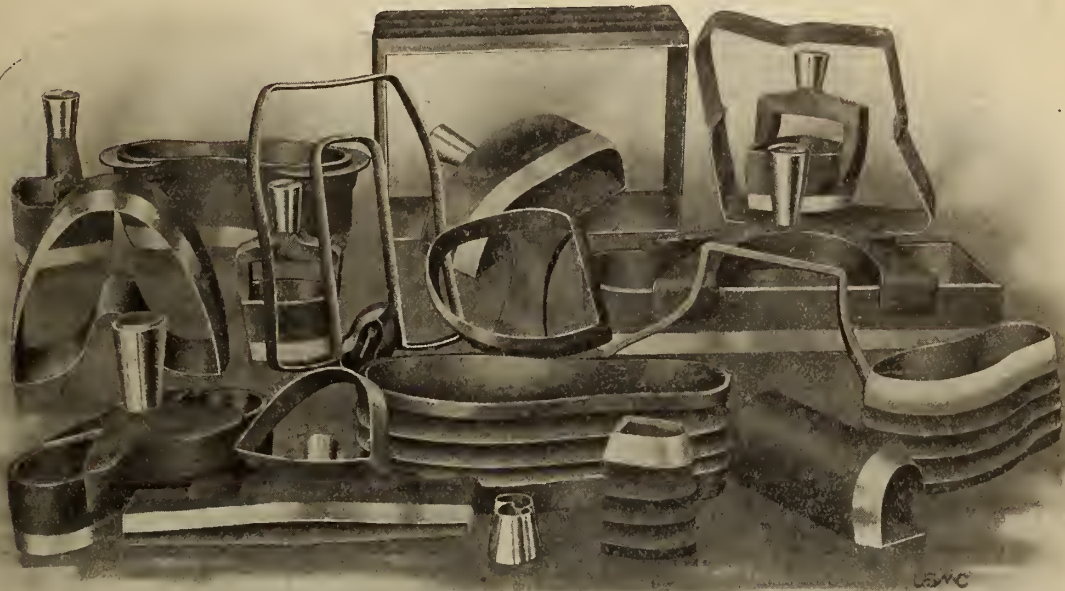
Hydro City Shoe Manufacturers

Kitchener, Ontario

Limited

USMC

MADE IN CANADA



CUTTING DIES for ALL PURPOSES

SHOE
HARNESS
RUBBER
ENVELOPES
PAPER BOX
LEATHER AND PAPER NOVELTIES

We Guarantee Satisfaction
A Trial Order Will Convince

United Shoe Machinery Company of Canada, Limited
MONTREAL

TORONTO
90 Adelaide St. West

KITCHENER
46 Foundry St. South

QUEBEC
28 Demers St.



Look for the Union Stamp!

OVER 5,000,000 members of the American Federation of Labor are potential customers for Union Stamp shoes.

THE thousands of shoe workers affiliated with the American Federation of Labor make the Union stamp a powerful influence toward increased sales in your store.

INSIST on seeing the stamp on the shoes you sell.

LOOK FOR THE UNION STAMP!

Boot & Shoe Workers' Union

Affiliated with the American Federation of Labor

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COLLIS LOVELY, Gen'l Pres. CHAS. L. BAINE, Gen'l Sec.-Treas.



IT is our ambition to serve those Shoe Manufacturers who are most particular about the character of their patterns.



ONE of Canada's largest makers of men's welts is using our Pattern Service almost exclusively because it *IS* Service.

We say emphatically that we can satisfy the most fastidious Shoe Maker. While our designs are correct in every way, we particularly emphasize the fact that our work is **PRACTICAL** and every pattern is a perfect fit



Conaway-Wadsworth Pattern Co.

Limited

223 MCGILL STREET
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Rooms 11 and 12
GUS LOSSMAN, Manager



CHROME PATENT SIDES
DULL CHROME SIDES
BRIGHT BOARDED SIDES
RETAN STORM LEATHER
CHROME TONGUE SPLITS

TAN CHROME SIDES
MAHOGANY CHROME SIDES
ROYAL PURPLE CHROME SIDES
ELKS, various colors
WHITE BUCK

The High Standards Persistently Adhered to In The Production Of Robson Leathers Make Them Outstanding In Appearance and Superior In Durability.

Robson Colored Sides Feature the Shades That Are Fashion's Choice.

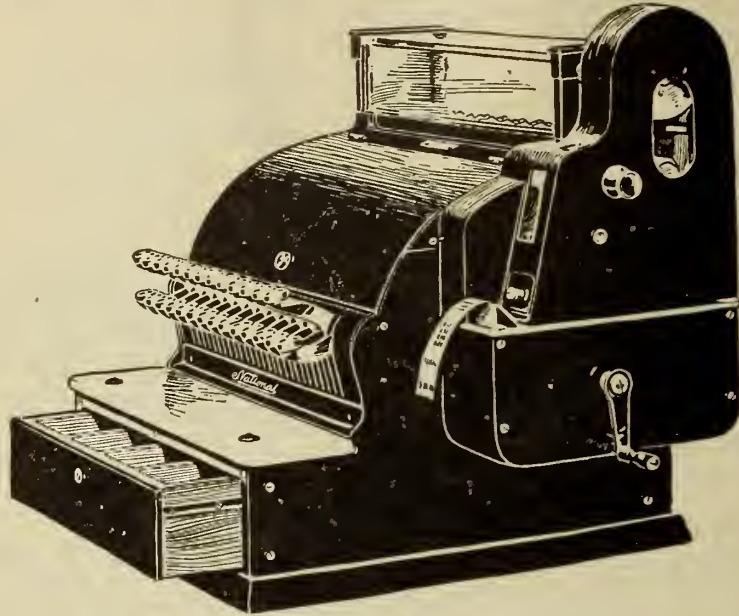
ROBSON LEATHER CO. LIMITED

MONTREAL

OSHAWA

QUEBEC

This machine does what no other receipt-printing cash register can do.



1. It prints the merchant's name. —————→
2. It prints the price of each article. —————→
3. It adds the items.
4. It prints the total of all items. —————→
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J. SMITH COMPANY 10 MAIN ST.
0.17
0.32
0.48
0.09
TOTAL
\$01.06

Copy of receipt printed for each customer

It also does other important things for merchants, clerks, and customers.

We make cash registers for every line of business

NATIONAL
CASH REGISTER CO.
OF CANADA LIMITED

"Perfect" Counters

"PERFECT" COUNTERS

Used in the
Better Shoes



"PERFECT" COUNTERS

Perfect in
Every Particular

To-day better Fibre Counters are standard on the better shoes.

It is natural, then, to find a fast growing demand for Counters as uniformly well-made as the "Perfect" Fibre Counter.

Perfection Counter Limited

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Sole Selling Agents - - PARKER, IRWIN, Limited, Montreal



Yamaska Brand Shoes

When you sell shoes it is certainly worth something to have the confidence that they will stand up—give dollar for dollar value. We have specialized in the manufacture of staple shoes for over fifty years with quality and service the forethought.

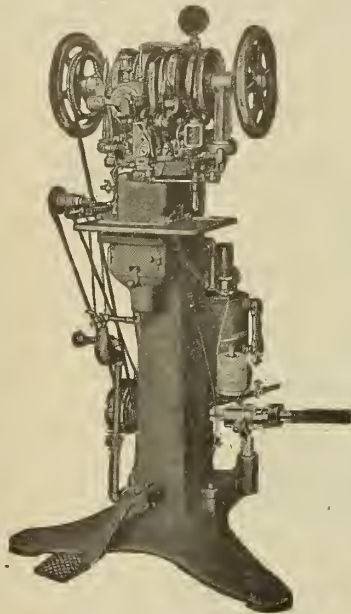
The result is you can sell YAMASKA BRAND SHOES today with full confidence that every sale will mean a customer completely satisfied.

LA COMPAGNIE J. A. & M. COTE

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Quebec

Landis Outfits are Money Makers



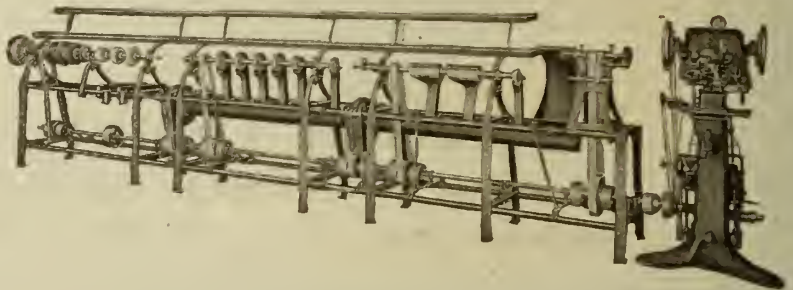
Landis No. 12 Shoe Stitcher
Sold Outright. No Royalty

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

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

We have many models of Stitchers and Finishers. Write for complete Catalogue with price and terms.

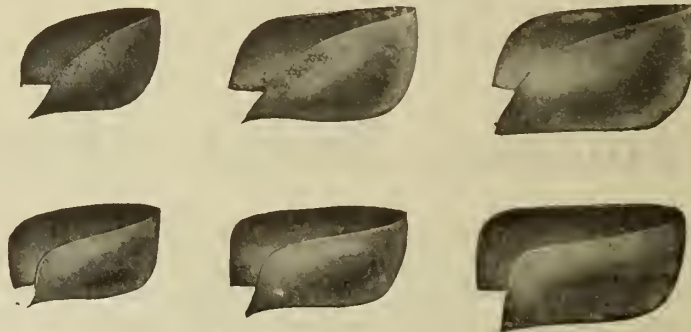
Landis Machine Co. No. 1515 25th St.
ST. LOUIS, U.S.A.



FAIRE BRO^S & CO., LIMITED

RUTLAND STREET, LEICESTER, ENGLAND

Manufacturers of **STIFFENERS**



TO BOOT MANUFACTURERS

Our well-equipped modern factories are adapted to meet all your requirements in high grade

SOLID GRAIN STIFFENERS
GRAIN BACKED STIFFENERS

SOLID SPLIT STIFFENERS
TWO PIECE SPLIT STIFFENERS

THREE PIECE SPLIT STIFFENERS
LEATHER LAYER STIFFENERS

In all sizes.

Men's, Army, Women's, Children's and Golosh Shapes.

BE SURE AND SEE OUR SAMPLES BEFORE RE-ORDERING.

IT WILL PAY YOU TO DO SO

FAIRE BRO^S & CO., LIMITED, Manufacturers of Shoe Mercery, LEICESTER

Mention "Shoe and Leather Journal" when writing an advertiser

When a Tanner wants a Color, he wants a color that is **PURE, UNIFORM, RELIABLE, CONVENIENT, PERMANENT AND ECONOMICAL**

The dyes offered by L. B. Holliday & Company, Limited, are noted for their fast qualities, and are adaptable to a wide variety of uses, covering every requirement of the Tanner

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Chrome Leather Tan 2G.
Chrome Leather Brown G.
Basic Tan O.
Basic Dark Brown P.
Magenta Powder
Methyl Violet 2B. Conc.

French Black 2938
Chrysoidine R. Conc.
Bismarck Brown R. Conc.
Fast Red A.
New Phosphine R.
Auramine O. Conc.
Orange 11.
Ponceau G.

Brilliant Bordeaux 2B.
Acid Prune V.
Naphthol Blue Black 10B.
Naphthylamine Black H.
Light Acid Brown L.
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Nigrosine W.S.

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NUMBER 42 BOX TOE GUM

This Gum is Waterproof. It makes a firm, flexible, durable box.

It is easy to spread.

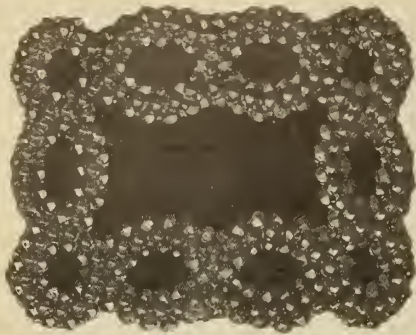
Economical in use.

In using this gum you will not lose the shape of the toe of the last.

We recommend it.

BOSTON BLACKING COMPANY

152 MCGILL STREET :: MONTREAL, P.Q.



No. 5321

“DALCO” Buckles of Distinction

The buckle illustrated shows one of the latest patterns in Cut-Steel Effects. They possess all the brilliancy and fine cut points of the high grade imported buckles, and positively will not rust. Will retail for popular prices. Our booklet showing all the best patterns in metal, beaded and rhinestone buckles should be in the hands of every retailer.



Make Pumps and Ties Easily Salable

All “Dalco” buckles supplied with fillers and patented “Dalco” device ready for attaching to shoes. Simplifies work for the merchant and makes possible the instant changing of buckles by the customer.

A proven success for a year

DALRYMPLE-PULSIFER COMPANY

Haverhill, Mass.

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Sole Distributors for Canadian Retail Trade
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SHOE STORE SUPPLIES OF EVERY DESCRIPTION

OVERGAITERS, LEGGINGS, BOUDOIR SLIPPERS
PACKARD'S SHOE DRESSINGS

Travellers are now on the road with a full range of Samples

The following will represent us in their various territories—Viz.:

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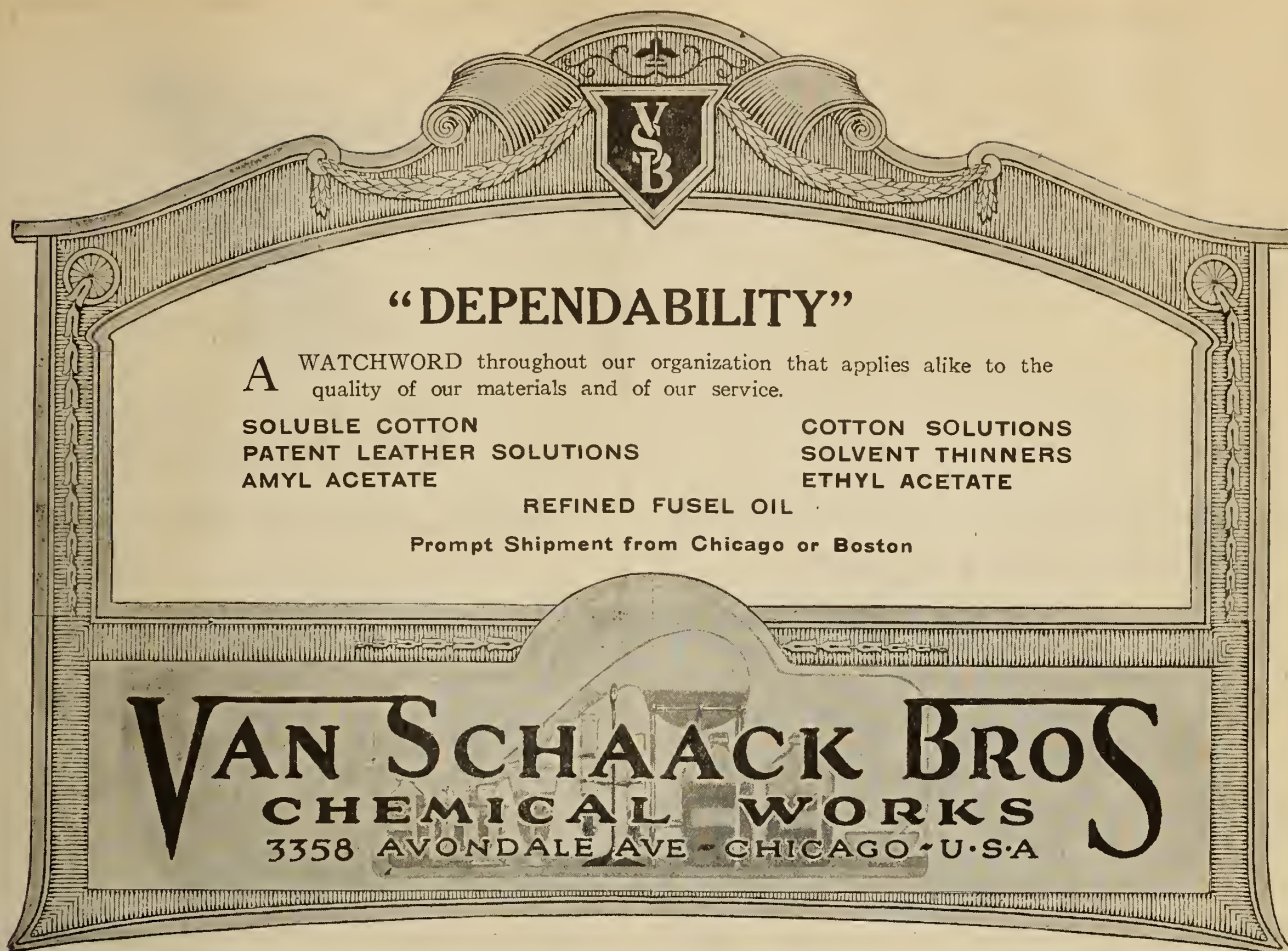
Quebec City & Eastern Quebec
J. B. Crochier

Lower Provinces
A. W. Gardner

Northern Quebec
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City of Montreal
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L. H. PACKARD & CO., LIMITED
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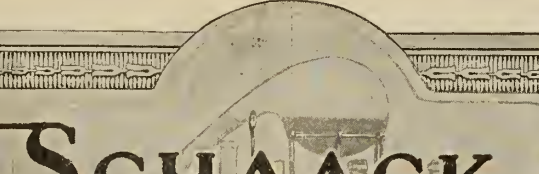
“DEPENDABILITY”

A WATCHWORD throughout our organization that applies alike to the quality of our materials and of our service.

SOLUBLE COTTON PATENT LEATHER SOLUTIONS AMYL ACETATE	COTTON SOLUTIONS SOLVENT THINNERS ETHYL ACETATE
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REFINED FUSEL OIL

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VAN SCHAACK BROS

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Deliveries in Barrels and Tank Cars

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A Special Extract for Retanning Fancy and Colored Leathers



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SULPHONATED NEWFOUNDLAND COD OIL

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SHOES 400 YEARS OLD

Some boots at least 400 years old, with the stitches rotted but the leather in excellent preservation, have been found during excavations in the city of London. They were twelve feet underground in very moist soil, and it was this that preserved the leather. So pliable was it that the workmen, until they were stopped, took pieces home to do their own repairs with.

The boots do not differ very much from those of to-day—their age was established chiefly by other articles found alongside them. They have no heels. Except for one child's pair, they are all men's boots.

In the S.S. Caledonia, which recently left Boston for England, there was reported to have been in her cargo, 528 bags of shoe shanks, 158 cases of shoe findings, 68 barrels of counters and several cases of machinery, which shows that things are getting back to pre-war conditions.

IMPORTANT!

The National Trade Press Ltd., of Regent House, Kingsway, London, England, publishers of

"The Drapers' Organizer"
 "The Footwear Organizer"
 "The Furnishing Trades Organizer" and
 "The Organizer"

hereby give notice that F. W. CLARKE, formerly of 195 Victoria St., Toronto, Canada, is not, and never has been their agent in Canada, nor has he had any power to negotiate contracts or take subscriptions for any of the above mentioned journals.

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Wooden Heels
for
Ladies' Shoes

+++

Manufactured by

CANADA CABINETTE HEELS
 Limited

2732-2736 St. Hubert St., Montreal, Canada
 Calumet 1959

Shoe and Glove Leathers

GLOVE HORSE

Creemore
 Boulevard
 Smoked
 Alaska
 Pearl Grey

**SIDE, NECK & HORSE SPLITS**

Creemore
 Boulevard
 Black
 Alaska
 Smoked

PFISTER & VOGEL
 85-87 South St. Boston, Mass.

Ross & Shaw

Successors to Chas. F. Ross

Sole distributors for Canada of

**Armand Bastien
and Bastien Bros.**

Indian Lorette,
P.Q.

Jack Buck, Elk and Moose Moccasins, Snow Shoes,
Chrome Tanned Shoepacks and Indian Slippers

Also the famous Indian Moccasins that will not harden.

32 FRONT STREET WEST,

TORONTO

CLARKE & CLARKE Limited

Established 1852

Manufacturers of

SHEEPSKINS

Of all kinds

Our sheepskins have been
the standard for quality
and colors in Canada for
over thirty years

Clarke & Clarke Limited

General Offices & Works
Christie Street, Toronto

BRANCH WAREROOMS
252 Notre Dame St. W., Montreal
553 St. Valier Street, Quebec
RICHARD FRERES, Agent

Montreal Heels



LOG HEELS ARE NOT
ONLY BETTER AND
MORE SERVICEABLE
THAN MANY GOOD
HEELS; but THEY ARE
ACTUALLY LOWER IN
COST THAN MOST
ORDINARY HEELS.

Samples on Request

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The Collection Service, which has been proved most satisfactory by all users of it, is

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Over 70 Years Record of Efficiency

INFOOT BRAND
BRITISH - MADE

Infants' Footwear

SOFT-SOLE SHOES

in Kid, Silk, Poplin, Wool, etc.

HARD-SOLE SHOES

Sizes 1-6, Black and Tan Leathers

INFANTS' FOOTWEAR LTD.

London, England

GREENE-SWIFT BUILDING
LONDON - CANADA

Edwards & Edwards Limited

TANNERS OF

SHEEPSKINS

FOR

SHOES GLOVES

SADDLERY

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John McEntyre, Limited - Montreal, Que.

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LEICESTER, ENGLAND

Buyers of all classes of

Sole and Upper Leather

ALSO AT

Leeds, Bristol, Rushden and Northampton

Cable Address "INGOT" Consignments Solicited.

A. FICQ en ZOON

*Hide and
Skin Merchants*

Rotterdam - - Holland

Cable Address: FICQ, ROTTERDAM

AMONG THE SHOE MEN

(Continued from page 82)

or a trifle over \$3.00 a pair on the average. He then makes a strong appeal to patronize home-made products that the workers of the Island may not have to live in enforced idleness for three and four months of the year.

The O'Sullivan Rubber Company, of Boston, has taken steps to stop dealers from cutting prices on their rubber heels. They will refuse to sell to dealers who will not maintain the fixed price of their products.

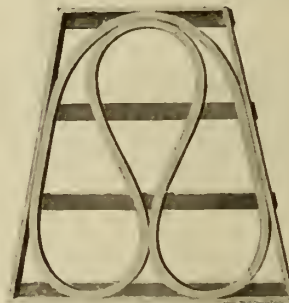
There has been a new shoe store opened in Victoria, B.C., which claims to be selling shoes at the new prices because the stock was bought since the prices in the East have come down. The store is known as the Popular Shoe Store.

The import duty on footwear in Lettonia is 10 per cent. ad val., on tanning materials two per cent. ad val., on tanned leathers five per cent. ad val., and on leather goods 10 per cent. ad val. Import of patent leather and goods is prohibited.

The Braund Brothers, who are connected with the Routly-Braund Shoe Store, of Peterboro, are interested in many more of Peterboro's industries than the shoe store. They have just recently completed a new front to their Charlotte street store.

Down in Miami, Florida, the city council filed an application for assistance to establish a shark skin reduction on one of the islands near that place. Now they are sorry, for it turns out it was a legitimate business that may go to some other city instead of Miami.

At a meeting of the executive of the Ottawa branch of the Retail Merchants' Association is reported to have passed a resolution to the effect that if the sugar refiners were to have government protection the association would also expect financial aid from the government.



'36"-57"-72"-84"-106"

Splitting Machine Belt Knives

Made in Classes:

Lime Splitting
Pickle Splitting
Chrome Tan Splitting
Vegetable Tan Splitting

When ordering, state class
wanted.

J. W. Aulson & Sons, Inc.

Salem, Mass., and Waukegan, Ill.

BEVINGTONS & SONS

42 St. Thomas' St., Southwark, London, S. E.

TANNERS AND LEATHER FACTORS

IMPORTERS OF AMERICAN LEATHERS

SOLE LEATHER, PATENT LEATHER
AND GLAZED KID

Buyers on Commission of Indian Tanned Goat and
Sheep at London Sales

GOOD PATTERN DESIGNING

IS AN ACQUIRED ART

Fitting the lines of a last is not a Mechanical Operation but a Matter of Skill—a result of years of Study and Training

PATTERN MAKING demands Rare Judgement to give Style and Gracefull Lines and assure conformity to the Original Last Outlines
FITTING QUALITY DEMANDS ACCURACY

WHEELER & CUMMINGS

179 Lincoln St. Boston Mass U.S.A.

TANNERS' OILS and Supplies



Sulphonated Cod Oil

Chamois Moellon Degras

FRED W. DAMON

214 PURCHASE ST., BOSTON, MASS.

Representative of the

NEW YORK QUEBRACHO EXTRACT CO.

for New England States and Quebec and Maritime Provinces in Canada.

COLONIAL HIDE COMPANY

MONTREAL PACKER HIDES.
COUNTRY and CITY HIDES.
CALFSKINS.



PLANT AT PETERBORO, ONT.

Our business established and increased on the principle of

Extra Quality and Condition

274 Wellington St., Montreal, P.Q.

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Three Rivers, P.Q.
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MORSE - REDDEN (INCORPORATED)

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Boston, Mass., U.S.A.

SOLE LEATHER

Backs—Bends—Shoulders
Bellies and Heads

Cut Lifts Top Stock—Heel Stock
Rough Splits—Sock Lining Splits

Careful attention given
the foreign trade.

Cable Address : "MORREDCO."

Tanners' Oils & Greases

Sulphonated Cod Oils
Sulphonated Neatsfoot Oils
Sulphonated Castor Oils
Acid Fat Liquors
Moellon Degras



MADE FROM CANADIAN PRODUCTS AND
MANUFACTURED AT FARNHAM, QUEBEC.



Salem Oil & Grease Co.,
of Canada, Limited
Farnham, Quebec

We Make a Specialty of All Kinds of

FELT

for the SHOE TRADE

Upper Felt	Lining Felt	Sole Felt
Insole Felt	Cushion Felt	Heel Pad Felt
Shoe Toppings		Filler Felt
	Shoe Roll Felt, etc.	

SUPERIOR LINE OF FELT FOR BOX TOES
THE BEST FELT FOR EVERY PURPOSE

Write for samples of our Special Innersoling
Artificial Leather for Shoe Purposes

Write us for Samples and Prices

Boston Felt Mfg. Co.

112 Beach Street

Boston, Mass.



*From drawing made by
H. Handelman and Staff
of Artists
50-56 N. Randolph St., Chicago.*



Modernize your store front. Make your
windows work for you. Build up trade
with ARTISTIC fixtures.

Send for our catalog. Lots of helpful hints FREE.

Artistic Wood Turning Works

Formerly Polay Fixture Service.

515 N. Halsted St., Chicago, Ill.

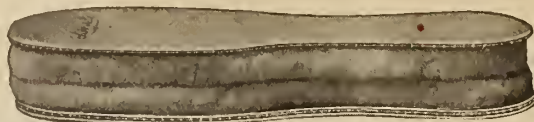


"SELWEL" Cemented Heel Lining Repairer



"WARMTREAD" Cushion Insoles made of "Korxole" and White Cushion Felt

Increased Profits and constant Repeat Orders from Satisfied Customers is the Result of Handling our

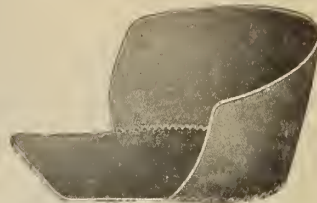


"SILVERITE" Lamb's Wool Soles

"SHOE FINDINGS THAT SELL"

These cuts illustrate only a few of the Findings Specialties we manufacture.

Write for Catalog and Price List



"SELWEL" Stitched Heel Lining Repairer Stitched with a smooth zig-gag stitch.

L. G. & S. S. COMPANY
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BULL'S EYE CORDOVAN
(SIDE LEATHER IN BLACK AND COLORS)



"A Leader Among Leading Leathers"

CALF, KIP AND SIDES
HORSE FRONTS AND CORDOVAN
PIGSKINS
(For Welting and Innersoles)

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KANGAROO

We are Headquarters for all Finishes, Grades and Kinds

Sheepskins Skivers "Ryco" Matt Kid

RICHARD YOUNG CO.

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Branch: 54 South Street, BOSTON, MASS.

J. HARDY SMITH & SONS

HIDE and LEATHER FACTORS

CABLES: HIDES LEICESTER.
CODES: MARCONI, BENTLEY, LIEBER.

Belgrave Gate, Leicester, Eng.

SPATS and OVERGAITERS

The strongest selling line you can offer in this popular footwear is the

"Perfect Fit" Brand

They are made from the best of materials and made RIGHT, to FIT WELL, LOOK WELL and WEAR WELL. Insist on your Jobber supplying you with PERFECT FIT BRAND.



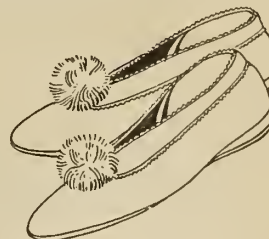
SLIPPERS

Felt and Leather Cozies

We are producing a range of Slippers unsurpassed anywhere for QUALITY, SMART STYLE and VALUES. They are real SALES-MAKERS.

Soft Sole Slippers

for Men, Women and Children. A complete line of High Grade Goods that will win trade and GIVE SATISFACTION.



SEE OUR ENTIRE RANGE

THE SILVER FOOTWEAR CO.

105-107 FRONT STREET EAST

THE LARGEST MAKERS OF SPATS IN CANADA

TORONTO, ONTARIO



"ALL ABOARD!" Direct Through Connections from **"HOOF TO BEAMHOUSE."**
 Only stops to improve quality and selection. Depots at all principal Hide Centres, including
 CHINA, INDIA, JAVA, BRAZIL, CUBA, COLOMBIA, COSTA RICA

SCHMOLL FILS & CO.

International Hide Merchants

PARIS

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NEW YORK

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"We deliver what you buy"

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Order your winter supply of

USMC Hub Pastes

Before the cold weather sets in, because Hub Pastes are subject to frost.

Put up in convenient kegs of approximately 10 gallons or in barrels of approximately 30 and 60 gallons.

We supply Pastes and Powders for all purposes and shall be pleased to quote prices

United Shoe Machinery Company of Canada, Limited
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90 Adelaide Street West

KITCHENER
179 King Street West

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28 Demers Street

*Character
is shown in
every line*

Every shoe we offer to the trade is as carefully designed as we can make it.

We hold before us a composite picture of the women of Canada.



Woman's Bal.
MILITARY OR CUBAN HEELS

They "shop" in search of a shoe that will appeal to their eye. They "shop" in search of the shoe which will be correct in style. They buy repeatedly where they find these qualities in a shoe that will wear well and that is reasonable in price.

CLARK'S FINE McKAYS FOR WOMEN
ARE BUILDING BUSINESS ON MERIT.

CLARK BROS., LIMITED

St. Stephen, N. B.

Permanent Sample Room, 20 Windsor Hotel, Montreal

The

SHOE & LEATHER JOURNAL

SHOE PACK AND LARRIGAN NUMBER

THE
THIRTY-THIRD YEAR

TORONTO
NOVEMBER 15, 1920



THE CALL OF THE WILD

ACTON PUBLISHING CO. LIMITED

TORONTO

MONTREAL



The Standard of



Canadian Sole Leathers

SOLE LEATHER JOBBERS AND SHOE REPAIR MEN

are assured of

Highest Quality and Longest Wear

when buying

Custom Sole Leather

with this label

The Breithaupt Leather Co. Limited

Manufacturers of the Standard of Canadian Sole Leathers

SALES OFFICES

Kitchener Toronto Vancouver Montreal Quebec

TANNERIES AT

Penetang Hastings Kitchener Woodstock Burk's Falls



D & P Counters MUST Be Good

First, because they are made of the best fibre we can procure.

Second, because they are sold to a greater extent than any other counter in the British Empire.

Thirdly, because we guarantee them absolutely.

Apply any test you want and you will see that D & P Counters are in your shoes.

DUCLOS & PAYAN

Tanneries and Factory:
St. Hyacinthe

Sales Office and Warehouse:
224 Lemoine Street
Montreal

REPRESENTATIVES:

For Ontario:—E. R. Lewis, 45 Front St. East, Toronto
For Quebec City:—Richard Frere, St. Valier Street, Quebec



RUBBER TIME

the time for

INDEPENDENTS

RUBBER TIME is at hand. Practically ALL your customers will want rubbers. The Stylish Shoe must be protected in winter weather to retain its Dressiness as well as to prolong its Life. The wearer of heavier shoes, too, knows the value of wearing rubbers. There is an Independent Model for EVERY shoe. Their SERVICEABILITY is unquestioned.

BE READY FOR THE BIG DAILY DEMAND


Any of our Wholesalers can give you QUICK SHIPMENTS in all of our five well known reliable brands.

Dreadnaught, Veribest, Kant Krack,
Royal, Dainty Mode

INDEPENDENT WHOLESALERS

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|----------------------------------|-------|----------------|----------------------------------|---------|-------------------|
| Amherst Boot & Shoe Co., Limited | - | Halifax, N.S. | C. Weaver | - - - - | Trenton, Ont. |
| Amherst Boot & Shoe Co., Limited | - | Amherst, N.S. | The London Shoe Co., Limited | - - | London, Ont. |
| Brown, Rochette, Limited | - - | Quebec, Que. | T. Long & Brother, Limited | - - | Collingwood, Ont. |
| James Robinson Co., Limited | - - | Montreal, Que. | Kilgour Rimer Co., Limited | - - | Winnipeg, Man. |
| Locke Footwear Co., Limited | - - | Montreal, Que. | Amherst Central Shoe Co. Limited | - - | Regina, Sask. |
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| White Shoe Co., Limited | - - - | Toronto, Ont. | The J. Leckie Co., Limited | - - - | Vancouver, B.C. |

The Independent Rubber Co. Limited
Merritton - - - Ontario



Shoemakers for over a Century to the Particular Men and Women of Canada

The merchant who has convinced himself of the fact that permanent business can only be insured by commanding a liberal portion of the best trade in his community is the most logical man to be selling Bell Shoes.

Bell Shoes are made to appeal to folks who want good shoes.

J. & T. Bell, Limited

MONTREAL, QUE.

Toronto Sample Rooms: Room 206 Stair Bldg., No. 123 Bay Street.

C. E. Fice, Representative

Manufacturers for Canada of Dr. A. Reed Cushion Sole Shoes

EVANS' KID

WHEN fashion decrees Kid Shoes, the demand is very definite.

The wise merchant will sense this demand in time to insure a sufficient stock of Kid Shoes for both Men and Women.

Manufacturers using Evans' Canadian-made Kid are playing square with the trade that wants the best value it can buy.

The market to-day is at rock-bottom.

Merchant and Manufacturer alike can gain nothing by delay.

John R. Evans Leather Co. Limited

214 LEMOINE STREET

::

::

MONTREAL

Genuine Values

—are obtainable only from a house that will sell at a close price—a good shoe that you can re-order at the same close price—at any time.

Such a policy has won us many friends. Such a policy has made money for our customers all over Canada and will do so for you.

Look at these:

"BEDFORD" WELTS

No. 61 Men's. Semi Recede Bal. A fine shoe. New last. Full grain black side leather. Price \$5.95

No. 61 Same as above but made of beautiful dark tan full grain side. Price \$6.35

"The Bedford" is the product of a factory making only high-grade welts and we stand behind every pair.

"BIG JIM" PEGGED AND LOCKSTITCHED

No. 35 Pegged and lock stitched. Heavy staple. Black. Plain toe. Price \$5.00

No. 12 The best peg work shoe made in Canada. The same quality as No. 35, but pegged only. Price \$4.95.

No. 5 Same as above, in the best tan color for this shoe. Price \$4.95.

This "Big Jim" Shoe is absolutely solid. Solid grain insole, slip, heel and counter. No cut off vamps. The Best in Canada.

ASK US TO MAIL SAMPLE PAIRS

A.W. AULT
COMPANY LIMITED
OTTAWA ONTARIO

FULL LINE IN STOCK

IN STOCK

Ready for Shipment



Regent Last
 136 Kid Bal.....\$6.25
 148 Brown Kid..... 7.25

Sultana Last
 14/8 Military Heel
 109 Kid Bal. Slip.....\$6.15



Regent Last
 120 Black Kid.....\$1.50
 152 All Patent..... 4.50
 Also on Student Last
 12/8 Military Heel
 432 Pat. Theo.....\$4.50

Sultana Last
 14/8 Military Heel
 120 Black Kid Theo.....\$4.50



Student Last
 409 Kid Bal.....\$6.15
 422 G. M. Calf..... 6.00
 421 Black Colt..... 5.50
 403 Brown Kip..... 5.65

Also on Academy Last in
 Black Colt
 No. 401.....\$5.50



Regent Last
 109 Black Kid.....\$4.85
 111 Patent 4.85

Also on Student Last
 12/8 Military Heel
 437 Kid Col. Tie.....\$4.75
 436 Patent Col. Tie..... 4.75

Sultana Last
 14/8 Military Heel
 106 Kid Col. Tie.....\$4.75
 107 Brown Kid..... 5.25
 108 Patent 4.75



The Famous
Aunt Mary Outside
 85 Patent Bal., dull top..\$6.00
 86 Kid, fat ankle..... 5.85
 88 Kid, Stand. leg..... 5.85
 89 Kid, Stand. leg, T.C... 5.85
 90 Kid Oxford, pl. toe... 4.65
 91 Kid Oxford, pat. tip.. 4.75
 All Cushion Sole, Rubber Heel
 EE Widths



Student Last
 411 G. M. Calf.....\$4.50
 412 Black Kid..... 4.50
 415 Brown Kid..... 5.00
 418 Brown Kip..... 4.50
 419 Patent 4.50
 430 Black Colt on Academy Last..... 4.25



The W. E. Woelfle Shoe Co. Limited, Kitchener

All of our other well known lines also in stock.

LANG'S
LEATHER
LASTS

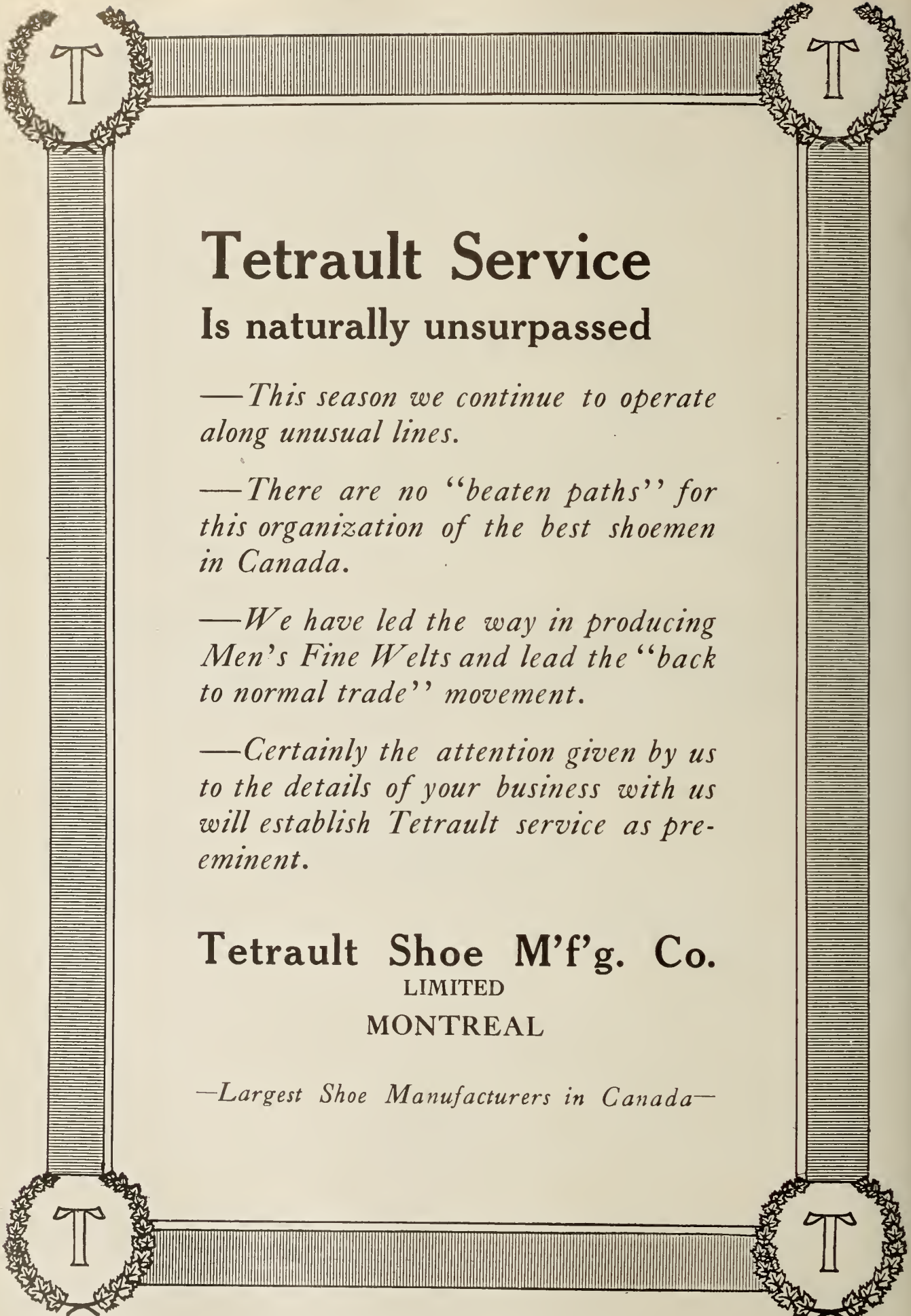
LANG'S
LEATHER
LASTS

Lang's
**REAL
SCOURED
OAK**
Leather Lasts

LANG'S
LEATHER
LASTS

LANG'S
LEATHER
LASTS

Mention "Shoe and Leather Journal" when writing an advertise!



Tetrault Service

Is naturally unsurpassed

—*This season we continue to operate along unusual lines.*

—*There are no "beaten paths" for this organization of the best shoemen in Canada.*

—*We have led the way in producing Men's Fine Welts and lead the "back to normal trade" movement.*

—*Certainly the attention given by us to the details of your business with us will establish Tetrault service as pre-eminent.*

Tetrault Shoe M'f'g. Co.
LIMITED
MONTREAL

—*Largest Shoe Manufacturers in Canada*—

THE NEWPORT SHOE

“Newport”

“Laura Secord”



Filling a Real Want

That the Canadian Trade has long been in need of a good specialized Canadian-made line of Turn Footwear, up-to-the-minute in Style and moderately priced, is evidenced by the enthusiasm being created everywhere by Newport Samples. The most experienced retailers, men who know Style Superiority when they see it and are unerring in their judgment of Value, have nothing but the best to say of Newport Shoes. There is a touch of originality in their Fashioning and a measure of Value in their Quality and Price that can only come from specialization, the work of men long experienced in Turn Shoemaking exclusively.

Buying our material only as required on a declining market, our prices can be depended upon to parallel prevailing market conditions.

DO NOT MISS THE SPLENDID SELLING POSSIBILITIES
OFFERED IN NEWPORT SHOES

The Newport Shoe Co., Limited

Toronto

51 Wolseley St. at Ryerson Ave.

Wm. Chamberlain, Pres.



Quality Shoes



MAKING Turn Shoes is a business by itself. It requires SPECIALISTS all the way through from the designing of the shoe until the last finishing touch is put on before going into the carton.

Our LONG EXPERIENCE in handling HIGH-GRADE TURNS enables us to understand just what is required to produce TURN SHOES and SLIPPERS that are entirely different from the ordinary run of goods.

If you are looking for lines that will give your store DISTINCTION and keep your high-class trade AT HOME instead of sending it to the Cities, drop us a line.

We make a specialty of Fancy Slippers in Satin, Gold and Silver Cloth, Brocades and materials to match evening gowns.

Your order will receive our best attention.

OWENS-ELMES MANUFACTURING CO.

12-14 Sheppard Street

TORONTO, ONT.

OWENS-ELMES

*Operating the first and only factory in Canada
making strictly bench made turns.*



SELLING AT POPULAR PRICES

More than APPEARANCE makes these shoes sell.

More than VALUE, too, although they are priced right.

They are made the honest way that insists on the best shoemaking and the use of only good, dependable leather.

The merchant who buys before December will be sure to receive his shoes in time for Easter.



MEN'S AND WOMEN'S WELTS
AND McKAYS



WOMEN'S TURNS

== Metropolitan ==

MEN'S AND WOMEN'S WELTS
AND McKAYS

Our lines for Spring are winning popularity everywhere
BE SURE TO SEE THEM

Daoust, Lalonde & Co., Limited
MONTREAL, QUE.

Branch: METROPOLITAN SHOE CO., 91 St. Paul St.

MONTREAL



Make Your Drive For Business Now

It is a fact that the public **must** be stirred to the buying point.

All merchandise has taken the downward trend, and merchants selling every commodity have been compelled to take their share of the loss.

Tanners, manufacturers and jobbers have all taken a loss to bring shoes to a rock-bottom basis.

The shoe merchant's loss will be less if he takes it now. He can minimize it if he uses our large stock to sort from and to replace sold merchandise.

Think it over well

James Robinson Company
Limited

184 MCGILL STREET - MONTREAL



You Can Make More Profits This Way

If you have in stock a men's welt costing you \$10.50 you would be better off if you sold them for \$12.50 to-day and be placed with a similar line for \$3.50.

The public will buy now if you make the drive. The season is right. Don't wait until it is too late.

Move your goods, and sort and place where the finest values are carried in stock.

If you haven't seen our samples, a card will bring a representative. And, when you size up the line, do so remembering that, when you need sizes in a hurry,

We Carry the Stock

James Robinson Company
Limited

184 MCGILL STREET - MONTREAL

La Duchesse



*Right In Line
With
The Market*

Many of the Jobbers
have commented upon
La Duchesse policy
this season.

Our "immediate" or rush orders have
been priced *exactly* at the market.

At no time have we been in a better
position than we are now for accepting
placing orders.

Apparently the material market has
reached a point where it would be good
business to place a good share of your
needs.

"La Duchesse" Shoe Co., Registered
MONTREAL, QUE.



Best in the Bush
—“COPELAND”
SHOEPACKS

Copeland Quality

Sets the Trade's Highest Standard for
**Shoepacks, Sporting Boots,
 River Drivers' Boots**

Copeland Quality is the result of the most careful methods of manufacture and the equally careful selection of only first-grade material. Copeland Products will win for you permanent satisfied customers among the wearers of heavy outdoor Footwear.

We are producing a range that ranks first for extensiveness as well as Quality and Value. It will pay you to feature it.

The Copeland Shoepack Company, Limited
 Midland -:- Ontario

UPPER LEATHER

BARK, CHROME, RETANNED

SPLITS

WAX, FLEXIBLE, OOZE

We Solicit Your Enquiries for Leather that has Stood the Test of Time

OUR AGENCIES

PERCY J. MILBURN, 256 Lemoine St., Montreal, P.Q.

RICHARD FRERES, 553 St. Valier St., Quebec, P.Q.

A. DAVIS & SON, LIMITED

KINGSTON, ONTARIO



It's All In The Making

If you are thoroughly familiar with the Beardmore Plants, their extensiveness, their completeness, the highly developed methods of tanning which are practiced in them, you will readily understand how "Star Brand" Leather holds the premier position in sole leather tannages. When hides which have passed our rigid inspection have gone through this plant they **MUST** come out as sole leather of the highest quality — always dependable — always representing the best of value. We spare no labour or expense to make them so.

"Acton" "Muskoka"

Sole Leathers enjoy a reputation for Reliability, the value of which is shared by every manufacturer and repairman who uses them.

BEARDMORE AND COMPANY

Tanners

TORONTO

CANADA

MONTREAL



“AMES-HOLDEN”

BRAND

RUBBER FOOTWEAR

CANVAS

RUBBER-SOLED SHOES

FELT SHOES & SLIPPERS

IS NOW ON THE MARKET

Manufactured and sold by

AMES HOLDEN McCREADY, LIMITED

HALIFAX, ST. JOHN, QUEBEC, MONTREAL, OTTAWA,
TORONTO, LONDON, WINNIPEG, REGINA, SASKATOON,
EDMONTON, CALGARY, VANCOUVER



Mention "Shoe and Leather Journal" when writing an advertiser

DO YOU USE
FELT?

We can make Prompt Deliveries
 on all kinds of Felt for

SOLES

BOX TOES

INSOLES

HEEL PADS

CUSHION SOLES

UPPERS

LININGS

FILLERS

SHOE ROLLS

SHOE RACKS

WE SOLICIT YOUR INQUIRIES

Commonwealth Felt Co.

78 SUMMER STREET

BOSTON, MASS.

CABLE ADDRESS

- - "COMFELT, BOSTON"

Soles Answer The Price Question

WHEN a customer raises the question of price, offer him shoes which give longer wear.

For if two pairs of shoes sell at the same price, but one pair gives longer wear than the other, the final cost of the longer-wearing pair will be lower.

The wearing qualities of the sole greatly determine the life of the shoe. Therefore the answer to the price question is shoes with soles which wear longer—Neolin Soles guaranteed.

The longer wear of Neolin Soles has been proved beyond all

question by millions of pairs in actual use.

You can sell shoes with Neolin Soles for the same price as shoes with leather soles.

By doing so you help the customer save on his shoe expense and at the same time have more comfortable shoes.

In addition, the demand for high-grade leather is lessened and the high cost of shoes kept down—because the best and most expensive sole leather is the only material which can in any way compare with Neolin Soles for wear.

GOOD  **YEAR**
MADE IN CANADA

People Readily Buy Neolin-Soled Shoes

If you were buying a ready-to-wear suit, and the salesman took special care to point out the qualities which made a particular suit longer wearing and give better protection against the weather, you would be favorably impressed. If the suit carried a well-known trademark—yet cost no more than any other kind—you would have a feeling of confidence in it that would probably induce you to buy.

That's just about the position of Neolin-Soled shoes in your store. If you have a proper range of styles and sizes; if you offer them to every customer with a few words of commendation; then you will find that 60% to 75% of your sales will be Neolin-Soled Shoes.

Read the Neolin Sole Guarantee Tag at the side of this page. See where Goodyear relieves you of all responsibility for sole wear. Enables you to offer your customers shoes with soles bearing a written guarantee to *outwear any other kind of sole.*

If you do not know just where to get certain kinds of shoes with guaranteed Neolin Soles, write to Sole and Heel Department.

The Goodyear Tire & Rubber
Co. of Canada
Limited
Toronto, Ontario



THESE shoes are made on leather inner soles, and the Neolin soles have been applied in a manner approved by us. If the soles of these shoes fail to give you longer service than you are accustomed to receive from Soles other than Neolin, return them with this tag to the dealer, or to any Goodyear Branch, and another pair of Neolin soles will be applied free.

The Goodyear Tire & Rubber Co.
Of Canada, Limited

Halifax, St. John, Quebec,
Montreal, Ottawa, Toronto,
Hamilton, London, Winnipeg,
Regina, Saskatoon, Calgary,
Edmonton, Vancouver.

KEEP THIS TAG

Neolin Soles



**CALF AND KIP SIDES
STORM CALF**

ALL COLORS

**H. B. JOHNSTON & CO.
TORONTO, CANADA**

FROM LEATHER LIKE THIS



The illustration shows one of our Trucks unloading Double Rough Shoulders at the door of our currying department

Barbour Grooved Endless Welting

Is manufactured exclusively from Double Rough Shoulders, and twenty years of welt-making has taught us that this particular selection of stock yields welting of the most uniform and satisfactory quality.

And yet we are able, by means of large production, to effect manufacturing economies that allow us to quote prices for this fine No. 1 Double Shoulder Welting as low as the quotation for inferior grades and cheaper selections.

BARBOUR GROOVED ENDLESS WELTING



Manufactured by

BROCKTON RAND COMPANY

BROCKTON, MASS.

Mention "Shoe and Leather Journal" when writing an advertiser

“LEVOR LEATHERS”

The trials, the disappointments, the *successes* of forty years of experiences back the brand, bulwarked by a long-standing well-guarded good reputation.

Levor Leathers Lead!

Ask Your Neighbor

LEVOR MAT KID - The Black Mat Shoe Topping

Economical—durable—satisfying.

LEVOR GRAIN KID - - - Colored and White

Firm and upstanding leather.

Stylishly snug on the foot.

Colors? All that Dame Fashion demands.

White? Yes; *pure* white—the *whitest* white.

LEVOR BUCK - - - - - A Suede Finish

Black—white—browns—greys—as good as the best at a lower price.

All tanned from only the best classes of Cabretta raw stock the world provides by

G. LEVOR & CO., Inc.

AT GLOVERSVILLE, N.Y.

BOSTON
ST. LOUIS

Export Department
88-90 Gold St., New York

NEW YORK



Listen To Lennox

What we have to say about the saleability of our Lines and the Reliability of our Service you can prove every day in your business.

In spite of uncertain market conditions you can keep your Fall and Winter Trade right up to normal both for Volume and Profit by buying from us. We have the complete well assorted range of

Fall and Winter Footwear

that makes choosing easy and shipments sure.

Sheep Boots and Moccasins

We carry the most reliable lines in heavy Footwear. They are the kind that have stood the test of Selling and Service.

The Largest Slipper Stock

being shown anywhere is our extensive range. It includes all lines for Men, Women and Children. Slippers command a big sale at Christmas Time. See that your stock is complete.

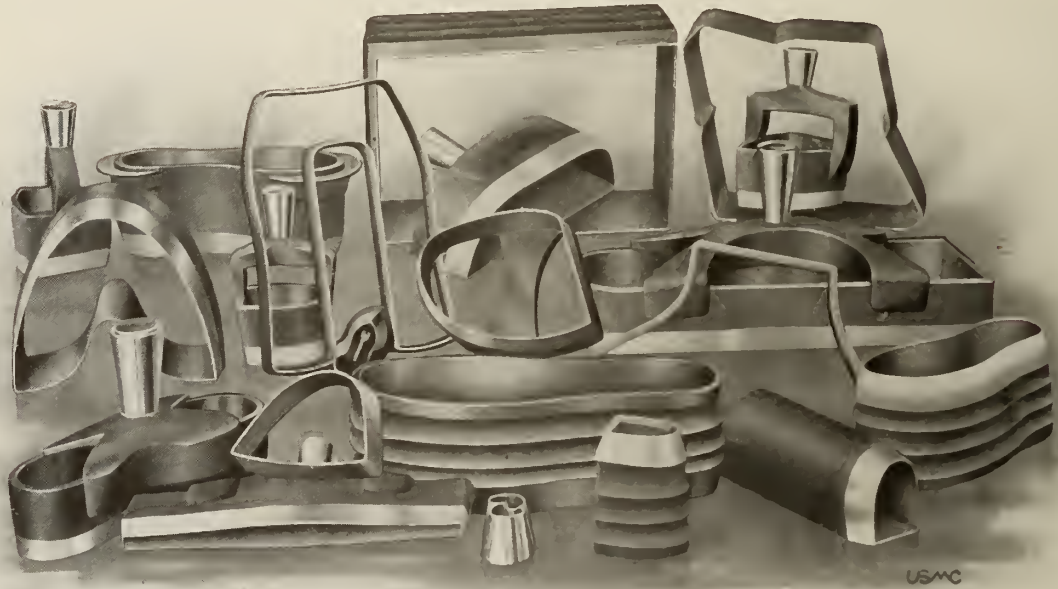
Take the Lennox Way to safe, more profitable retailing.

JOHN LENNOX & CO.

Hamilton, Ontario.

USMC

MADE IN CANADA



CUTTING DIES for ALL PURPOSES

SHOE
HARNESS
RUBBER
ENVELOPES
PAPER BOX
LEATHER AND PAPER NOVELTIES

We Guarantee Satisfaction
A Trial Order Will Convince

United Shoe Machinery Company of Canada, Limited
MONTREAL

TORONTO
90 Adelaide St. West

KITCHENER
46 Foundry St. South

QUEBEC
28 Demers St.

When You Want Better Values See "Canadian Footwear"



From any group of samples of "Canadian Footwear Company's" McKays for Women, Misses and Children you can pick enough to completely dress your window with shoes that will open your customers' eyes—style and value will astonish them—and every shoe can be marked to give you a good, round, legitimate profit.

See the full line of Samples Before it is too late

CANADIAN FOOTWEAR CO.
LIMITED
MONTREAL, QUE.

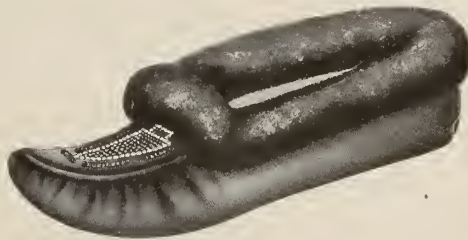


Mention "Shoe and Leather Journal" when writing an advertiser



FOR HOLIDAY TRADE

The beauty and soft "comfy" appearance of Hyawatha Slipper Moccasins is what first catches the eye of a woman. It is easy to interest them.



Those merchants who are looking for a profitable quick selling line and who are not selling Hyawatha Slippers will be interested in our samples and prices, which will be sent on request.

Made in Suedes, Bucks and Splits
in attractive colors.

The Montreal Moccasin Co.

LIMITED

10 Shamrock Avenue

MONTREAL

We can Supply you with Every Need of Blackening, Stains, Waxes, Dressings Cyclone Bleach, Etc.

Look Over this List and Send in Your Order

- | | | |
|--|--|---|
| Ultra Edge
One setting edge ink | Naphtha Black
For raw edges of vamps and tips | Thread Lubricator |
| Uneeda Edge | Nonesuch Filler
A filler to use in place of wax for heels and bottoms | Hold Tap Sticker
Apply a coat lay on your tap and let dry |
| The King Edge Ink
For a one or two setting edge | Everbright Kid Dressing
For kid kangaroo and chrome stock | Oil Remover
Removes oil spots and stain from leather |
| Russet King Edge
One and two setting for russet and tan colored shoes | Colorless Dressing
For colored stock | Patent Leather Repairer
Ruby Filler No. 1
Ruby Cutter No. 2
Ruby Flow No. 3 |
| King Edge No. 31 (Natural) | Gun Metal Dressing
Made for dull and medium bright finish | Finishing Room and Dressing Room Supplies |
| Model First Setting
A stain for two setting edges | Dressing
For all kinds of upper leather | Baby Cow Polish
A friction polish for russet leather of all colors |
| Black Diamond Heel
For heels. Made in all colors | Enamel Finish
For heels and edges, in white and all colors. | Upper Edge Stain
For the raw edge of black or russet leather |
| Colored Heel Stains | Rubber Stain
For making velvet bottoms | Tanners' Finish
For staining and uniforming all colored upper leather stock |
| Black Diamond Shank | Improved Sediment Stain
A stain finish to take the place of paint or wax finish; will cover all kinds of leather | Russet Leather Repairer
Liquid repairer |
| Black Bottom Dye
A dye for heels, shanks, top pieces and bottoms | Paragon
A wax stain for shanks and foreparts on black and colored shoes | Crayon Repairer
Made in all colors to suit |
| Striping Dye
Black and russet | Paragon Thinner | Ooze Calf Cleaner |
| Cyclone Bleach (Made in Canada)
For removing those glucose spots, water stains and discolorations on soles and giving perfect results in finishing | Redoakunion Thinner | Grain Leather Finish |
| Magic Stain
For oak and union leather. Removes those glucose spots, water stains and discolorations, and makes a hard, smooth, uniform finish | Redoakunion
A paint stain for all kinds of leather | Leather Filler |
| 244 Sediment Stain
For making white oak bottoms | Bottom Stains
Of all kinds | White Canvas Dope |
| Filling Wax | Grain Bottom Cleaner | Side Lining Cement |
| American Eagle Polish | Fakes
Satin Gloss
Glossene | Veneering (Black) |
| Gold Bond Polish
For stain and black bottoms | Viscolene
For shoe bottoms | Veneering (Russet) |
| Slickum
A gum to use where a high polish is wanted on a paint bottom | Ivory Wax
White, red, brown and black | Inner Sole Stiffener |
| Nevercheck
Used before scouring to fill and make a solid heel | White and Black Edge Wax | Colorless Stitch Gloss |
| Vamp Dye | Ivory Expedite Wax | Patent Leather Cleaner |
| Black Tip Dye | Liquid Wax
For making high gloss polish over all kinds of bottom finish | Russet Leather Cleaner |
| Spirit Black Dye | Auto Treeing Composition | White Canvas Cleaner |
| Welt Dye
Black and russet | Cutting Board Dressing | |

Boston Leather



Stain Company

109 Purchase Street Boston, Mass., U.S.A.

Sole Canadian Agents:

INTERNATIONAL SUPPLY CO.

Montreal

Kitchener

Quebec

Mention "Shoe and Leather Journal" when writing an advertiser

McKEEN SPECIALTIES

SHOEMEN will see in our range for Spring 1921 an extensive and choice selection of attractive, well-made Shoes that are outstanding both for style and value.

STOCK

We are carrying in stock a complete range of Children's Turns in stock at real Prices.

Misses' Chrome Pat. Mary Jane Pump Low Heel	\$2.00
Girls'	1.65
Child's	1.35
Infants'	1.10

We invite you to write for samples.

THE C. E. McKEEN SHOE CO.
LIMITED
MONTREAL



A New Line of Trade Builders

Smart, durable and absolutely waterproof. That's the Naugahyde Bag—made of one piece of material. Its handsome black surface can be wiped clean with a damp cloth.

The material is first fitted carefully over the steel frame of the bag, then—by special process—the seams, joints and corner reinforcements are all fused together into one piece.

The result is a bag that can stand the hard knocks of modern travel without losing its smart appearance. The bags are made in a variety of attractive styles, with the finest of brass fittings and specially selected linings.

Men and women everywhere who demand distinctive luggage will want Naugahyde Bags. There are big profits for you in this fast-moving line.

A WHOLE GROUP OF NAUGAHYDE PRODUCTS

The travelling bags are but the first of a big family of Naugahyde products. Suitcases, fitted cases, brief cases, belts and a number of other articles are now being designed and manufactured. Your customers will be enthusiastic about the whole line.

For full information as to sizes and prices, write the nearest Dominion Rubber System Service Branch.

DOMINION RUBBER SYSTEM

SERVICE BRANCHES

located at

HALIFAX	ST. JOHN	QUEBEC	MONTREAL	OTTAWA
BRANTFORD	TORONTO	HAMILTON	LONDON	KITCHENER
NORTH BAY	FORT WILLIAM		WINNIPEG	BRANDON
REGINA	SASKATOON	CALGARY	EDMONTON	LETHBRIDGE
	VANCOUVER and VICTORIA			

Shoe and Leather Journal

Published Twice a Month

\$1.50 a Year

Office of Publication

Foreign. \$2.00

545-549 KING STREET WEST, TORONTO

Acton Publishing Company, Limited

JAMES ACTON, President

Montreal Office:

510 Coristine Building

Boston Office:

161 Summer Street

TO ADVERTISERS

The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

TAKING THE LOSS NOW

IT is a good policy in business to take a loss if it must be at first rather than wait and take it later. The first loss is always the least. This is the attitude adopted by all large merchandisers and is being followed to-day by all the big stores.

To get done with the past and on with the future means that brain and brawn are freed to cope with new conditions without being trammled by worry and uncertainty. No man can do justice to his business if he is carrying a mental or physical load that is too great for him.

To hold on to old goods in the hope of "averaging up" on new ones is dangerous anywhere but on a rising market. The man who feels that he has a free hand to sell his goods at a legitimate profit has always the advantage over his competitors.

The reason why some merchants do not care to let go is that their profits are tied up in stocks at high prices. They are in the position of the Scotsman who was taken desperately ill coming down the Clyde. He and his chum had been celebrating before taking ship for the land of grape juice. Sandy had already gotten rid of his load over the side of the vessel, and exasperated at his friend's stubborn resistance to nature said, "Jock, mon, why don't ye throw off and have done wi' it?" Turning up the whites of his eyes Jock replied, "Ay, Sandy, but its whuskey ye ken." There is now little doubt but that we are in for a lower level in all lines of staple merchandise, and the first duty of the retailer is to set his house in order. His aim should be to get stock down to a point where it makes a safe basis for next year's business.

Then, as to buying, he should be as conservative as conditions permit. It will be as foolish to stop buying as to stop selling because the market is uncertain. The regular stock should be kept up to a sound selling basis and he should so arrange his spring purchases as to ensure his having the goods when he wants them, at prices that will enable him to meet conditions that will prevail when the demand comes.

It looks to-day as though shoes will be on a steadier basis by March first, and that prices will not vary much from what they are to-day.

In the meantime there has been a steady tendency to hold back Spring orders so that there will be a general rush to get through goods in time for Easter. It is quite probable that many will not be filled in time on the one hand, while on the other, the sudden and insistent demand for leather will have the usual effect of stimulating leather prices and adding to the cost of the shoes.

It would seem as though the retailer who is not properly providing for the demands of his trade next March and April is taking long chances. The loss of sales may mean more than a small saving in the cost of the goods.

Stray Shots From Solomon

**Wisdom Crieth Without;
She Uttereth Her Voice in the Street**

If you scratch your neighbor you will find there is just about as much of the Devil in him as there is under your own hide.

CAN THE BUTS If you buy him a good dinner or get next to him in a football match you will probably discover that there is as much decency in him as there is in you—perhaps a little more. The most of us are built with the yellow streak of jealousy running through us. We hate to see the other fellow get on, especially if it is at our expense. There are many of us who let a lot of “buts” prevent us seeing good in those around us, and thus missing much real fun out of life for ourselves, besides putting a lot more in for the other fellow. Yes, our competitor over the way is not a bad sort “but” he is a “crank.” The man who sits in front of us in church is all right “but” he doesn’t speak to anybody—too stand offish. The man the second door from us seems to be a decent kind of a chap “but” he is red hot “grit.” You will never begin to enjoy life until you get to find that the other fellow, especially your rival in business, is worth knowing and cultivating. “Jealousy is as cruel as the grave.”

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For the past two or three years most of us have been “hitting it up” a little too swift. The “jazz” spirit has taken hold of more folks than those who go to the cabarets and roof gardens. There has been too much “jazz” in business, in social life, and even in the church. There have been people running automobiles and building jazz palaces that have no more right to forsake the street cars or live sumptuously than some of the factory girls have to wear seven hundred dollar coats. There is a shaking going on in the “mulberry trees,” and within the next twelve months we are going to see the gongs and saxophones taken out of the band and get down to plain old-fashioned music. The cost of high living has got to come down, and the sooner we face the issue the better. When we do away with the foolish and unnecessary things we have made ourselves believe were essential to our happiness and well-being during the past two or three years, the high cost of living will begin to right itself.

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It is going to be a hard thing to cure ourselves of some of the habits as well as remedy some of the faults that have grown up with these “piping times of peace.” It has been so easy until lately to do business that we and those around us have grown soft and flabby. It doesn’t take much to develop the spirit of laziness

or indifference in any of us. There will be a good many men lose their jobs during the next six months before they awaken to the realization that they will have to work four or five times harder than they have been to get results. We are going to discover in the stiff breeze that is springing up all over the business world, who are fair weather sailors and who are seasoned “salts.” “The hand of the diligent maketh rich.” Feet as well as the hands of the diligent will be needed during the next few months, for there will needs be a great multiplication of effort to cover the ground. Get your feet on the ground and your hands out of your pockets if you are to escape the scrap pile.

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If you have made up your mind to gamble go down to a faro layout and put your money on the ace and have done with it. There are a lot of people who would be shocked to death at the sight of a roulette table or a wheel of fortune who have no compunction about gambling along more genteel lines. A man can be a church member and belong to the society for the suppression of vice, and be a worse gambler than the fakir who runs a thimble rig. Ananias and Sapphira are held up as examples of moral obliquity on whom the just vengeance of an outraged God fell with fearful swiftness. Yet they were only doing what hundreds of church members are doing every day. They thought to purchase stock in the Kingdom of Heaven on a margin and their stock was “called.” Their example in regard to earthly stocks as well as heavenly has since been followed with seeming impunity. Some of the biggest gambling deals on earth are consummated by people who would resent being styled “knights of the green baize.” Gambling is gambling no matter whether it is in wheat or in draw poker, or whether it be conducted in a “dive” or in the rotunda in the board of trade. It is all very well to draw nice distinctions, but the church raffle and the friendly penny ante after all are in the same category with the “seven up” and the lottery swindle. Call yourself by your right name if you indulge in games of chance either socially or commercially.

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The biggest equation in your business is YOU. At the end of the year you, with it, will be weighed in the balances of loss and gain. **YOU** Where will you stand? Will the **YOURSELF.** year 1920 show that you are as near as possible a hundred per cent. man? It is going to be a time for re-valuation in business. You will need to cut deeply into your stock prices to get down to hard pan. How much will you have to discount your character in the personal stocktaking? After all it is a small matter whether a man shows a gain or loss in his business, other than as it affects the happiness of himself and those about him. The man who gets to the end of a year of business and has to write “failure” on his efforts to reach true manhood has made a real shipwreck. “Thou Solomon, my son, be strong and show thyself a man.”

People Ready to Buy Shoes When Necessary

Weather All Fall Has been the Chief Factor in the Dullness—Each Break in the Sunshine has Given a Stimulus to Retail Activities

THE situation among the retail merchants has not greatly altered in the last fortnight, except that with each stormy or wet day and the day following there is still some grumbling as to the prices but there is not so much as there was a short time back. People are gradually coming to see the fallacy of expecting bigger drops in the prices of shoes retail because they have heard that the prices of hides and skins have fallen. They are now beginning to understand the argument that it takes several months at the very least for the recessions in the prices of hides and skins to be reflected in the retail prices of shoes. Flamboyant advertising of sensational sales of third-rate stuff put out as up-to-date goods, which are supposed to have been thrown upon the market for some plausible reason or other, has placed the consumer in an attitude of expecting cheaper shoes. Cheaper shoes are available just now, too. Retailers have been taking their losses with the rest and have been selling shoes at anything from one dollar to four dollars a pair cheaper.

"We do not know whether or not business is any better just now than it was before, generally speaking," said one down-town retail man. "We have cut everything down four dollars a pair, and have been doing extra advertising, and have been getting a good trade," he continued. This store handles practically all taxable goods. In practically all the down-town stores visited by THE SHOE AND LEATHER JOURNAL there were present at the time of the visit a good sprinkling of customers getting fitted with shoes.

"The weather is still against us," said another man. "Every one of those rainy days helped business. We did more business those days than on any other days this fall."

"The last two rainy days were the best days we have had here this year," said another. "The people have the money all right and will buy shoes when the weather is bad enough," he continued.

"Do they still kick about the price?" was asked.

"Well, yes, they do. The daily newspapers have filled the public up with the notion that shoes are going to be cheaper," he said. "But shoes are as cheap now as they are going to be for some time," he added.

Retailers in other than the down-town section do not notice the stimulus on wet days so much, it is reported. Out of about fifteen retailers seen by THE SHOE AND LEATHER JOURNAL, however, there was not one that complained very much. They invariably freely admitted a continued dullness, but they nearly all claimed a fair business considering all conditions of trade at present. Quite a number claimed to have business in October equal to that of the same month last year. One or two even stated that they were ahead of last year. Just one shoe retailer seen in Toronto, said he had lost money, and he could quote the exact figures that he had lost in the last five months. He had to cut down his selling force to stop the steady falling behind. Of course, he cut his prices a little with the others, but still his overhead was eating up his profits as the volume did not greatly increase.

The fine weather has also been to blame for the slowness with which rubbers have been moving. There is another feature that may have something to do with it. It has been suggested that the popularity of the brogues has affected

the sale of rubbers, inasmuch as those who bought brogues in the spring or early summer have still pretty sound footwear. The soles were of good thickness and consequently are still standing up in wearing qualities. Even wet weather does not compel one with a pair of good brogues to get a pair of rubbers. It was often wet in the summer and there was no thought then of putting on rubbers by the great majority of people. Some might wear a toe rubber, but not very many. There has yet been no weather this fall to make the brogues uncomfortable. There have been no frosty mornings to make the ankles cold. Of course rubbers would not help out this part of it, but the fine weather is largely the reason why people are not changing their brogues for higher footwear. That and the persistency with which the popularity of brogues and heavy heather stockings sticks. Even spats show no great movement.

Heavy soled shoes seem to be selling about as well as anything else, and there will be few rubbers sold to wear over these. A great many merchants are doing their best to get some of their higher priced lines down below the taxable limit. There is little profit left when these shoes are cut to that extent and in many cases there is a direct loss. The shoes cannot be put back on the shelves at the prices at which they are being sold.

As a matter of fact the retail prices of shoes have got down to about the limit. There is nothing in sight to show that there will be any greater reductions than there already has been. Some cuts have been made by the manufacturers and the retailers have cut on what they have on hand. Tanners and dealers in leathers are not at all active, and do not seem to be putting anything much into stock, notwithstanding the lower prices of hides and skins, because, as they say, there is no demand for leathers from the manufacturers. It can scarcely be expected that the tanners will make much further reductions on the stocks already on hand, which have been made from higher priced raw materials. With leathers where they are manufacturers are not predicting that they can make shoes much cheaper, considering the costs in other directions, such as labor, which has remained on the high levels. Lower quotations have been made this fall by the manufacturers as against the prices asked earlier in the season and merchants have sorted up where necessary with footwear at the lower prices, but there has been no placing for spring of any account.

The reporter on his rounds found no one who was not of the opinion that once the weather breaks and the days become cold, especially when snow falls, there will be a good trade for the retailers. Everyone seems to be of the opinion that the people must have new shoes. Repair men, they say, are not any busier than usual, and so there must be a lot of shoes drawing near the end of their usefulness. With the coming of something like winter weather, it is argued, these shoes must be discarded and new ones bought. The fact that trade picked up on or following the wet days would seem to indicate that what retailers say concerning the ability of the public to buy, is about correct.

No statistics are available to tell the number of people out of employment at the present time. There is said to be 50,000 out of work in the city of Toronto, and many more in Montreal. Whether or not this is so cannot very well be proved. There certainly does not seem to be a great many idle on the streets. Unemployment outside the city cannot be very great either. With all but a really insignificant minority well employed and wages good there seems to be no reason why anyone in the retail shoe business should be at all alarmed.

Business may not be quite normal now, but a little confidence is needed in the future. There seems to be no basic reason yet visible for any uneasiness. Sit tight and keep a sharp eye on the market. It may be that by Christmas the present dullness will be only a matter of history.

Advertising Necessary in Retail Shoe Business

**A Few Observations by a Practical Printer
Who Became an Advertisement Writer—
To Mention the Price in Display Type is a
Good Drawing Feature—Back Up the
Advertising by Right Dealing in the Store**

TIME was when the question of whether or not advertising by the shoe retailer was debated pro and con by even the most astute business men. Some contended that it would stimulate business by directing the attention of the public to the line of goods carried, while others contended that all store shoes were about the same and if one wanted a pair all one had to do was drop in anywhere and buy them. Some said it would and some said it wouldn't, but the yeas seem to have won out, because nowadays there is no question about the value of advertising, and almost every retailer makes some attempt to reach the public with the reasons why trading should be done at his store.

It is generally recognized now that newspaper advertising is the best method for shoe retailers to adopt to reach prospective customers, telling them where the store is and what kind of goods are carried, and it gives an opportunity to put forward any definite arguments as to prices, service, range of goods, etc.

To merely decide or agree that advertising is the proper thing does not get one anywhere. Thousands of dollars are wasted yearly in poor advertising, through the limited knowledge of the retailer of the best principles of advertising, or sometimes carelessness of those who are paying the price.

What attracted and held the attention of the public in years gone by, and convinced the prospective customer that he should buy certain goods in certain stores no longer has any effect. In the earliest days of advertising, simply to have one's name before the public was thought sufficient to influence numbers of people to buy in that particular store.

Time has wrought a change in the public mind towards advertising, and in the advertising itself, just as time changes almost everything. It no longer suffices to advertise that "Jones's Shoe Emporium sells the best shoes," or that "Brown Bros. have just received a large consignment of good shoes," or that "Smith handles only the best," nor are the old slogans "Go to Walker's for the Best Shoes," "Everything Guaranteed," "Our Prices are the Lowest," worth paying for these days.

To make any impression upon the public mind in these days of modern methods, it is at least necessary to put up some sort of an argument why anyone should do business with you. To put up a good argument is to tell about the new styles, colors, leathers, quality of workmanship and in most cases the price.

Of course all advertising is not the same, no more than all shoe stores are the same. If you have a store in which you try to cater to the people with plenty of money, and when the question of price is not a factor in making the sale, you naturally would put the soft pedal on the price in your ad. But in such a case you would go all the stronger on the question of style.

Where the trade is among good substantial citizens who have the money but are conservative enough to also want quality, with a modicum of style, it is best to emphasize the quality of the goods as related to the price, without for-

getting to incidentally work into the context of the ad something about the style.

There is another class of shoe buyer who requires special consideration in advertising, and that is the number of people who just want shoes. This class will respond most readily to something that appears pretty good and sells for an attractive price. These people go in strong for attending sales. Advertising that plays up the price with a good looking cut will go strong with these people.

So much for the classification of the shoe buying public from the retailers' standpoint. There is much beyond that. The first essential of all advertising is to attract the attention—the attention more particularly of the class of people to whom it is expected to sell. Once the ad has gripped the attention of the prospective customer it must hold it. That is to say that following an attractive heading or illustration or whatever is used to attract the attention, there must be some striking suggestion or statement which in itself makes a direct appeal, or some idea or thought expressed which requires further elucidation or qualification. This latter phase arouses a spark of curiosity in the mind of the reader which leads him to read farther. If the ad can be so worded as to become more and more absorbing as it proceeds, so much the better. It must hold the reader until the argument is concluded and the argument must be strong enough to convince. An admonition to act upon the suggestion, placed just before the name of the store and address completes the composition of the ad. The address should always be explicit and as clear as possible. One should never assume that everyone knows where the store mentioned is, even in a small town.

In preparing the ad some sort of a layout should be made if the writer has become at all familiar with the business of writing advertisements. If not it is safer to simply underscore the words which you want to emphasize and, if possible, have a word with the printer about it. Amateur ad writers are so apt to construct something which is next to impossible, typographically, that it is always safer, when in doubt, to consult the printer. He knows his type and what can be done with it, and is versed in the ways of display. Give him the idea you want to present to the public and in most cases he will give you at least a fair typographical arrangement. It is his business.

Where an attempt is made to make a layout consideration must be given the class of customers appealed to. If it is the so-called high-class trade you are after, it lends dignity to your ad to have it set in quiet, artistic type, with plenty of white space. There should be little argument, but convincing statements in dignified language. If it is the more average citizen you wish to reach make your ad practical and strong, without being too flamboyant. Display the price and use convincing language even, though it be not so dignified as in the other case. If you want to reach that class of advertiser to which the price has an especial appeal, then make your prices scream. The bigger and bolder they are the better.

It may be thought by some that when they have prepared a good ad according to the best precepts and turned it over to the printer with instructions, that they have completed their obligations as advertisers. They have just rightly started.

The proper follow-up on advertising is the greatest feature of getting new business and holding it. The store must fit in with the advertising. The window displays, first of all, should be trimmed to suit the ads. Many see an ad, and though not minded to buy at the time, in passing the store soon afterwards, see the window display depicting the same shoes advertised, and because the goods themselves are just as good as the ad seemed to make them, the decision is made to buy them. The "pull" of the ad aug-

(Continued on page 47)

You Never Know What You Can Do Till You Try

THE story is told of a farmer who was bringing a couple of cans of cream into the city one early morning in June. Stopping by the way at a spring creek to water his horses the thought struck him that he might bring down the high cost of living (to himself) by adding a little of the water to the cream. In transferring a dipper of nature's fluid to the can he did not observe that he had in the dim twilight scooped up a couple of lively young frogs.

Plodding along toward his destination he delivered his load in due time. Now one of the frogs was of that spirit that when he found himself out of his natural element he gave two or three kicks and went to the bottom. The other made up his mind that while there was life there was hope, so he kicked and paddled away as the cart jogged its way over the road splashing the cream into his blinking eyes. When the customer took the lid off the can he found the little fellow calmly seated upon a pat of golden butter that he had churned by his unceasing exertions.

There is a shoe retailer in a town not a hundred miles from Toronto, and perhaps a little more from Montreal, who made up his mind that the present was not the time to give up. He sat down to plan how he might make October of this year as good as last year, in spite of the fine weather, the epidemic of low prices and all the rest of the untoward conditions. He spent a couple of evenings going over his stock with his chief salesman "separating the sheep from the goats." In other words he picked out the lines on which he was prepared to take a loss and found where he was light on good stylish shoes that he knew would sell.

He called his staff together and laid before them a plan for pushing the sale of the "goats" and at the same time putting "pep" into the moving of shoes on which a fair profit could be made. He increased his advertising appropriation somewhat over what it was a year ago, and with a little sweating over his ads and his window displays he got the ball started.

For the first few days it did not appear as though all the extra effort were going to turn the town upside down, but gradually customers began coming in, and day by day the sales developed a favorable comparison with the usual October volume. The ads were discussed each evening and the windows changed every third day, instead of twice a week. Within a fortnight, the figures crept steadily beyond the estimates, and by the end of the third week the salespeople as well as the boss were shaking hands with each other. At the end of the month the advance showed between twenty and twenty-five per cent. over last year, and the interest was growing. As to profits they were almost equal to those of 1919, although not quite normal on account of the amount of extra advertising and the reduction on some of the lines sold.

There are no doubt dozens of merchants who are discovering themselves under the present trying conditions, and above all learning the value of the frog's philosophy "YOU NEVER KNOW WHAT YOU CAN DO UNTIL YOU TRY."

Service Given Jolt by Profits Limitation

Fixed Profits for all Shoe Retailers Regardless of Costs Makes Big Difference to the Merchant with a Service—His Expenses are Greater but His Profits are the Same

THE Board of Commerce hit harder than it knew when it placed a limit to the profits taken in the retail shoe business. The figures set that could be taken were fifty per cent. on the invoice price of the goods, or thirty-three and a third per cent. on the sale price. This ruling took no account of the fact that different retailers must necessarily charge different prices in order to make the same net profit.

It is true that the differences in rent and other fixed charges may be compensated for by a difference in the volume of business done, but the volume of trade is not likely to take care of that very important factor which has come to be known as service; and when we say service nowadays, we do not allude only to the matter of efficient clerks, store arrangements, credit systems, delivery, etc., but to that much greater factor, the keeping of a complete range in stock, of not only all the popular makes, styles, colors and length sizes, but all of these in the various widths, from the triple-A to the wide E. To have such a stock of shoes that will ensure to a customer that he or she may have just what is asked for, requires a large investment in capital and costs a lot of money to carry, but it is just such an equipment that is meant nowadays when one speaks of rendering a service.

It may be asked then where all this has anything to do with the Board of Commerce. It is in the size of the investment spoken of and the amount of money it costs to keep a stock as complete as described, up to that standard of service.

Before the advent of the Board of Commerce many merchants had come to see this new idea of service and were doing their best to live up to it. They saw something more in the shoe business than simply buying a lot of shoes and selling them again at a profit; they saw that the retailer had some responsibility as to the results of each sale, in regard as to whether or not the sale was entirely satisfactory as to fit, (especially fit), wearing qualities, style, and suitability for the purposes intended. We place the emphasis on fit because the shoe man had come to realize that the public had been left to its own devices so long that many misconceptions and prejudices had grown up. Such, for instance, as the fallacy that one must wear tight shoes to have the feet look neat, until the world in its desire to conform to its own standard of neatness, had all but become a nation of cripples, suffering from all manner of corns, bunions, callosities and other tormenting ills of the feet.

The shoe retailer also saw girls, in an attempt to mimic milady, buy flimsy footwear for use at the factory; they saw young men buy shoes to wear every day and in every sort of work, with all manner of frills and decorations; they saw all ages and sexes buying shoes of a certain size simply because they once had had a pair of that size which fit them, notwithstanding any difference there might be in the lasts; they saw people pinch their feet in narrow shoes when they should have had broader ones of the same size, because they did not know of the different widths and were not told because widths were not stocked.

Retailers, we say, the real men in the business, saw all these things, and had been doing their best to give a service that would overcome the crime of ill-fitting footwear and all its train of evils. They had invested more money and

it cost them more to do business, because of the great many odds and ends of sizes and widths that were necessarily left over at the end of the season. To cover this they had to take a little better profit on the individual sales. They were giving more to the customer than they ever gave before.

The other fellow, however, who cared little for the welfare of his customers, or whether or not there was a man in the land who was fit material for a soldier by reason of the crippled feet, could do business with a small range of sizes, less capital and practically no service, in the best meaning of the term.

Along comes the Board of Commerce, and with one fell swoop compels everyone to trim his costs so that what does for a profit in a store without service must do for the store with the service.

There was only one way for the better class of retail store to meet the competition of the other fellow after the Board of Commerce had become a factor in the game. That was to cut out some of the costly service and get back again to the simple business of selling shoes regardless of what happened afterwards—whether or not the foundation was laid for another corn and so another man or woman rendered less efficient.

There is little doubt but that this peculiar position in which the better class retailer finds himself has had something to do with the backwardness he has manifested in placing his spring orders.

Everyone is agreed that the government must have revenue and that we must now settle down and pay for the winning of the war. The retailers, in the shoe business at any rate, have accepted their lot and have been doing their best to get along and shoulder their share of the burden. It was not to be expected that any set of men could be chosen by anybody who, no matter how well informed they were on general business conditions, could adjust the burden of paying Canada's share of the war through taxation without imposing some hardship or inequalities somewhere; and so, when the mistake of placing a luxury tax of ten per cent. on all shoes costing above nine dollars, the retailers quietly went to Ottawa and showed the powers that be where they were unjust; and so the thing was fixed whereby a tax of fifteen per cent. is collected on excess above the nine dollar limit, which is much more satisfactory to the retailer. The fact that the good dealers were harder hit than the others when the Board of Commerce fixed the profits on shoes, was accepted as a part of the burden the trade must bear, and there has been no welching, but anyone interested in the welfare and progress of the shoe business cannot help but regret the check placed upon the matter of service, which was not only a step forward in the shoe business, but a consideration the results of which, though hard to compute, were nevertheless destined to be very far-reaching and of incalculable benefit to the nation as a whole.

WILL MAINTAIN OPEN SHOP

Preparatory to opening their factories which on account of public reluctance to buy shoes have been closed for the past three months, the Ames-Holden-McCready Co. have decided to maintain an open shop, and have informed the local officers of the Boot and Shoe Workers' Union of their intention to withdraw from the agreement which the men say does not expire till next May. The company also refused to receive a visit from the general officers of the union, declaring it would negotiate with the men direct. From union headquarters in Boston the workers say they have been promised support in their determination to oppose reduction of wages or increase of hours.

The total sales of British manufactured footwear for the six months ending June, 1920, were 498,618 dozen pairs valued at \$3,584,806, as against \$1,757,660 in 1919.

Clear the Decks for Christmas Trade

Retailer Should be Thinking How He is Going to Get a Share of the Holiday Buying—Pumps, Slippers and Children's Footwear are the Most Popular Gifts in the Shoe Business

ONCE again THE SHOE AND LEATHER JOURNAL takes occasion to remind the shoe retailer that it is not too early to prepare for Christmas shopping. There is nothing so good for the retail trade in any line as getting the buying started early.

When one begins early to select Christmas presents there is much less likelihood of someone being overlooked or being the recipient of a gift selected in a hurry, from assortments which have become all but depleted, and perhaps not expressing correctly the thoughts or kindness and good will of the giver. All gifts can be selected with care and with that discriminating thought of each individual recipient so necessary for a person well versed in the social amenities, when the shopping is done early. If done early not only greater care and more time may be taken, but the shopper will be able to make as many trips as necessary without becoming wearied of the task, and thus get far more pleasure out of the season.

That early shopping is a great advantage to the shopper is a fact which will scarcely be disputed. That it is a good thing for the merchant is as clearly seen. It distributes the buying over a longer period, and as a rule the more time one is given in the selection of Christmas presents the more magnanimous and generous one becomes and so spends more money. For who among us does not respond to the spirit of Christmas? Some go the limit of their purses early in the game, while others who are slower to get the spirit of the season regret only that there is not more time left when it finally comes to midnight of December 24th.

Then, too, early shopping gives the merchant a little chance to remedy any defects he may discover in his stock. If he has guessed wrong as to the demands of his customers and has not quite large enough stock of some certain line or lines of fancy slippers or pumps, which have become suddenly more popular than he expected, he will be able from the earlier indications to rectify his mistake by placing rush orders for more of them.

The bigger the spread there is on Christmas shopping the bigger will be the volume of buying. So that it is time to begin preparations for the holiday trade. There will be special lines to sort up and have ready for display (it is not too early to display them right now); there will be store decorations to arrange; perhaps extra help will be required; advertising will have to be prepared and a number of other things to be planned and executed to catch the trade.

There is no use in saying: "Oh, I'm not going to do much in preparation for Christmas this year." You know you invariably do in the end and usually when the season is at its height and neither you nor your clerks have time for anything except waiting on your customers, you begin to wish that you had done so and so when you have plenty of time.

Get yourself and staff into the spirit of Christmas as soon as possible and you will be glad that you did before the season has waned. The present dullness in the shoe trade will surely take on a busy aspect at Christmas time, if it does not before then. The people must have winter footwear, and although they may be able to make the old shoes do for a time, that time is not at all likely to last over the Christmas holidays.

With the approach of what many people believe to be a hard winter, not only from the standpoint of being a cold one, but in the matter of employment, it should be an opportune time to urge more than ever the necessity of sensible gifts for Christmas, and what more sensible or serviceable a gift could be made than a pair of shoes? What will a young lady appreciate more, in these days when not only the young and frivolous, but the older and sedate, are dancing, than a pair of dainty dancing slippers? And an extra pair would not be out of the way, either, as any girl will tell you dancing does more to a pair of slippers than almost anything else that could be done indoors. Then there are the fancy slippers for evening wear for those who do not dance, and for wear in other places than the ball room. Ladies must have pretty footwear for evening use and these are always acceptable presents. No woman or girl ever had too many pairs of them.

Substantial shoes for the children and other members of the family, for Christmas presents, are, of course, most sensible, and though they may be necessities that will have to be bought from the same purse. Christmas or no Christmas, they help in no small way to add to the joys of Christmas.

Remember that it is but a few weeks till Christmas and if this gives you a little mental start, think how it will affect the public to begin announcing that it is just so far off. It is ever a good plan to keep reminding the public in advertising just how many days are left before Christmas, or just how many shopping days are left before the holiday. It is a good idea to start this campaign by stating how many weeks it is from "next" Saturday—Christmas falls on a Saturday this year. The first harbingers of Christmas will already have made their initial announcements, we fear, before this reaches our readers. When it wears down to about three weeks or a little less the time should then be counted in days in the advertising.

Many a wage earner will already be counting up how many pay days are left before Christmas. He will want to know just how much he is going to have to spend, and when he must start to save so much every week so that he will have sufficient for such purposes as he has set his heart upon. This applies, of course, to women and girls, as well as men, and, in fact, to everyone with a fixed income or limited purse.

It is up to the merchants to begin their Christmas advertising early so that no one will start saving too late to buy all that is planned. The earlier start the more will be saved; the more saved the more will be spent; the more spent the more happiness. Start the happiness ball rolling by starting the Christmas advertising.

An enterprise well planned before any action is taken is more apt to succeed than something that is jumped into without preparation. There will be Christmas shopping, and the merchant who prepares for it in good time will stand a better chance of doing a good business than the merchant who waits until the actual rush begins before preparing for it. Don't wait until some one comes in and asks for something suitable for a Christmas gift before getting out your best goods and getting them ticketed, with a suggestion that they will make suitable Christmas presents. Don't forget your window dressing until the streets begin to show that the Christmas shoppers are already making purchases. Have it all planned, with the materials all at hand, so that you can get the windows appropriately dressed just when you want and should have them dressed. Do not be satisfied with dressing the windows just once if you can possibly do it several times. Keep the displays fresh and there will always be someone to look at them. Perhaps in no business is the window display of more importance at Christmas time than the shoe business. There is a great deal of looking around and the best exhibition draws the biggest crowd. Don't be content with a little holly decoration and a few fancy price tickets.

Show Cards for Christmas Selling

Make Use of Cards to Boom Christmas Selling—Emphasize Shoes for Gift-Giving

DURING the few weeks preceding Christmas shoe retailers should do everything in their power to boost business. They should take advantage of the buying spirit which the season creates and push their lines for gift-giving, for in addition to fancy footwear many people purchase ordinary everyday shoes for presents, and especially is this true of the children's trade. When one considers

be worked out by using these as a basis. These are quite general in character rather than specific. Cards with more specific reading may be used; for example a card on a display of house slippers could have such wording as "Cosy and Comfy, Will Make a Nice Present for Some One in Your Family." Then on a display of high grade slippers such wording as "As Gifts These Will be Appreciated by the Most Particular," and one could go on indefinitely. But the cards shown are of a general type from which other designs may be worked. The Merry Christmas card is simply a greeting card that may be used in any conspicuous place. The picture on it may be done in colors or just in plain black. If in colors the sky can be in blue and the house in dark brown, and the trees in dark green. A white moon can be shown in the centre. The foreground should be in white to give the snow effect. The lettering will be



Sample Cards for Christmas selling.

the tremendous range the shoe retailer has it then becomes apparent how very easy it will be for him to supply gifts for every member of the family, and now that many shoe stores carry hosiery, fancy buckles, etc., the list becomes larger and more attractive.

The use of small greeting cards to accompany a purchase, on which may be written the name of the giver and recipient, will appeal strongly to many and add to the attractiveness of your lines for gift-giving. The introduction of fancy cartons in which high priced slippers may be placed will also make a strong appeal to many.

No matter what the lines you feature for the Christmas trade it will be well to use plenty of show cards. We show a few samples merely as suggestions which you may use or change to suit your local conditions. Other designs may

best in red to give a cheery brightness to the whole card. The shading and border may be in pale green or grey. This sample is 14 by 22 inches, which is a half sheet size, but can be smaller if the space in which you use it will not accommodate so large a size as this.

The old Santa card is about the same size and is very general in make up. The figure of the old man presents a suggestion of Christmas gifts, as does also the word Christmas. The balance of the wording makes it suitable for a display of a number of lines which you may be featuring as gifts. In making this design it will be easiest to purchase a Santa Claus head or face and paste it on to the card. These heads and faces are obtainable in tissue paper rolls at very moderate cost and are used for decorating purposes. You

(Continued on page 45)

How to Mark Prices of Goods

There are Still Those who Think They are Making a Profit While They are Losing Money—Table of Cost and Pricing System

THE problem of how to mark prices on merchandise for retail is a very interesting one, and just now it is particularly before the retail shoe dealer. In this connection the "Credit Men's Journal" has the following story to tell, and goes on to elucidate the problem of price working, giving a workable table of profit on the selling prices, which we reproduce. The story told is as follows:

Recently a dealer-customer dropped into an establishment, and in the course of conversation the matter of profits came up.

"If I buy a gun for \$40 and sell it for \$45, what percentage of profit have I made, and how do you figure it?" he asked.

"You mean, how much have you lost?" he was asked. It nevertheless required pencil and paper to convince him that he had lost anything.

Of course, if a dealer does not know his selling costs, and it is feared that many of them are in the dark in that respect, it is difficult to make them see the light, and the task of enlightening some of them is almost hopeless. They will continue to "grope around" and proceed on the theory that whatever remains in their cash registers or their pockets represents profit.

In the case of the dealer referred to, he was in doubt even as to the correct method of ascertaining percentage of profit, and it was a pleasure to show him how it should be done, simple though it may appear to experts.

The percentage of his profit was—and is—obtained by subtracting from the selling prices, \$45, the cost price, \$40, which left a gain of \$5, and dividing this gain, \$5, by \$45, which gave a percentage of approximately 11 per cent.

If as estimated, this dealer's cost of doing business averaged 17 per cent., he lost six per cent. on every transaction such as he had cited. In other words, instead of making \$5 profit, he really lost \$2.70. However, it was difficult for him to see it.

"I can't see how it cost me \$7.65 to sell a \$45 article," he remarked. "How do you figure that my selling expense amounts to 17 per cent.?"

With pencil and paper he was convinced. It was little more than elementary work, but there are not a few other modest merchants who are unaware that the way to reckon the percentage of cost of doing business is to divide the total expense—and "total" means every item of expense—by the total amount of sales. For instance, if the year's sales aggregate \$15,000 and the expenses \$2,500, dividing the latter by \$15,000 leaves 17 per cent. as the percentage cost of doing business, which represents the true selling cost.

Profits always should be figured on the selling price because the percentage of selling expense is invariably, reckoned on the selling price and unless gross profits are calculated on the same basis, it is more than likely that a discrepancy will be found when an accounting is made.

It is in this respect that many dealers go wrong. Having found the cost of doing business to be, say, 20 per cent.—on the selling price, of course—they mark up their goods at an advance of 25 per cent. in order to earn a net profit of five per cent. Their mistake lies in figuring their selling percentages on the selling price and their gross profits on the cost price, two wholly different bases.

When they awaken, they discover that the 25 per cent. they added to the cost of the goods is equal only to the 20

per cent. on the selling price that it cost them to do business, which means they were merely breaking even when they fancied they were making a profit of five per cent.

To make the falsity of this situation even clearer, let us figure on the total sales for a year. For every dollar's worth of goods sold, the dealer's expense amounted to 20 cents. He bought an article for, say 80 cents, and added 25 per cent. to it, that is, 20 cents, making the sale price \$1.00. Instead of a profit of five per cent., the amount added to the cost exactly equalled the expense of selling the dollar's worth of goods. Example: Total sale \$1.00, expense 20 cents, balance 80 cents.

To permit of ready calculation, we have reduced cost and pricing system to tabular form, in which shape it is instantly available to all those whose duties require reference to it. Here it is:

For profit upon selling price of:

12½ per cent., add to cost	*15 per cent.
15 per cent., add to cost	*17½ per cent.
16⅔ per cent., add to cost	20 per cent.
16⅔ per cent., add to cost	20 per cent.
20 per cent., add to cost	25 per cent.
25 per cent., add to cost	33½ per cent.
27½ per cent., add to cost	*37½ per cent.
30 per cent., add to cost	*45 per cent.
33⅓ per cent., add to cost	50 per cent.
35 per cent., add to cost	*55 per cent.
37½ per cent., add to cost	60 per cent.
40 per cent., add to cost	*65 per cent.
42½ per cent., add to cost	*75 per cent.
45 per cent., add to cost	*80 per cent.
50 per cent., add to cost	100 per cent.

Figures marked thus (*) are a fraction from being exact, but are near enough for practical purposes.

This table operates in this way:

Suppose the cost of doing business is 16 per cent. and it is desired to make a net profit of 15 per cent.: Added, they total 31 per cent., and possibly this total might prove sufficiently convincing for some merchants.

As a stern matter of fact, however, to obtain a profit of 31 per cent. on a selling price, the table shows that it is necessary to add 45 per cent. to the cost. If 31 per cent. were added to the cost of doing business, the profit would be only about 24 per cent., as the table also makes plain, and this would mean 16 per cent. for doing business and eight per cent. for profit, or a little more than half of the 15 per cent. it is desired to obtain.

Anyone who takes the trouble to study this little table and apply it to his business is likely to value it as highly as it is valued in our own establishment, where it has proved a sure chart to certain profits.

PRISON MADE SHOES

The following despatch was carried by the daily press recently:

An increase of the producing activities of the penitentiaries of Canada is said to be among the reforms which are being considered by the commission which is now enquiring into conditions with a view toward reform. The proposal would involve the utilization of convict labor in the manufacture of clothing, boots, etc., coupled with an extension of truck garden and fruit-growing activities. A daily allowance would be made to the convicts to be paid to their dependents, if any, or kept until the term of the particular prisoner had expired."

This will be all right if the convict labor is not brought into competition with regular production, but the project will assuredly be opposed both by manufacturers and labor should it develop conditions that formerly obtained when shoes were made to sell against the products of regular factories.

Psychology in Business and Its Limitations

Modern Salesmanship May be Carried Too Far—The Customer May be Something of a Student of the Subject Himself—Where to Draw the Line

THERE has come into the selling of goods within the last few years many new and efficient ideas, and not the least of these is the use of a little psychology. Modern salesmanship is, in fact, made up in great part of this very feature. The salesman to be really efficient must be a psychologist. Of course, the old-time salesman in many instances may have made just as many sales as his newer counterpart, and yet not have known what the word meant. But that does not mean that he was not working the same tricks, for psychology, as applied to salesmanship, simply means the art of reading character or people.

The modern salesman has all the little idiosyncrasies common to men and women classified and at his tongue's tip. He knows the foibles, vanities and conceits by the slightest manifestation, conveyed perhaps in manner of walking, entering the store, stating their wants, voice, poise, dress, dignity, manner, etc., and he at once fits himself into the character best fitted to work in harmony and sympathy with that particular customer.

Clinching the Sale

Knowing the character he can pretty well guess the thoughts, or at least, enough of them, to be able to get a line on the factors that are most likely to influence the customer in making the purchase. The mental decision as to preference is watched for in some outward manifestation or expression and then the salesman at the psychological moment clinches the sale by at once dominating the situation from that point forward.

The study of psychology, however, is something to which there seems to be no end. The more one considers its manifestations the more absorbing it seems to be, and the less one seems to have mastered its depths. Therefore, it is wise for the salesman, who has perhaps only received a smattering of the subject in comparison with the real student, to be careful lest he overdo it in his salesmanship. He must steadfastly keep before his mind the fact that he is

hired to sell goods and not primarily to practice psychology.

To overdo the thing in making a sale, though the sale may be made and the deal apparently closed, there remains in the mind of the customer a sense of injury. He realizes, perhaps, that he has been rushed, or taken up upon a mere careless or thoughtless word. When this happens, it is unquestionably bad business, as the customer will not likely come back.

The idea of scientific salesmanship has become so popular that the customer may himself be a pupil of the same school of thought as the salesman, and in that case he is (and here is a strong psychological point) sure to resent being mistaken for one upon whom a bit of psychology could be worked. Such is the composition of the human being that though one may practice a smart trick upon someone else one does not want anyone to be so foolish as to think that one, wise man that he is, could be so easily tricked.

Then there is the dull and, perhaps, willy-nilly customer who can be led this way or that way, and perhaps knows his failing, who may respond to all the tricks of the modern salesman, but who afterwards resolves to never again knowingly expose himself to such smart salesmanship.

Again, a customer may be one of those fellows who has succeeded in his own blunt way by sheer force of domination, and thinks that he knows exactly what he wants. He may be wrong and the salesman may try to put him right and take a particular delight in swinging him around. But such a character is likely to let such a course go just so far and then there will be an explosion that may make the clerk wonder whether or not his scientific salesmanship methods are sound.

Judge your customer, of course, if you can, but do not stake too much on your judgment and science, because the human being is fearfully and wonderfully made, mentally as well as physically.

REDDEN & PUBLICOVER'S DISPLAY

One of the progressive retail shoe firms of the Maritimes is that of Redden & Publicover, of Sydney, C.B. They have a fine business in their city, and are the first people to exhibit footwear at the exhibition held in their section. The illustration shows their display, which is very attractive, and it will be noticed that Bell shoes, Blachford Shoe Mfg. Co.'s lines, Just Wright and other good makes are in evidence. Some of these models were secured at the Montreal show in July. It is understood the exhibit attracted a great deal of admiration and was a good advertisement for the firm.



Display of Redden & Publicover, Sydney, Cape Breton

Getting Down to Brass Tacks

**Review of Conditions and Their Remedy—
Get Shoes Off the Shelves and on People's
Feet—A Time for Steadiness and Decided
Action**

IT is now generally recognized that there were several things responsible for the slump in the shoe business which struck the country in the early summer. The first serious check came with the operation of the luxury tax. About the same time general business conditions were beginning to show signs of slowing down. Things went from bad to worse as the luxury tax began to have its effect on other lines. Then the newspapers began to take a hand. Among other things they announced that the prices of hides and skins had come down, although they had come down largely because manufacturers of leathers felt the effect of the cancellations of shoe orders which shoe manufacturers received from retailers. The newspaper writers reasoned that with a drop in the basic raw material going into a pair of shoes the prices of the finished article should come down. That seemed logical, but they forgot the fact that it would take months before the drop in hides and skins could be reflected in the price of shoes.

That started a widespread agitation on the part of the public for cheaper shoes. They began refusing to buy high priced footwear. This made things worse. Then started a series of brass-band advertising stunts on the part of a number of dealers who got cold feet, followed by a few who had got hold of job lots of shoes off the floors of the manufacturers. These goods were not advertised as job lots, but as regular footwear of the latest styles supposed to have been made up of orders cancelled by retailers who saw the slump coming. Quite a few retailers did cancel orders, but comparatively few manufacturers in Canada threw their stocks on the market.

These sensational sales started others, and so the position of the regular and honest retailer grew more and more precarious. He worried through the summer, however, and had built his hopes on getting rid of his surplus stocks during the fall trading. Then fine weather conspired against him. Week after week of sunshine and balmy days succeeded each other. There was no call for cold weather footwear. Evidently the brogues sold in the spring and early summer, which became so popular, helped the weather in keeping regular business dull. They wore too well. Hundreds of both men and women were still wearing them, and will wear them for some time yet, because when it is cold about the ankles a pair of spats can be worn.

The retailer still has plenty of stock on hand. If he keeps it till spring it will be old stuff. He must have the newer styles to do a normal business. Notwithstanding the persistency of the cry for cheaper shoes, it does not mean that the people have gone back on style. They simply believe that shoes ought to be cheaper, but they still want style. They will want it still more when spring comes. The retailer is in a quandary. He is met by two horns of a dilemma. If he holds his stock he will find it out of date in the spring, on the other hand if he is to get rid of it he must suffer a loss.

Most of the retailers have caught the dilemma on its blind side, and are taking a loss, thus clearing the decks for a better spring business. They figure that the first loss will be the cheapest and that they will then have a clean slate for spring business.

Everything should be done to move the great bulk of

shoes on the shelves before Christmas. For the sake of stabilizing the business as far as possible the retailer who can anticipate his needs for spring should place his orders. It looks just now as if most retailers were holding off until after Christmas, as many say they will. That is a mistake. Everyone ordering at the beginning of the year will create a greater demand than could be supplied by the manufacturers. The manufacturer must have considerable time to make up the shoes. He can't do five months' business in January and February. Easter coming next spring on the twenty-seventh day of March, spring goods will be needed a little earlier than usual. One thing is certain that those who manage to make the old shoes do for this winter, will be in the market early next spring to buy.

Everything points to a general trend towards lower prices of all classes of merchandise, and wages will likely follow. Everyone must bear his share of the responsibility of preventing too quick a slump. It is highly desirable that everything be on lower levels, but things are better high all round than to take a sudden slump. Men in influential positions are trying to prevent a slump. Commodities are gradually receding in values, but there is evidence on every hand that the state of trade is very sensitive. Everything seems to be on edge. A very little move in some direction or other might easily precipitate serious trouble. That must be avoided if possible. It can be avoided if everyone will just stop and consider carefully before taking any big step. Above all sensationalism must be avoided. The market is built on confidence. Spring a sensation and that confidence is apt to drop like a house of cards.

SHOW CARDS FOR CHRISTMAS SELLING

(Continued from page 42)

may also be able to secure one from some book for children, or if not able to secure one it should not be very difficult to draw one. The cap is all that need be colored and should be red. The nose and cheeks should have a little tint on them, but the remainder of the figure can be in plain black and white. The word Christmas should be done in red and shaded in grey, and the small letters will look best in black.

The "Why Not Shoes?" card is much smaller than the others and oblong in shape. The background is a piece of wall paper pasted on to a card. When pasting paper on to a card it is well to paste another piece on to the back the same size, which will prevent it from curling. The design is general in character and suggests shoes for Christmas giving. It will be noticed there is nothing said about Christmas on the card, but as everything about the store will have a Christmas air this card will carry with it the idea of presents being chosen from shoes. The large letters are done in red, and are shaded in white, and the small letters are done in black. Unfortunately red photographs black and the cut shows these letters to be black instead of their natural color.

The other oblong card has the same idea of calling attention to useful gifts. This card is done very similarly to the other, except that it is worked right on the card without the wall paper being used. The large lettering is in red and the small in black, and the shading in grey or light blue or green. It will be noticed that we have suggested red for all the large letters. This is because red is the dominating color for Christmas.

We think with these suggestions you will be able to devise something in the way of show cards that will greatly assist in the decorating scheme of your store as well as help to sell goods.

A new trade classification of hides and skins has been introduced in the South African market.

Christmas Advertising

Take Every Advantage of the Christmas Season and Advertise Shoes as Useful Presents—Use Plenty of Illustrations

NOW is the harvest time for the retail tradesmen. That is the Christmas season is the great harvest period. Money is spent more freely at this season of year than any other, and it well becomes the shoe retailer to take every advantage of the situation and make a record of sales.

Each year, even before the war, the idea was growing

that useful presents were better than the tinselled showy things that lasted only for a day. Shoes were among the lines that grew in popularity as gifts, and this season will see a greater demand than ever for footwear as suitable Christmas offerings. Nor should the fact be overlooked that with shoes every member of the family, from the little tot in the bassinette, to grandmother or grandfather, may be supplied with practical pleasing presents. And the range of selection is great for each person in this list of the family circle.

It will be well to take advantage of your newspaper space and offer suggestions that will appeal to various members of the family. Use a cut of Santa, but do not have it so large that it will over-balance the ad or take so much space that little will be left for advertising your goods. Space has to be paid for too, no matter if it is filled with a Santa cut or reading matter. In your advertising it will be well

Headquarters for Reliable Footwear

Can you think of any gift more practical, more practical and expressive of your regard for a dear one than Footwear—*—the useful.* There is someone on your Christmas list who will welcome shoes.

THE USEFUL GIFT.

Give Shoes for Christmas

Finest Assortment—Values Equal to Any—Competent Staff—Quick Deliveries—

And our assistance to make your selection a pleasure. Three Stores full of Christmas "FOOTWEAR."

CHOOSE SERVICEABLE FOOTWEAR

For Acceptable Christmas Gifts. The Most Useful of all Presents

Within Your Family Circle there are several to whom such a Thoughtful Gift would be Most Welcome

Our 41st Annual Announcement

GREETINGS!

Do Your Christmas Shopping Early

For **GRANDMOT** Everybody's favorite. Does not mind how she is for the night—And how she can be comfortable in any kind of weather. Buy her a pair of **Slippers** or **Slippers**.

For **BROTHER** is a Little Terror on Shoes. Christmas night he comes once a month for Brother, as far as shoes are concerned. We have some, though, that will stand the hazing he will give them.

For **MOTHER** Who Deserves so Much. Only she has shoes, but give her a pair that is a little finer than she would select for herself and watch her beam with pleasure. Mother, think who she is.

For **SISTER** Will be Pleased With These. Perhaps it's reality—perhaps, but whatever it is, the daughter of Eve is the young to thoroughly appreciate a pair of **New Shoes**. **Slippers**, **Slippers**, or **Slippers**.

The Most IMPORTANT ALL!

and we'll remember that of some of the Christmas morning. God, God would be included, but for a good reason—thought of Shoes instead of **Slippers** and **Slippers**, would be the opposite a present.

Well Chosen Snappy Christmas Footwear

You Pay Less Here—Why Pay More?

Dainty Moccasins and Slippers

Heavy Rubbers and Socks

1.49 **Cosy Slippers**

1.98 **Men's Felt**

3.00 **Women's Hockey Boots**

4.50 **DAISY PARTY SLIPPERS**

Amherst Boot & Shoe Store

Visit Our Bargain Basement

Big Bargains in Christmas Slippers

1.49 **Cosy Slippers**

1.98 **Men's Felt**

3.00 **Women's Hockey Boots**

4.50 **DAISY PARTY SLIPPERS**

"The Stores With the Christmas Spirit!"

WATERBURY & RISING, LIMITED

King Street Union Street Main Street

We Send The Season's Greetings

We will be open Wednesday Evening
It isn't too late to buy Xmas Footwear
We Have a Large Stock Yet.

J. READY
FOOTWEAR OF MERRILL ST. MARYS
PHONE 123

Felix Forbert Shoe Store

Comfortable Slippers Make Acceptable Christmas Gifts

We have them for every member of the family, at very reasonable prices.

Holiday Suggestions

Special Sale This Week of Christmas Slippers for Men, Women and Children. Nothing Better for Christmas Gifts

Women's Felt and Slippers, Full Rubber Slippers, good leather sole, 4 1/2 sizes, 3 in 7. Sale price \$1.25

Women's wool felt slippers, 4 1/2 sizes, medium foot and good lining, of one color, men's and ladies, 3 1/2 sizes, 3 in 7. Pair \$1.99

Men's heavy rubber, good leather sole, 4 1/2 sizes, 3 in 7. Sale price \$1.99

Men's heavy rubber, 4 1/2 sizes, 3 in 7. Sale price \$1.99

Men's heavy rubber, 4 1/2 sizes, 3 in 7. Sale price \$1.99

A heavy good looking cloth hat, hatcherie and fur lining, 4 1/2 sizes, 3 in 7. Special price \$3.95

Comfortable Slippers Make Acceptable Christmas Gifts

We have them for every member of the family, at very reasonable prices.

For Men	50c to \$3.50
For Women	45c to \$2.00
For Boys	45c to \$1.50
For Girls	45c to \$1.25
For Children	50c to \$1.00

Men's Boots Ladies' Shoes

Men's Boots \$6 to \$14
Ladies' Shoes \$6 to \$14

Give Shoes For Christmas

We suggest our Number 406 for the young man—Brown Calf, "Just Wright," but on the new, "Swift" Last. Price \$13.00

Our Number 213 for father—black kid with cushion soles and rubber heels. Very comfortable and serviceable as well. Price \$10.00

For Sister, our Number 1521 Patent Colonial Pump with Louis heel. A beauty for evening wear. Price \$10.00

For Mother, our Black Kid Boots, at \$7.00 to \$14 are all good value, or our Juliet's at \$2 and \$2.25

For Brother, a pair of Hockey Boots would delight him. We have them at \$2.75 and \$4.50

Comfortable Slippers Make Acceptable Christmas Gifts

We have them for every member of the family, at very reasonable prices.

For Men \$6 to \$14
For Women \$6 to \$14
For Boys \$6 to \$14
For Girls \$6 to \$14
For Children \$6 to \$14

The Felix Forbert Shoe Store

Lindsay, Ont. Orillia, Ont.

GEO. W. COWAN
Shoes That Satisfy

H. GREY HODGES
For Better Shoes and Better Service

GEO. W. COWAN
"SHOES THAT SATISFY"

to run a little educational tone, or to use a much worked word, propaganda, in interesting people to purchase useful presents and tactfully suggest that shoes are in this class.

We are showing a number of Christmas ads that have been used by shoe merchants, and from which you may obtain some assistance in preparing your campaign for the present season. The large ad of Waterbury & Rising's is seven columns wide by 15 inches deep. This is a good ad in many ways. It is large and well written. But it should not be forgotten that the consideration money enters into the matter of Christmas giving more than at any other time of year. Many people have to cut their gifts according to their purse, to paraphrase a tailor's expression. Now, had the lines in this ad been priced we think it would have made the ad more effective. People could then have determined if the articles were within their purse range.

The smaller ad of the Amherst Boot & Shoe Co. leaves no cause for wonder about prices. These are given in plain figures, and we think this ad should have drawn trade. It has a decidedly Christmas cut at the head that is quite attractive.

The Forbert ad, at the bottom, has a good variety of stock and the introduction of the hand bag into the Christmas gifts is very timely. Many give just such gifts and they are very acceptable.

The two Cowan ads are evidently those published at one time in two different papers, which shows that Mr. Cowan is after Christmas business. But why not change the ad appearing in the other paper? There are many people in a city the size of Chatham who read both papers, and to make two ads practically the same loses some of the ground covered by the two mediums. The ads are quite good, although prices from a certain amount to another certain amount lack a little in definiteness. For example, like "50c. to \$3.50." It is better to state one price.

The Hodge's ad is well laid out and should have sold goods. It is specific and definite. It has a heading that suggests Christmas giving of shoes, but possibly a little too brief or short in tone. The lines advertised, though, are well given and leave no doubting about the kind of shoes and the price at which they are obtainable.

The small Forbert ad has a great deal of real selling talk and arrangement about it. There are seven lines offered in this small ad, and they are all well displayed and described. This is the type of ad that should bring trade. The heading is attractive. People are always looking for

bargains and to realize that these are to be had at the Christmas time will enlist the attention of readers.

The small Ready ad is very pointed in its make-up. It tells what may be had and at what the lowest price is. But even this leaves a little touch of the indefinite. Still many will realize that they may obtain what they desire at the low prices and be attracted by those quoted.

The Patterson ad would possibly have been better had it come quickly to the point and not used so much reading matter. However, it quotes some prices. Some advertising authorities contend it is not good to use comparative statements about other stores. For example, ads which use such expressions as "Why go elsewhere?" "You Will pay less here," etc. Stick to your own store is their theory.

ADVERTISING NECESSARY IN RETAIL BUSINESS

(Continued from page 38)

mented by the show of the goods themselves, is often strong enough to force a decision to buy.

The store interior, too, should back up the ad so that anyone coming in in response to an ad will at once feel they have made no mistake, and are in the right place. The advertised goods should be prominently displayed and with the prices marked if the price has been a factor in the advertising.

The matter of advertising or displaying one line of goods and then pushing the sale of others when the customer has been induced to visit the store, is best left with the conscience of the retailer. A suspicion on the part of the customer that substitution is being attempted will, if he does not manifest his resentment at the time, cause him to depart with the sense of an injustice rankling in his chest and he will forever brand you and your store as cheats, and some say "the customer is always right."

Absolute honesty in advertising, backed up by frankness and courtesy in the store if it does not make a sale to-day, will make several to-morrow or some time in the future.

Jones sent \$2 to a concern that advertised to send for that sum five pairs of hose by mail. When they arrived, he looked them over and then wrote the senders: "Hose received. The patterns are vile. I wouldn't be seen on the street with them on."

Back came the answer: "What are you kicking about? Didn't we advertise that you wouldn't wear them out?"

The fine front of a St. Catharines, Ontario, shoe store, owned by Leveys & Leveys. Mr. L. Levey, one of the proprietors and general manager of the business, is shown in the picture; he also looks after the window displays, which is no small amount of work, for the trimming of four large windows every week means some work.



Christmas Window Backgrounds

Give the Window a Christmas Atmosphere—A Christmas Background Will Assist Greatly in Doing This

ANY one who takes an interest in his window displays will want a background for his Christmas selling that will have a decidedly Christmas touch to it. The design we have arranged herewith is one that can be easily made by almost anyone, and will be very effective when finished. It can be adapted to any sized window and can be made low for those which have a low back.

Experienced window trimmers will have little difficulty in making this back, but a few suggestions for the guidance of others will not be out of place. The lower part of the back will be made on a frame constructed by two-inch by seven-eighths stuff. Wallboard will be used for the covering. The end pieces of the frame should extend up above so the

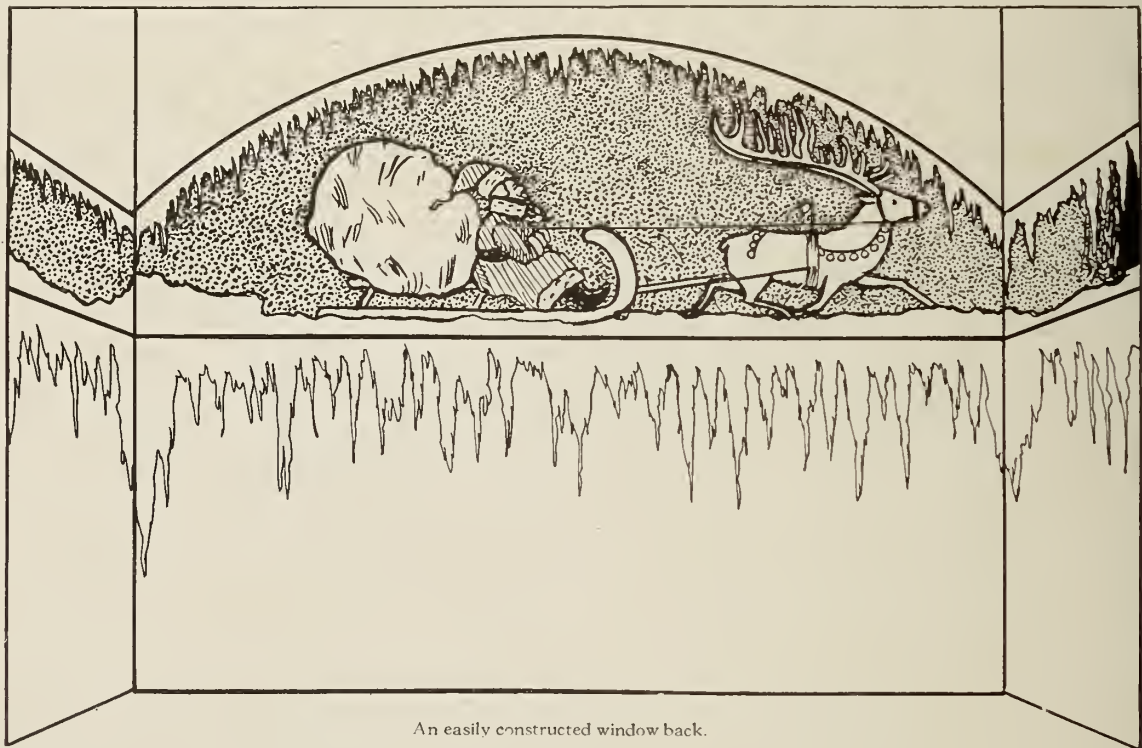
be dotted white stars to give a sky effect. Should your windows not be wide enough to permit of so deep a back the curtain can be brought closer to the ground, or for that matter right up against it. But if set back it will give better results. It should also be understood that this whole back can be made in one piece and not cut out as suggested. In that case it will need to be painted all over, and the sky will be in deep blue to give a night effect. The snow and icicles can be made as described.

The lower part of the back should be painted in buff or pale green. The latter is preferable for the icicles and snow will show better against the contrast of color.

The floor of the window may have a white felt covering or an asbestos covering to imitate snow. If the figure of old Santa is cut out of wallboard shoes and slippers may be loaded on to the back of the sleigh, which will give it a very unusual effect and suggest the idea of presents from your lines more than the pack which is shown in the design.

A Christmas Shoe Window Piece.

The second illustration we show is specially designed for a shoe window. This is a large shoe cut out of wall board. This board is obtainable in sufficiently large pieces to permit



An easily constructed window back.

bowed part can be fastened to it. The bow can be made of a piece of wood sufficiently thin to bend nicely. The ends of the bow should be fastened to the uprights.

The part on which the Santa figure rests should be a sort of platform, a foot or more wide and project over the back and front. The Santa group should be cut out of wallboard and painted in natural colors. This will have to be done by your local sign or card writer. It should be cut out before being painted and will require to have strips on the back with which it will be supported.

The snow effect, which should cover the platform and hang out over the front to give the appearance of icicles, can be made with asbestos and sprinkled with diamond dust or soap chips for frost effect. Some use cotton batting, but asbestos is fireproof and so removes all fire risk. The same material can be used on the bow at the top.

Behind the ground, and back from it a foot or more should be hung a piece of blue material on which should

this whole figure being cut from one section. The back of the board will have to be braced with one inch by two inch strips to keep it perpendicular, and also to fasten it in the upright position. After the figure is cut out you can procure varnish stain of some dark color and go over the shoe with it, then when dry the stitching lines can be done in black or white, and the islet holes marked out. The Santa figure will be cut out with the shoe—that is the entire design will be cut in one piece. Paint the Santa cap red and the fur parts white. The little bit of sleeve that may show above the white cuff will be red. The outline of Santa's face can be done in black. The portion of the deer which shows can be cut from the same material as the rest of the figure, and if curtains are used it can be fastened to appear as if going through these. This deer can be painted a grey color and touched up with white and black.

This figure can be used with any kind of Christmas back. The one shown is made with curtains hanging all

the way round the back and sides. Purple plush will be the best if you have these. If not, cheese cloth may be dyed a deep purple and will look well. Have them very full. For the bottom of the window use a white felt or asbestos. If felt is used, put crumpled paper on the bottom of the window before laying the felt, to give the appearance of rough, uneven snow. On this felt or asbestos, imitation frost, diamond dust, soap chips, etc., may be sprinkled.

Sprays of holly, chrysanthemums or poinsettias can be arranged in connection with this display. The shoes displayed may be set on stands or other fixtures and the sleigh of the Old Santa should be finished to match. If they are gilt a gilt sleigh will look quite well.

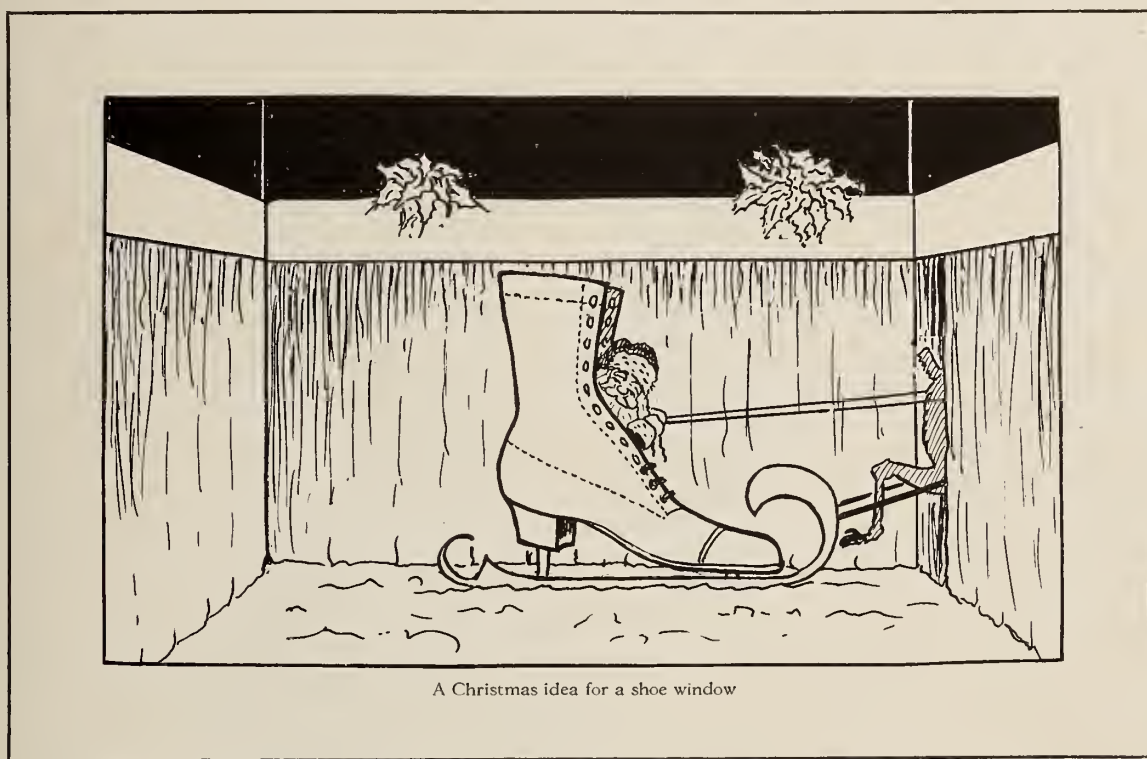
BETTER SHOE SERVICE

Strictly in line with modern educational merchandising, which every progressive Canadian retail shoe merchant and manufacturer realizes is of paramount importance in the development of future business, the institutions of the "Boston Round Table," in that Massachusetts city,

Morse & Burt Co., Brooklyn, N.Y. Thomas G. Plant Co., Boston; Rice & Hutchins, Inc., Boston; Seaman's & Cobb Co., Boston; C. Selby Shoe Co., Portsmouth, Ohio; United Shoe Machinery Co., Boston; United States Rubber Co., New York; Wizard Foot Appliance Co., St. Louis, Mo., and many others.

The hearty co-operation which has been extended to the basic idea of the Retail Shoe Salesmen's Institute in its official endorsement by the National Shoe Retailers' Association of the United States, is reflected in Boston by the complete official support of the local retail salesmen's association and the State Merchants' Association.

During the coming winter it is purposed to thoroughly cover the following subjects in the Round Table meetings: retail shoe salesmanship, correct fitting, materials in shoes, shoemaking, footwear merchandising, stockkeeping, window and store display and advertising, introduction to shoe store management. Meetings will be conducted by a director of the Institute by means of an oral questionnaire covering the above subjects, as presented in special text books, and the daily work and experience in the store. Discussions will



A Christmas idea for a shoe window

on the evening of November 17th is of especial importance and interest.

During 20 weekly meetings, extending through the coming winter, a class limited to 75 members, and carefully selected by the prominent merchants of Boston will study scientific shoe salesmanship and shoe manufacture in an intensive way, guided by special text books and visualized by every possible form of demonstrative material, models, factory visits, etc.

This is the first time such a course has been organized in the States or Canada, and the success of the "Boston Round Table" will be followed by an extension of the course all over both countries, as its sponsor, the Retail Shoe Salesmen's Institute, is national in its support and numbers among its founders such well known firms as William Filene's Sons Co., Boston; George W. Baker Shoe Co., Brooklyn, N.Y.; Bristol Patent Leather Co., Boston; Brockton Rand Co., Brockton, Mass.; Brown Shoe Co., St. Louis, Mo.; Hunt-Rankin Leather Co., Boston; George E. Keith Co., Brockton, Mass.; A. E. Nettleton Co., Syracuse, N.Y.;

also be frequently held on current trade conditions, with addresses by trade leaders on these and other topics.

A MODEL PLANT

The Getty & Scott people of Galt are doing a splendid piece of work in decorating the interior of their three factories in Galt. And this does not mean that the plants are receiving a coat of whitewash splashed on with a barrel sprayer, like a man would do his fruit trees in the spring of year. It means that the company consider there is nothing too good for the plant, and workers in which and by whom Classic shoes are made. The entire interior, including the boiler room and tunnel, is receiving a coat of enamel. That means that first the surface must receive a coat of "Flat" white paint, and then on to this the enamel is coated. This company has always been noted for its efficient methods and their interest in their employees has always been keen. This new move is certainly commendable, and the three factories when completed will present an appearance not equalled by many similar plants in the country.

Someone Spoofing Old Country Visitor

Shoe Man Goes Back to England Under Impression that Canada Depends Upon United States for Footwear—Says Street Car Men Get a Dollar an Hour

UNDER the heading of "Boots for Canada," one signing himself Arthur Cheney, tells an enthusiastic yarn in the Northamptonshire Journal of Commerce, of his visit to Canada. He rather leaves the impression in his article that Canada is dependent upon the United States for footwear, and that Canadians do not like this arrangement, and so would welcome the introduction of English-made goods. The possibilities in Canada for overseas footwear will not be discussed here, but the Journal takes occasion to remark that if Mr. Cheney gained his impressions of what was what in the Canadian shoe market with the same eclat as his impression of the wages of street car men, we venture to say his advice will have little weight with the old country shoe manufacturers.

His story, in part, is as follows:

"My visit to Canada, and all I saw in the vast and prosperous country, convince me that there is every opportunity for British Boot and Shoe manufacturers doing profitable business there. I was frequently, I might say almost continually, asked for English made boots and shoes, which I have no doubt would find a ready market.

"Canada is largely populated with English and Scotch people who are really eager for English and Scotch goods of the quality they were used to in the old country, or of the quality they have heard their fathers speak of with pride. Moreover, apart from the antipathy which I noticed in many quarters against Yankee goods, Canadians do not care for American styles. The chief shape to-day, to be seen everywhere, is exactly that discarded by us twenty years ago—the old Indian last with narrow toe, and altogether a flimsy thing. We are making shapes to-day which would attract Canadians much more than these. Plenty of our smart Northampton patterns would sell freely over there.

"In the cities you see here and there shoe shops confined to footwear and accessories, but the great bulk of the boot and shoe trade is done in the large stores, mammoth affairs. I went into one in Toronto, reputed to be the largest in the world. You can go into any of these stores, handle and examine the goods, ascertain the price, and come away. All information of this kind can be obtained for the asking. The most popular men's boot to-day is from 10 to 12 dollars in the retail stores. The cheapest were seven dollars, and prices range up to about \$16. The great sale is the \$10.00 boot, or a dollar or two more. Boots of these middle prices could be easily matched in Northampton and I believe would find a ready market. I think Northampton manufacturers would gladly produce a boot equal in style and appearance and superior in wearing quality for 25s., say six dollars at normal exchange. Allowing five dollars for distribution the Northampton productions could be sold at the same price, and I am sure would generally be preferred. True there is a tariff to get over, but the advantage to the English seller derived from the current rate of exchange would more than compensate for the import duty. The market is therefore right open for business.

"My observations showed me an apparent dearth of black and brown glace kid and box calf. Fine glace kid boots and shoes would have a ready sale. The people who have not forgotten the old country are weary of the light flimsy goods which they are forced to purchase; they are

pinning for honest British made boots and shoes. What does a healthy Britisher, who walks at all, want with boots of three-sixteenth edge, which is the usual run there? He wants something more substantial, but he wants it smart.

"I believe almost any Northampton manufacturer would secure profitable business if he sent out a traveller with samples on the lines indicated. The stores buy largely enough for direct consignments, and they would, I am convinced, readily embrace the opportunity of importing British footwear. Their customers desire it; they avoid, if possible, buying American goods. There is not a nice feeling towards the Yankees; and there is something like annoyance at the fact that at the present time the Canadian dollar does not rank equal with the American. Canadians insist that it is quite as good, and to bring the exchange round they desire to buy as little as possible from the States. They will probably carry this out; for Canada this year is blessed with a most bountiful harvest, which will increase the present abundant prosperity of the country. The workers earn large sums, tramway drivers for instance a dollar an hour, and they spend freely.

"It is likely a slack time is coming. Canada and America both have labor troubles as well as ourselves; but the amazing energy of the people, the enterprise of Canadian manufacturers, and prolific harvests of this year will assist Canada through a time of quietness that I think will not be prolonged. At any rate Canada will be in a better position to buy than most countries. And as she wants good British boots, I say it is up to the manufacturers of this district to supply them."

CAN YOU BEAT IT?

Just read the following article and take a glance back at the headline and you will have an idea of where most of the mischief originates that is upsetting business to-day. The whole substance of the article is intended to convey the idea that business is settling down to a steady basis. The newspaper man who wrote the headline, however, is determined to continue to knock the whey out of the shoe trade. The dispatch is taken from the Toronto Globe:

PRICES FALLING IN BOOTS AND SHOES

Demand Will Increase but Cost Will Not Go to Former Levels

Chicago, Nov. 10—Heads of large families who have watched with glee the drop in shoe prices during the last few months will find further cause for rejoicing in the analysis of the wholesale boot and shoe trade, made to-day by J. Harry Selz, head of one of the country's large shoe manufacturing concerns. Mr. Selz says that while he expects to see the demand return to normal, he looks for no return to the high prices of the early months of 1920.

"The present condition," said Mr. Selz, "is due mainly to a mental hazard and not a real one. People aren't buying and that is all there is to it. There is evidence that this condition is nearly finished. The change was noticeable almost immediately after the election. The shoe business began to pick up and has been improving every day since. By spring, business should be booming.

"Already prices are much cheaper than a year ago. A man can get a good pair of shoes for \$8.00, a better pair for \$10, and he can get the best for \$12.00. Those same shoes a short time ago sold for from \$10.00 to \$16.00. The reductions on women's shoes is about the same."

The prohibition on the export of the following goods from Sweden is now withdrawn: Hides and skins of goats, sheep and lambs, not dressed, including those salt dried or limed, and sheepskins (classed as fur skins), not dressed.



Blachford

Shoe Manufacturing Company.
Limited
Toronto



An Attractive Fall Shoe

On Our New Last 44

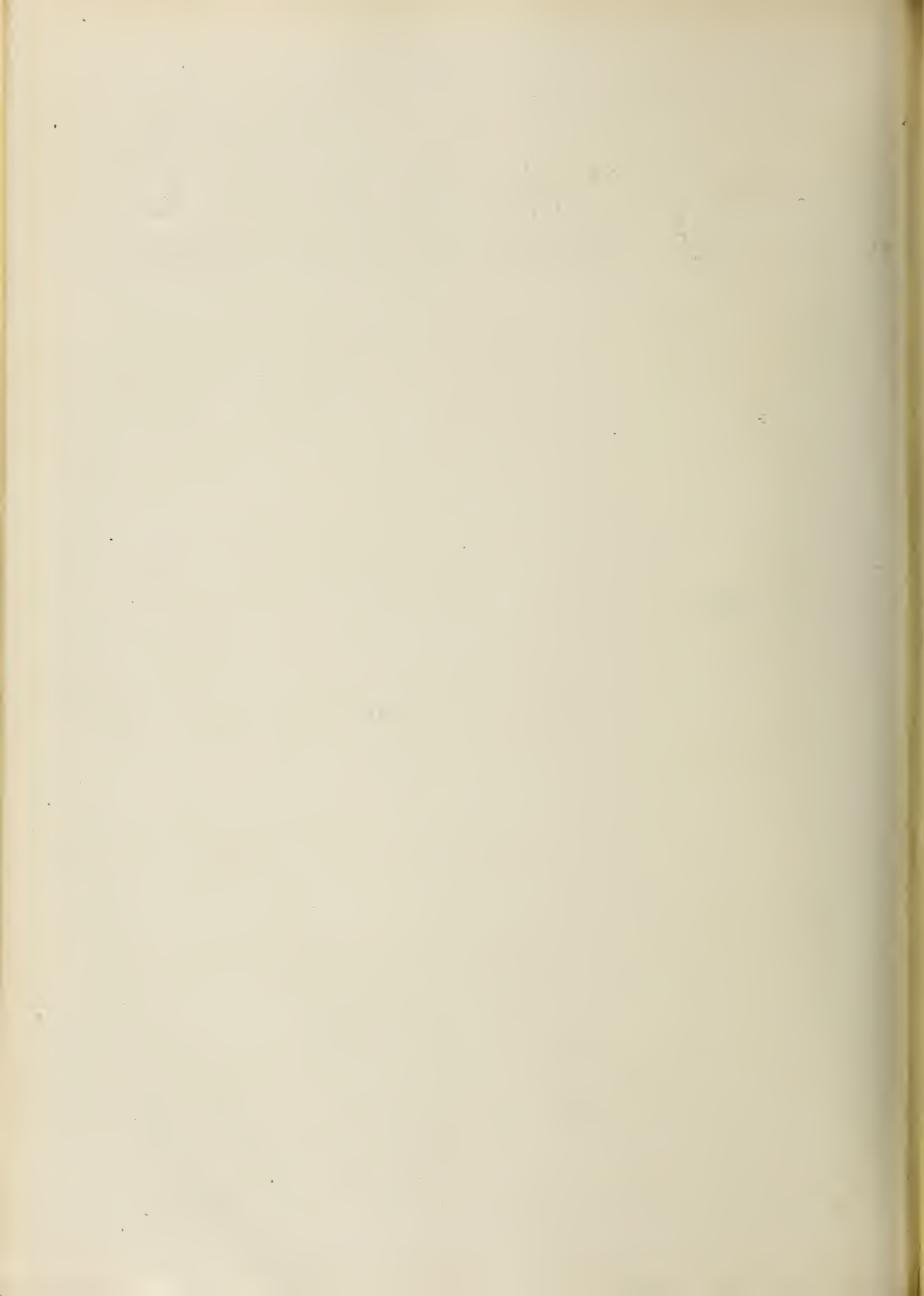
In Stock



7072 Gun Metal Calf Lace, 8½ inch, Imitation Tip

A—4 to 7½. B—3½ to 7½. C—3 to 7½. D—2½ to 7.

Telegraph Code: Sutherland



QUEBEC

During the period of re-adjustment—during the recent decline in prices—Quebec Tanners, Leather Merchants, Manufacturers and Jobbers have all been following the market closely and today their prices represent very close values in accord with a low market.



7



At the service of the industry

WHEN repairs of any kind are needed, it is usually found that we are on the job just a little sooner than expected.

We take pride in doing a good job—and doing it quickly.

May we suggest that all orders for

BLACKINGS, STAINS,
POLISHES, BOX TOE GUM,
WAXES, ETC.,

be placed without any delay? Cold weather will soon make shipment impossible.

United Shoe Machinery Co. of Canada LIMITED

Head Office: MONTREAL

Quebec Branch: 28 Demers St. Kitchener: 46 S. Foundry Street
Toronto: 90 Adelaide St. West

Shoe and Leather Journal

Published Twice a Month

\$1.50 a Year

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JAMES ACTON, President

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510 Coristine Building

Boston Office:

161 Summer Street

TO ADVERTISERS

The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

Quebec City Is Ready

THE most severe test of a man's temper is a long wait. Any one can carry on in the midst of a battle; but it takes a "regular feller" to stay cool and keep his nerve during the dark hours before going over the top.

The jobbers, the manufacturers and the tanners of Quebec City have stood the waiting test well. To-date, they have all alike taken a large loss. To-day they have placed their prices in line with the market and only wait the word from the trade outside.

A'ready a few orders have been placed and the entire trade is tackling what they expect will be a light season with a light heart. The spirit of optimism prevails with a determination to give the customers of Quebec a little more than "a square deal."

M**M**

MAROIS



QUEBEC

M**M**

The "Popular Price" Line

WELTS

Marois Welts are the product of honest shoemaking in every detail. They are worth handling and recommending because their quality is always the same.

McKAYS

The strongest kind of appeal is embodied in Marois McKays. They not only APPEAL through style and value, but they never fail to SATISFY in wear.

TURNS

Our Turn Footwear offers you a popular quick selling line with which you can meet a big demand. It is right up to Marois standards in material and workmanship. Selling every day.

STANDARD SCREW

Our range of Standard Screw Shoes can nowhere be beaten for value. You can sell them every day as the best value in work shoes in Canada.

A. E. MAROIS, LIMITED, Quebec, P.Q.

Permanent Sample Rooms: Shaughnessy Bldg., 137 McGill St., Montreal; 329 Jarvis St., Toronto

A. E. MAROIS LIMITED

SHOE FACTORIES IN QUEBEC

NAME AND ADDRESS	WELT				McKAY				TURN		S. SCREW			PEG'D		Stitched Down	Slippers	Infants'	Sporting, Hockey
	Men's	Boys' and Youths'	Wo's. and Misses'	Children's	Men's	Boys' and Youths'	Wo's. and Misses'	Children's	Women's	Children's	Men's	Boys'	Women's	Men's	Boys'				
Beaulieu, Jos., & Co., 80 Colomb.....					x	x	x	x											
Berrouard, F, 401 St. Valier.....					x	x	x	x			x	x							x
Bertrand & Thibault, 104 Montmagny.....							x	x										x	
Bisson, O, 76 Marie Louise.....																			
Children's Shoe Mfg. Co., Ltd., 11 Belleau.....							x	x										x	
Drolet, J. B., Co., Ltd., 583 St. Valier.....	x		x		x	x	x												
Duchaine, Ludger, 593 St. Valier.....	x	x	x		x	x	x				x	x							
Duchaine & Perkins, 195 De la Couronne.....	x				x	x	x	x			x	x	x	x	x				
Eastern Canada Shoe Co., Colomb.....					x	x	x	x											
Gale Bros., Limited, 518 St. Valier St.....							x	x										x	
Gosselin, J. H., 50 D'Argenson.....						x	x	x				x	x					x	
Goulet, O., 575 St. Valier.....	x	x	x		x	x	x					x	x					x	
Grenier, Art, 104 Colomb.....																		x	
Jobin, E., Ltd., 35 Colomb.....	x	x	x		x	x	x	x	x	x									
Lachance & Tanguay, 70 Bigaouette.....							x	x											
Lagace & Lepinay, 22 St. Anselme.....	x					x	x					x							
Leclerc & Freres, 96 St. Malo.....					x	x													
Marier, Trudel, Ltd., Nelson & Colomb.....					x	x	x	x			x	x	x						
Marois, A. E., Ltd., 559 St. Valier.....	x	x	x		x	x	x	x			x	x	x						
Marsh, Wm. A. Co. Ltd., 472 St. Valier.....	x	x	x				x												
Martin, J. & A., Reg., 117 Charest.....														x	x				
Maisan Freres, 34 Turgeon.....									x	x								x	
Quebec Glove Leather Mfg., Limoilou.....																	x		x
Ritchie, John, Co., Ltd., 496 St. Valier.....	x																		
Rochette, J. Marcel, 80 Signai.....					x	x					x	x							
Routier, Luc, 56 Colomb.....					x	x					x	x							
Saillant & Lessard, Limoilou.....						x	x											x	
Samson, J. E., Enr., 20 Arago.....					x	x	x	x			x	x	x	x	x				x
Stobo, J. M., Co., Ltd., 92 Arago.....	x	x	x	x	x	x	x	x			x	x	x						x
Tanguay, Jos., 122 St. Dominique.....					x	x	x	x			x	x	x						x
Tremblay, Ed., 108 Boisseau.....					x	x	x	x			x	x	x						

The-
JOHN RITCHIE
COMPANY LIMITED
MAKERS OF
MEN'S SHOES
QUEBEC



TANNERS OF QUEBEC CITY

SOLE LEATHER

Anglo-Canadian Leather Co., 566 St. Valier.
 Beardmore & Co., 553 St. Valier.
 Blouin, Pierre Reg., Colomb and Nelson.
 Borne, Lucien, 491 St. Valier.
 Clement, Edgar, Ltd., 179 Arago.
 Dugal, P. and Matte, Enr., 206 Fleury.
 Richard Freres, 553 St. Valier.
 Scott, J. A., 566 St. Valier.

Calf

UPPER LEATHER

Clement, Oscar, 224 St. Helene.
 Quebec, Glove Mfg., Ltd., 3rd St. Limoilou.
 Richard Freres, 553 St. Valier.
 Scott, J. A., 566 St. Valier.

Horse

Borne, Lucien, 491 St. Valier.
 Clement, Oscar, 234 St. Helene.
 Racine, A., 631 St. Valier.
 Richard Freres, 553 St. Valier.
 Scott, J. A., 566 St. Valier.

Kid

Blouin, Pierre, Reg., Colomb and Nelson.
 Borne, Lucien, 491 St. Valier.
 Citadel Leather Co., 566 St. Valier.
 Quebec Glove Leather Mfg., 3rd St. Limoilou.
 Richard Freres, 553 St. Valier.
 Scott, J. A., 566 St. Valier.

Kip

Blais, W., 307 St. Helene.
 Clement, Edgar, Ltd., 179 Arago.
 Racine, A., 631 St. Valier.

Richard Freres, 553 St. Valier.
 Thavierge, Jos., 160, 3rd St. Limoilou.

Patent

Borne, Lucien, 491 St. Valier.
 Cantin, Wilfrid, 45 Marie de l'Incarnation.
 Clement, Oscar, 224 St. Helene.
 Dugal & Matte, 206 Fleury.
 Falardeau, C., 9 Caron.
 Richard Freres, 553 St. Valier.
 Shee, E. A., 15 Belleau.

Sheep

Borne, Lucien, 491 St. Valier.
 Quebec Glove Leather Mfg., 3rd St. Limoilou.
 Richard, Freres, 553 St. Valier.
 Turgeon, Elie, 423 St. Valier.

Side

Blouin, Pierre, Colomb and Nelson.
 Cantin, Wilfrid, 51 Marie de l'Incarnation.
 Clement, Edgar, Ltd., 179 Arago.
 Fortier, N., 515 St. Valier.
 Richard Freres, 553 St. Valier.
 Shee, E. A., 15 Belleau.

Splits

Cantin, Wilfrid, 51 Marie de l'Incarnation.
 Clement, Edgar, Ltd., 179 Arago.
 Clement, Oscar, 224 St. Helene.
 Dugal, P. & Matte, Enr., 206 Fleury.
 Fortier, N., 515 St. Valier.
 Laliberte, J., 501 St. Valier.
 Richard Freres, 553 St. Valier.
 Thavierge, Jos., 160-3rd St. Limoilou.



POSITIVELY
 WILL REMAIN A
 SOLID BLACK AS
 LONG AS THE
 SHOE HOLDS
 TOGETHER.

SURFACE KID

(GLAZED HORSE)

MADE IN BLACK AND COLORS

We want to emphasize the fact that there is as much difference in tanned horse as in kid.

There is only one best Surface Kid and that is without question BORNE'S.

LUCIEN BORNE
 QUEBEC, P.Q.

The "Maryon" Shoe



Women's McKays
in the
Better Grades
Featured
Exclusively
in
All Colors
of
Vode Kid

Write for
Stock Folder

LACHANCE & TANGUAY 70 BIGAOUETTE AVE.
QUEBEC, P.Q.

Mention "Shoe and Leather Journal" when writing an advertiser

QUEBEC TRADE NOTES

Tanners Quiet

There is little difference in condition of tanners of Calf, Kid, Hose, side or Split Leathers. All remain very quiet.

During the past couple of weeks a little of every kind of leather has moved—but not enough to be called real business.

The receipt of a few rush orders and a little placing by the factories has given a slight spurt, but generally the attitude is one of waiting with a couple more of the small tanneries closing temporarily.

There is as yet no stable market. Prices are at the bottom with no quotations given except to active purchasers.

The majority of the factories continue to operate on a much shortened schedule. Some of the smaller plants are running as much as 40 per cent. capacity with others almost closed. A few of the smaller establishments have closed entirely.

Conditions among the larger plants are more uniform, with the exception of those concerns making specialties in demand at this season. The balance are running short weeks with curtailed staffs where they are operating at all.

This condition might foreshadow lower prices if prices had not already been shaved to the lowest point already. In fact, after interviewing the most of the Quebec trade, it can safely be offered as the opinion of most that prices are to-day so low as to be actually discounting the greatest

reduction in materials that could possibly occur before next March.

Quebec makers have concluded that they can expect to make no profit this season, and have gone as far as they believe they dare go in meeting the general downward trend of all merchandise.

Retailers Quiet

The Quebec merchants have not as yet shown any indication of a desire to move their old high-priced stock. One of the department stores has been selling off some of its lines, but the merchants have been quite conservative in this respect.

From present indications, unless they decide to wake the public up with genuine sales, they will find the best winter selling season gone by without reducing their stocks or moving old merchandise.

It will not be surprising if a few of the larger stores realize the actual conditions before the end of November and make a serious attempt to clear their shelves and take their loss.

General Conditions

Merchants and wholesalers in all lines report very light business. The city which was one of the last to feel any depression is quite quiet in tone with very little buying being done.

ONESIME GOULET



**Great Values
For the Jobber**

**IF WE COULD SEE ANY
WAY TO INCREASE THE
ATTRACTIVE VALUES
WE OFFER, WE WOULD
DO SO.**

IT CAN'T BE DONE

Don't lose your reputation for selling Shoes that wear by trying to buy "cheap" shoes.

Buy good shoes for less.

Our line is a standard, bread and butter one that sells every day in the year.

Men's and Boys' Welts, Women's Mock Welts, McKays and Standard Screw for Men, Women, Misses, Boys, Youths and Children.

A solid line of Pegged Shoes for Men and Women.

ONESIME GOULET
575 St. Valier St. Quebec

When the Jobber Wants Speed



Duchaine & Perkins' values are well known to the trade. To-day prices are at rock-bottom—and service at the maximum.

Orders placed now will be delivered in time for Spring Trade.

Nowhere in Canada will the Jobber find an organization better equipped to turn out good shoes more quickly than we are.

Realize that our prices are at absolute rock-bottom. As far as we are concerned, he who delays will save nothing worth while and only run the risk of late delivery.

DUCHAINE & PERKINS

195 De la Couronne

Quebec, Que.

Should the Merchant Take His Loss Now?

Based Upon Interviews with Over Twenty
Eastern Manufacturers and Tanners—
Special Quebec Correspondence

TANNERS and manufacturers alike have just about touched bottom in the present market—and have accomplished little if anything in the way of moving shoes. This branch of the trade is almost unanimous in coming to the conclusion that the retail merchant has to do something for his own salvation—and do it quickly.

Sensing this attitude, a representative of THE SHOE AND LEATHER JOURNAL called upon a number of eastern tanners and manufacturers whose opinions are offered en masse as follows:

As re-actions are bound to occur, the general buying public of the country have become sated with what are and have been admittedly high prices, and have refused to buy new merchandise. This condition is found in almost every branch of industry—furniture, wearing apparel of all kinds, food stuffs and even automobiles.

A study of the situation emphasizes the fact that the public is refusing high priced merchandise. They admit that some of the higher priced lines are moving, but point out that the public as a body is not in the market for merchandise of any kind at present prices. On the other hand, the people show a decided inclination to buy where **genuine** reductions are offered.

It is self-evident that if the merchant wants his business to be placed in order, he must sell shoes. It does him no

good to figure that next spring he will have shoes to sell at lower figures which will give him his accustomed profit. If his merchandise on hand to-day is on his shelves in March when his spring shoes arrive, he will have to take a greater loss on it than if it were sold this fall.

When the subject of "Averaging down" was broached, the majority of those interviewed were alike in pointing out that the hope of being able to average down was still further complicating the situation.

The unwillingness we all feel to taking a loss is preventing some merchants from clearing their shelves. These merchants, then, are going to place as little spring business as they can because, in spite of the fact that they want to average their loss, they will not allow their stock to become too heavy. This one fact will minimize the effect of the attempt at averaging down.

The merchant, then, who desires to average down, and at the same time keep his stock low by limiting his order for spring shoes, is confronted with an impossible situation.

In March he will be selling new shoes that cost him possibly \$9.00 for around \$13.00. At the same time he will have three or four times as many shoes ordered a year previously which cost him possibly \$12.00 and were bought to sell at \$17.50. What chance will the merchant have to sell Fall shoes next spring for \$13.00 in competition with new goods for the same price? And what does he gain by waiting so long? He is actually out the interests on his money invested in the stock, has gained nothing and has merchandise on his shelves a season old.

One manufacturer of wide experience in retailing, selling and making has figured the proposition about as follows:

Present stock, 2,000 pairs; 500 pairs costing average \$6.25, 500 pairs costing average \$8.35, 700 pairs costing average \$11.75, 300 pairs costing average \$13.00. Total

PIERRE BLOUIN RE^{CD}.

Known *Uniform* Quality

Glazed Kid

Side Leathers

Glove Leathers

MONTREAL and QUEBEC

LEATHER & FINDINGS

Mention "Shoe and Leather Journal" when writing an advertiser

It is worth something to know that Quality is always Uniform

And the uniform standard which each of our shoes must reach is only made possible by the volume we manufacture.

Confining our production to a limited variety results in better quality at quantity prices.

An enlarged factory will enable us to serve you both better and more quickly for the Spring Season.

One of the largest plants in Quebec—devoted to the production of Welts for Men, and McKays for Boys, Youths, Women and Misses.

Be sure to Examine our SPRING SAMPLES. We know you will find them just right. They have all the appearance of being just what they are in fact—good, SALE-ABLE Lagace and Lepinay Shoes.

LAGACE & LEPINAY

22 St. Anselme Street

QUEBEC, P.Q.

inventory \$19,425.00. Total estimated sale value \$27,115.00. Estimated gross profit \$7,690.00.

Between November 1st and March 1st, at present rate of trade, the merchant could probably move at present prices 400 pairs of an estimated gross value of \$5,400. His merchandise on hand would at March 1st then stand invoiced at \$15,825, and would represent 1600 pairs of shoes one season old plus. The arrival of 300 pairs of spring shoes of equal quality, and costing \$2,100, will just reduce the average cost of shoes on hand 27 cents a pair. Whereas that method of figuring means little, it at least points out that the idea of averaging down and holding on to old stock will embarrass the merchant for years.

On the other hand, doing a little figuring ourselves, it looks to us as if that merchant would be wise to take a great deal of his loss now. There is wide-spread depression, and it looks as if this winter, before it is over, will see a great many idle men. There is more money for shoes to-day than there may be in February.

If the merchant were to offer all his stock at the present market what would he sacrifice? He would probably be selling a shoe for \$12.00 that cost him \$10.50. This might, in effect, show a loss of \$1.50 a pair sold—or on 1000 pairs a loss of \$1,500.

This operation would first reduce his stock and give him ready cash. Then in the spring his new shoes would in one season bring him back to normal.

It really looks as if the present stagnation would only be remedied by such a move on the part of the retail trade as a body.

If the public is tired of paying high prices, if they are insisting on lower prices and holding their purse in their pocket until they see lower prices, you cannot sell them merchandise at a profit on last season's prices.

If you must lower your price, it seems to be good business to do it quickly and get it over with.

We believe that every merchant should think over his own situation. If necessary, go into details with your banker. Then formulate a policy and carry it out quickly. If he thinks it advisable, try the sweeping reduction for a month and when the reduction is made, don't be backward about advertising the fact.

Above all, we suggest that your advertising of conditions be honest. Tell your community the truth and it is not unlikely that they will buy.

The United States exported to Canada during the month of August this year shoes to the total value of \$116,143. There were 22,224 pairs of all kinds, divided as follows: Children's, 755; men's, 4,512; women's, 16,957.

CHAS. E. ROY & CO.

(REG.)

DEALERS IN

New and Second-Hand Machinery

Leather and Shoe Findings

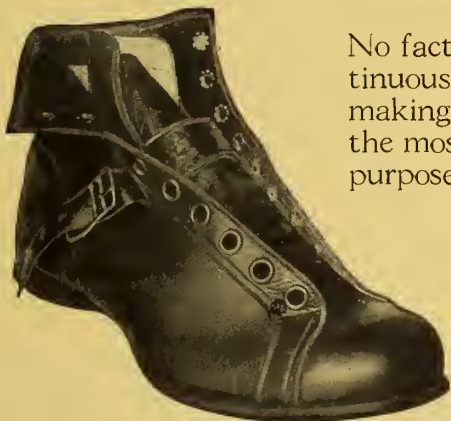
Let us know your requirements

We may have what you want

31 Colomb St. QUEBEC CITY

J. E. SAMSON ENR.

THE COMPLETE LINE



No factory in Canada has been so continuously busy as our plant given to making this popular hockey boot. It is the most popular shoe in Canada for this purpose.

Ask your jobber to show you the complete Samson Line.

Medium McKays and Standard Screws, Heavy Work Shoes, Sporting Boots, Welts.

J. E. SAMSON Enr. 20 Arago St., QUEBEC, P.Q.



TANGUAY McKAYS

Are sold freely in towns where they appreciate rock bottom prices for Staple Shoes.

WORK SHOES

Genuine Solid Standard Screw Shoes that wear like a pig's nose.

Hockey and Hunting Boots

With a Patent Leather Strap Lacing, appreciated wherever they are sold.

JOS. TANGUAY

122 St. Dominique Street
QUEBEC



A
MEDIUM
LINE
AT
POPULAR
PRICES

In a comparatively short time the *value* we offer in these lines have driven us to expansion.

We don't pretend to make the highest priced shoes, but for shoes that sell every day—Your bread and butter line—Merchants and jobbers will not find better value anywhere.

Would you like to see samples?

McKAYS for WOMEN, MISSES, CHILDREN

CHILDREN'S SHOE M'F'G CO.
LIMITED

11 Belleau St., Quebec



LUC ROUTIER

A careful survey of our Samples will convince you that while we are making a better line of shoes than ever our prices represent the best values shown in these lines.

McKAYS and S. SCREW
FOR MEN, BOYS and YOUTHS

LUC ROUTIER
56 Colomb, QUEBEC

LUDGER DUCHAINE



Medium Welts

The man selling medium priced welts hasn't a bad time at all.

Our Welt line has developed business for many in the trade. Welts for Men, Boys, Youths, Women and Misses.

Also making McKays for Men, Boys, Youths, Women and Misses and S. Screw for Men and Boys.

LUDGER DUCHAINE

593 St. Valier St., QUEBEC

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J. M. STOBO CO. LIMITED



MEN'S WELTS

Can be well made of good materials on modern lasts to sell at a decently fair price. The Stobo line is proof of the statement.

You can play safe by ordering "Windsor Shoes."

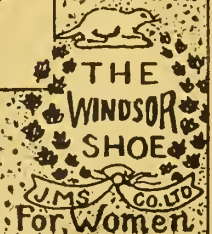
ALSO McKAYS

We say "also" and mean to use the word. For everything we might say of our Men's Welts can be safely applied to our McKays for Men, Boys and Youths and for Women and Misses.

Making fine welts for Men, Women and Misses as well as McKays for Men, Boys, Youths, Little Gents, Women, Misses and Children.

J. M. STOBO CO., LIMITED

92 Arago Street - - - Quebec



Low Tariff Would Ruin the Shoe Business

Representations Made before Tariff Commission—Montreal Manufacturers Show Why Tariff Should be Left Alone

THAT any lowering of the present tariff on shoes would do things to the shoe industry in Canada was argued by Mr. J. D. Palmer, of the Hartt Boot & Shoe Company, of Fredericton, N.B., and others, appearing in the interests of the shoe trade before the Tariff Commission at its session at Montreal. Some of the statements made by Mr. Palmer went a long way towards convincing the commission that there was no profiteering in the shoe business in Canada, and that the industry was just really getting upon its feet. It was proven that prior to 1907 the industry suffered greatly from the competition from the large manufacturers in the United States, but that as soon as there was enough tariff placed against the shoes coming from the United States the shoe trades began to develop and had thriven ever since. It was shown that even now with a tariff against them some of the United States manufacturers through their specialized plants and quantity production, are able to place certain lines of shoes in Canada below what the Canadian manufacturer can make them. These shoes, it was shown, were what was known in the trade as "floor stuff" and consists of the left-overs after the manufacturer has supplied all his regular trade. These, it was shown, were being dumped into Canada even now.

At the Quebec sitting of the Commission the hearing was given to several shoe manufacturers and leather men, but at the Montreal session the first formal effort was made to place before it the views of the shoe trade at large. Mr. J. D. Palmer was selected to represent the shoe manufacturers' Association, and made a strong case before Sir Henry Drayton and his colleagues.

In presenting his arguments Mr. Palmer went back a few years to show that prior to the year 1907 the manufacturers of Canada were just struggling along, and then when the government increased the tariff on fine shoes from 25 to 30 per cent, there was a prompt pick-up in the business. There are now in Canada 161 concerns manufacturing shoes in the Dominion. Fifty of these factories are in Ontario, and they turn out 30.8 per cent. of the total production of the country. These factories make business for tanners and other industries in Canada, and altogether the trade in this country employs about 25,000 people. This means that about 100,000 people are dependent upon the boot and shoe business and its allied industries for their maintenance. Even a small reduction in the tariff would place the industry back in the position it was in prior to 1907, and these hundreds of people would have to go without employment.

Mr. Palmer showed that the boot and shoe business in Canada had been misjudged, and that the selling price of all Canadian footwear was determined by each plant on the basis of cost of production, and not by the figures which the tariff would permit the makers to charge. General arguments had been put up aplenty, Mr. Palmer said, why the tariff should not be lowered, but the boot and shoe industry thought that it was in just a little greater danger from tariff meddling than many of the other industries. As against Canada's 161 factories the United States has 15,000 factories, many of which specialize on some one style of shoe, for which a market can be found among the great population which, we are so often told by the American, is more than 110,000. The Canadian factory has no such market and so cannot specialize but must make a variety of styles and patterns to

satisfy the needs of the people. This specialization in the United States gives the factories so employed a wonderful advantage in quantity production and small overhead costs. This production and low costs the Canadian factory must even now compete against.

As an illustration, it was shown that one United States factory turned out 80,000 pairs of shoes a day, while the total Canadian output is around 60,000 pairs a day. In spite of this great handicap Mr. Palmer said the Canadian manufacturer can get along if the present tariff is undisturbed. The greatest danger, he said, was in the dumping, by the American, of their surplus footwear into Canada, so that their own market would be undisturbed. Mr. Palmer went on to say that he had figures to show that there were firms from the country to the south right now trying to unload on Canada. He showed that for the nine months prior to April 20th the average price per pair at which each of the principal lines of footwear were entered for export to Canada, was less than the value of exports of similar footwear to other countries having similar needs. American firms tried to dump children's shoes here at 96 cents a pair; men's at \$3.46, and women's at \$3.44, and at the same time they were quoting much higher prices to other countries. Canada, Mr. Palmer said, was too handy for dumping.

Mr. T. H. Rieder, of the Ames-Holden-McCready Company, also spoke before the tariff commission in support of the shoe industries' contentions. He said that his company had been paying only eight per cent. on its preferred stock, and if the tariff were lowered they would have to go out of business. He said he had been studying conditions carefully to ascertain whether or not it would be better to give up manufacturing altogether and go in for distributing only. He said that if an American firm could thrive on it he thought a Canadian ought to have a show. He pointed out that at that very time there were seven carloads of shoes at Montreal which were being sold to the jobbers at \$2.50 a pair, while it would cost the local manufacturers from five to six dollars per pair to make them. That was the way the large American output operated against the Canadian manufacturer, and although the amount dumped now was not a great proportion of the total United States output, it was serious enough for the Canadian manufacturer.

Sir Henry Drayton made some enquiries concerning the shoes offered at such a low price. He asked if it might not be a good thing for all Canadians if they could get their shoes at such a price. It was pointed out, however, that no one could depend upon getting supplied at those figures as the dumping was spasmodic. The dumping, if it was accelerated might, however, drive the Canadian manufacturer out of business, it was stated, and then when the United States manufacturers had Canada depending upon them for all their shoes they would make them pay through the nose.

Advantage was taken of the tariff discussion to express some opinions on the operations of the luxury tax. Mr. Palmer contended that this method of tax collection was responsible for throwing many workmen out of positions, and that it would ultimately result in driving shoe manufacturers out of business. The result of the refusal of the people to buy shoes, especially the higher priced shoes, was that fewer of this class of footwear was being turned out, while the operators who used to make this footwear are without employment. The labor cost on the better grades of shoes, Mr. Palmer informed the commission, was from \$1.50 to \$1.75 per pair, which represents about twenty per cent. of the cost of production.

When the chairman asked as to why shoes should be so high in price when hides and skins are selling at such low prices, Mr. Palmer said that he really did not know the price of hides; that the prices quoted were not real prices, but fictitious ones, and that if a man tried to buy hides at the price quoted he could not get them.

Shoe and Leather Journal Warnings

A YEAR ago the SHOE AND LEATHER JOURNAL began to warn the trade of the dangers that lurked in the persistent inflation of values. We urged retailers to buy carefully and methodically and prepare for the inevitable reaction that always follows periods of great business activity. Here are some of the appeals:

Editorial, November 15th, 1919

"Experience teaches that 'good times,' as well as riches, are not forever. No one can exactly explain why periods of depression follow those of business expansion, but history bears witness to the inevitable sequence. It is safe to say that we shall see a reaction from the present spending mood that is everywhere in evidence. . . . The wise man will keep his weather eye on the sky line. It is the fellow with the heavy stock at high prices who will first feel the effect of the commercial storm. To buy carefully and prudently at a time like the present will pay in the long run. No one can tell what the next six months or year will produce."

Editorial, January 1st, 1920

"No man can tell how far into this or next year the present conditions may extend. . . . Financial men are predicting that good times are to last from five to twenty years longer. . . . It may be so. Let us hope the predictions are truer than those that gave business the shivers a year ago. Nevertheless, there are two unwritten common laws of business that have proven inevitable in the past, and to which we will do well to give the more earnest heed. 'Whatever goes up must come down,' and it is true of prices. Prices will come down—they always do after a period of business excitement."

Editorial, April 1st, 1920

"The salvation of the country, and particularly the country's mercantile interests, lies in a sane, careful watching of the development of events and the minimizing of the speculative spirit. Gambling in business a year ago might have been tolerable, but to-day it is perilous. The next two or three years will wipe out a great many of those who are to-day dawdling along or playing with forces they do not understand. Those who tighten their belts, watch carefully the signs of the times, cut out extravagance and speculation and get their business down to bed rock will come through with satisfaction."

THE SHOE AND LEATHER JOURNAL was more than once during the past year accused of pessimism by those who persisted in seeing no further than their noses. In all our utterances we sought only to encourage that carefulness in all sections of the trade that would obviate the "slump" and its unfortunate effects. We have lately endeavored to impress upon retailers the danger of cutting their buying to a point where they will not only imperil their own interests but paralyze the entire industry. Don't go to the other fatal extreme.

CO-OPERATION AND THE RETAILER

Editor SHOE AND LEATHER JOURNAL:

I was one of those who had considerable hope as to the results of the big gathering at Montreal, where co-operation seemed to be the keynote. Since that meeting, however, there has been very little to encourage the feeling that a spirit of fair play was to be established between manufacturers and dealers. While it may be that some retailers have thrown conscience to the winds and, under the very trying conditions of the past three or four months gone back on some of their orders, manufacturers themselves are to blame for a good deal of the "reprisals" in the way of cancellations and returned goods.

To come to a case in point, I had the balance of an unfilled order for fine shoes coming to me last season, and which I could have sold had I been able to get them. I offered to take substitutes for them early in the summer season, but could not get them. Late in the season, after the slump came, the manufacturer offered to complete my order at fifteen per cent. off former prices, which offer I of course declined. I know of other dealers who placed part of their coming season's order at the manufacturer's price in order to further this spirit of co-operation, but have had the "fun" of seeing their competitors get the same goods at from ten to twenty per cent. less, since.

In this city a store came out this week with an announcement of a sale of well known lines of high grade men's and women's shoes, at prices that make regular stocks practically unsalable unless dealers meet the figures quoted, the invoice price to them being within a dollar or more of the figure at which the shoes are ticketed. I would like to ask if this is the spirit of "co-operation" that the manufacturers advocated in Montreal so strenuously last summer.

I am not writing this letter in any spirit of recrimination, but to show what retailers are up against who have a regular year-in-and-out business to look after. I am sure there are a great many in the same position as myself who want to see the business put upon a fair legitimate basis, but who find themselves in a position where they have just to mark time and wait until the sensational sales by unscrupulous dealers, encouraged and abetted by the unwise business policy of some manufacturers peter out. As far as I am concerned I don't see how I can buy until the atmosphere clears and there are thousands of dealers in the same position.

It seems to me that if the National Shoe Retailers' Association is to vindicate its usefulness something ought to be done before next summer with some of the problems that are at present facing the shoe trade. Apart from the present situation in leather shoes there is the rubber question. In spite of the fact that raw rubber is less than half what it was a year ago prices of tennis and sporting goods have gone up from fifteen to twenty per cent., and no doubt the rubber manufacturers will try and give things another boost before the next regular rubber season opens after the first of the year.

I understand the constitution of the N.S.R.A. provides for separate meetings of the districts from time to time under the local executive. I would like to see the Ontario District called together for a meeting either at Hamilton or Toronto, early in the year. What do other members of the organization think of it? Would like to hear some of you speak up. Thanking you for the space, Mr. Editor.

Yours,

ASSOCIATION MEMBER.

Toronto, November 13th, 1920.

TAKING THEIR MEDICINE

The Central Leather Company of the United States, the big leather corporation, has created a mild sensation by the nature of its last quarterly report. This shows instead

of a profit of \$5,818,000 for the same period of 1919 a loss of \$5,897,000. A balance after fixed charges were taken out last year was \$4,012,000, while this year it shows a deficit of \$7,556,000.

"In small part," says the Boston News Bureau, "this dramatic reversal is accounted for by extremely light business while expenses were continuing on a high plane. The outstanding explanation, however, is the cutting of inventory to the bone, in view of what has happened in both hide and leather markets.

"Hides reached their record high quotations near the end of the September quarter of 1919. The average of a dozen grades of cattle hides then reached 50 cents a pound. To-day the corresponding figure is 21 cents, in a weak and nominal market. The first break in hides in late 1919, particularly after South American hides flowed this way in quantity, carried prices down some 20 per cent. The rest of the 60 per cent. drop is the result of the sharp decline of the last six months.

"When hide and leather markets will again awaken depends largely on shoe wearers and on shoe retailers. To-day New England shoe factories are not averaging much better than 15 per cent., many being closed. Western factories are doing better, but have few orders ahead. Salesmen who came home from Fall trips told the most dismal stories in trade history as to refusal of shoe retailers to place orders. The industry has simply lost a half year's seasonal business. The test of the longer future will come when salesmen seek orders for the Winter of 1921-1922.

"The shoe retailer's disinclination to mark down prices is considerably blamed for the present deadlock. However, his stocks have been slowly melting down; and the public cannot indefinitely go on wearing old shoes and spare shoes."

LEATHER CENSUS

It looks as if Boston were the chief sole leather market of the United States. A recent State census report credited Boston with a cut stock manufacturing business of \$56,000,000 annually. Lynn has a cut stock manufacturing business of \$20,000,000 annually. Haverhill \$14,000,000 and Brockton \$16,000,000, a total of over \$100,000,000 for Boston and neighboring cities. This does not include the large quantity of red leather that is sold in Boston market.

DAOUST-LALONDE PLANT WORKING

Some time ago Mr. Joseph Daoust called his men together and explained that owing to present conditions of trade the firm would have to withdraw the bonus of fifteen per cent. given to the workmen over a year ago, and go back to the old time of working in order to keep the plant going and give them all employment. He showed how the price of leather had dropped, and the demand for cheaper shoes became so insistent that if they were to expect full employment it would be necessary to get back to the former basis of working.

The majority of the men, after some discussion, agreed to the proposition, and went back, while some of those who belonged to the International Union quit. The plant has been able to continue and daily the staff is being augmented by workers, so that its efficiency will, it is expected, soon reach a point where the firm's business will go along without any interruption. Mr. Daoust is being generally commended for his courageous meeting of the situation. In a newspaper interview recently Mr. Daoust said:

"Any reduction in cost, the public will benefit by it. I want to reduce the price of shoes. Everything must come down, materials and labor. Materials have already come down, as shown in the lower price of shoes now, and labor must do so too. We must keep out as much as possible American shoes coming into Canada by earloads and lower prices will do this."

HIGH-GRADE McKAYS

For Women, Misses and Growing Girls

McKays of the better sort are finding great favor with the wise jobber and Merchant looking for finer shoes at moderate prices.



GREAT CHILDREN'S LINE



Look at Star Welts, Turns and McKays and you will see a beautiful line of Children's Shoes that will take your trade by storm.

There is good profit in Children's Shoe Sales if you pick the right line. Star Shoes will tickle the whole family.

STAR SHOES ARE IN LINE

Star Shoe Co., Limited

MONTREAL, QUE.

Primitive Instincts Found in Many Men

Give the Average Man a Gun and a Pair of Larrigans, an Oil-Skin Coat and a Tam-o'-Shanter and He Immediately Reverts to the Cave Man

"MAN cannot live by bread alone," the Good Book tells us, but give him a little equipment and turn him loose in the woods and he will live a long time on what he can get. Man is by nature a hunting animal, and give the average specimen a gun and a pair of larrigans, an oil-skin coat and a "Tam-o'-Shanter" and he will immediately revert to the cave man, at least as far as the hunting instinct is concerned. Not that the cave man was so well equipped, because, if we are to believe what we see in the movies, his equipment consisted chiefly of a huge club and a cat skin. But modern man must have some of these trappings or he won't venture into the woods at all. Once in the woods and so equipped, however, he is ready to kill anything from Cupid to Father Time. He knows he can trust the gun in defending himself against the biggest animal in the wilds. He knows that if his aim is poor, in a pinch he can let his assailant run against the muzzle and then pull the trigger, and though it may spoil the animal's hide from a furrier's standpoint, it is a perfectly safe way for one to defend oneself.

Just now there are quite a number of ordinary male citizens wallowing in the throes of the cave man. Ever since the first day of this month they have discarded all the veneer of civilization and have become for a week or two, at least, primitive men. We know this partly by the number of pairs of larrigans and shoepacks that were sold a while back, and partly from reading in the newspapers about the numbers of respectable farmers and timber rangers who have been mistaken for deer.

Of course, the hunter buys a pair of larrigans or shoepacks primarily to keep from catching a chill when he sinks knee deep into a succulent morass, but he knows, also, that if he gets lost and game is scarce, or if he runs out of ammunition and is starving, the shoepacks or larrigans are much better than an ordinary pair of cow-hide boots. The manufacturer puts plenty of oil and grease into them for that purpose.

There is another feature about larrigans, especially the knee-high kind, that is very helpful to the hunter and is not generally mentioned in the manufacturer's catalog. When you have both hip pockets filled on going out to the runway on a cold morning, it is not a bad place to put the rest of it.

There is one great difference between the cave man and modern man. The cave man was wont to go out and grab off a female where and when he listed and drag her by the hair of her head to some nice cave with a southern exposure. In fact, this was the chief game he hunted. The modern fellow who hunts only two weeks in the fall has other ways. His regular cave is often a much more pretentious one, and he usually has at least one woman in it. He seldom has to go out to bring in another one, but he does have difficulty in getting the one he already has to stay put while he goes elsewhere in search of other game. He usually has to take her over to mother's and promise everyone a piece of venison before he can get away. Then, just when an agreement has been reached, or an armistice signed, she overdoes the thing and wants to help pack his grip. She should know that a man who is about to cast off the cloak of civilization should pack his own suitcase, and that it would be better packed in the cellar.

There is no use in going into the woods without a pair

of larrigans, and if one has larrigans he must have a pair of shoe trees for them. No real hunter would be without them. In fact a couple of pairs for each pair of larrigans is best. A pair may be broken occasionally, or someone may just carelessly toss away one or two as soon as they have been emptied! It is better not to do this, because, even after they are empty they may be used again. A hermit may be found in the woods, and if one is discovered he is almost sure to have a particularly snappy keg of cider or something, samples of which you will want to bring home with you. Anyway larrigans need a little "treeing" on the way out as well as on the way in.

When in the woods hunting the average man will do what no cave man would attempt. He will climb trees and fences with a loaded gun in his arms, or aim it at his friend and think it a great joke. He will eat such things as the guide will concoct in a frying pan or on a spittle, and go home and tell his wife what a great cook the guide is. He will get up at five o'clock in the morning and walk miles in the snow without as much as complaining of the weather.

The hunter does well to take with him a pair or two of larrigans or shoepacks, whether or not the same may be said for the trees. Time was when the moccasin was the favorite footwear for hunters, but larrigans and shoepacks soon displaced moccasins with the hunters because of the waterproof features and the snag-proof materials used in them. There is no insinuation intended in mentioning the waterproof features. A hunter needs to be waterproof from the skin out, and, of course, he is likely to be all right from that point inward.

The larrigan is a direct descendant of the moccasin and the shoepack is a sin twis—twin sister, of the larrigan. Either the shoepack or the larrigan will turn water as readily as—. Well, we won't say who it is we mean, now that these things are supposed to be taboo.

There is one thing, however, which a hunter must not do. When he has to take to water he should be careful not to go in beyond the depth of his larrigans, for if water ever gets into them, he might as well strike out for camp at once. Of course, we know that men have been known to do that very thing deliberately. In fact, they have been known to sit half a day with their feet in a creek with the hope that the water would finally soak through their larrigans, so that they could beat it for camp and get a nip of something out of the medicine chest without infringing the rules of the camp. The rules are invariably explicit in regard to the medicine chest not being tampered with except under sheer necessity, such as someone getting his feet wet, when he must of necessity ward off a chill. But that cannot be laid at the foot of the larrigan, so to speak. Anyway, the water never did soak through.

There is another kind of hunting gear for the hunter's foot that deserves some consideration, and that is the summer pack, which is usually a shorter thing, but made of good stuff. It is light in weight, thoroughly waterproof and snag-proof. Of course, without the high top it hasn't the same capacity as the higher larrigan, but she's a good little shoe if she isn't overloaded.

Looking at it from almost any angle the hunter can hardly afford to go into the woods without a pair or so of these oiled footwear. He may go out on a wet day without his rubbers in spite of his wife's protests, and suffer no evil consequences, but he can't go hunting with safety without a pair of oiled boots.

Besides they may be found very useful during the closed season for the storage of certain valuable assets, which in these arid times are none too safe in the cellar.

The well balanced person is a person who is slow at anger and who always remains cool and calculating in his procedure. He remains calm and deliberate under all conditions.

Time Now to Display Larrigans and Shoepacks

These are Seasonable Goods which Require Little Pushing to Move, but Which Must be Advertised so that Prospective Customers Will Know Where They are to be Found

IT probably never occurred to the Indian that he could make a much better covering for his feet than a pair of moccasins made from the hide of a good buck deer, tanned in his own crude way by his own camp fire. There are no records to show that "Poor Lo" ever added a little bear grease to make his moccasins waterproof. A little grease of any kind would have improved his footwear considerably. Of course, as the Indian tanned a hide considerable grease was left on the inner side and so helped to keep the water out, but compare this crude foot covering with the modern shoepack or larrigan. The white man has actually beaten the Indian at his own game. The modern shoepack or larrigan, with its comfortable fitting qualities, and its bone-dry features, is as far ahead of the Red Man's moccasin as a repeating rifle is ahead of a bow and arrow.

Not alone in the matter of waterproofing and fit is the modern shoepack or larrigan ahead of the Indian's moccasin; but the former have been made of thicker leather, which defies snags and sharp stones. A flexible, though hard and durable sole is sometimes added to make travel over rough places easier on the feet. Walking over sharp stones in the soft one-ply sole must have been more or less of a torture. The larrigan or shoepack is comfortable on any kind of road and in any kind of weather. With a pair of the high top kind on his feet the hunter or woodsman can wade knee deep in bogs, snow or slush with perfect comfort, and when the trail is hard and rough the roomy, comfortable larrigans, over two or three pairs of heavy socks, will provide a cushion sole that will take the traveller over with the maximum of comfort and the minimum of fatigue.

Many of these comfortable wearables for the feet are being sold now, as there are every fall, to hunters. There is no footwear which suits so admirably for this purpose. The man who goes to the woods equipped with larrigans or shoepacks will avoid the discomfort and dangers attendant upon wet feet.

The lumberman knows all about the shoepack and its close relative the larrigan. He knows that he cannot get along without them in the bush, and he is apt to buy not one pair, but two pairs for the winter. In fact they are such a staple article of wear among the lumbermen that the various camps stock them in their "Vans" so that the men may have a new pair when they want them.

Camps are now being outfitted for the winter's work, and the shoepack and larrigan are again in demand. It is time for the retailer to display his stock. Not all stores handle this line of goods, and so the store which does stock them must advertise where they are to be found and the different styles carried.

A few pairs of each kind of these goods on a bench at the door will, no doubt, help the sale, but they should be displayed better than this. Hang them around the store wherever they can be hung. Put up a few price tickets, window cards and mottoes directing attention to the desirability of these things and their usefulness.

Of late years the sale of boys' larrigans has increased greatly. The boys and young men, as well as young ladies, have found the larrigan a very comfortable and useful thing

for tobogganing and snowshoeing. They are comfortable, warm and waterproof and really do the feet good as a change from the stiff cells of everyday wear.

Then there is the farm boot or summer pack, a more useful shoe than any of its predecessors for the farmer. It is softer than the leather in ordinary heavy boots and more waterproof, lighter and is generally cheaper. The summer pack requires little care and can be used for any purpose about the farm. It is becoming more popular every year.

Larrigans and shoepacks may be had, as may be seen by the accompanying illustrations, in short, medium or knee length, with or without the heel and sole. That is they come in the same style as moccasins and in the style of boots. In some cases the sole runs right through to the heel, and in others it is like a half-sole. In all styles the leather in the uppers is soft and pliable and can be laced snugly around the ankle or leg.

Besides lumbermen, farmers and hunters, shoepacks and larrigans are bought and used by trappers, bushrangers, firerangers, surveyors, explorers, miners, fishermen and almost all other out-door workers. Taking all these classes of the population into consideration they represent a large number of people, and therefore provide a large field for this line of footwear. The buying season has just started; get your share of the business.

DEATH OF WELL-KNOWN TORONTO SHOEMAN

On Saturday, the 13th of November, Joseph Johnson, who for many years has conducted a retail shoe business on



Parliament street, Toronto, died at his home after an illness of about three weeks. Mr. Johnson came to Toronto from England about 35 years ago, and started in the shoe business. He was well known in the trade and found time outside of his business to devote some energy to church and fraternal work. He was a member of Carlton street Methodist Church, of King Solomon's Masonic Lodge, and the Canadian Order of Foresters. Mr.

Johnson had many friends, was a genial fellow and has been a subscriber to SHOE AND LEATHER JOURNAL for over 30 years. His son, Harold J. Johnson, conducts a shoe business on College street, Toronto, near Spadina avenue, also one on Bloor street.

INRIG SHOE CO.'S OPEN NIGHT

The Inrig Shoe Co., of Richmond Hill, Ontario, did a very bright thing in the securing the good will of the people of that town and surrounding country. It held an "Open Night," which means that the new factory was thrown open for the townspeople to come and inspect the plant, and at the same time see the operations employed in the making of shoes. It would be better if more concerns would enlist the interest of the communities in which they are located for the more people know of a concern the more they will talk about it, and the more they will talk about it to people the more they will advertise it.

On this occasion the operators were all in their places and working, and the management explained the various operations to the visitors. When leaving the people expressed their appreciation of the opportunity of seeing the plant and the courtesy shown them by the officers.

The managing director is D. Inrig, an experienced shoe man, the president is J. A. Greene, vice-presidents, E. Fahey and C. DeFerrari; secretary-treasurer, J. H. Naughton. This is a young organization, and has only recently gotten under way, but is reported to be doing well.

Some Tanners Report Trade Moving

Most of the Leather Men See Little Change in Their Business Towards Betterment, but Others Notice Improvement

"THERE has been quite a remarkable improvement within the last ten days," said Mr. Charles Robson, of the Robson Leather Company, Oshawa, when asked by a representative of THE SHOE AND LEATHER JOURNAL as to the condition of the leather trade at the present time. Mr. Robson intimated that things had been dull, though not at all depressing, but that that condition would seem now to be passing. He did not particularize as to what had given him the foundation for the statement that there had been an improvement in the leather business, and from the fact that the tannery is fairly busy, it is to be presumed that he is in receipt of at least a few nice orders. To one going through the entire plant, as THE SHOE AND LEATHER man did, there appeared to be a really large staff at work, and there was a lot of leather in process of being made and considerable already finished. The firm makes chrome sides, patents, etc., and it was noticed that there was considerable patent leather being made.

Asked as to whether or not the firm was buying in any hides Mr. Robson said they bought hides when they were offered at the right price. Prices seem to be at a pretty low ebb right now, however, and tanners must be taking some as they are offered, otherwise there would be sure to be a stiffening of prices when the demand finally arose.

King Brothers, of Whitby, could not see any great improvement in the tanning business recently. They make upper leathers and report that things are still quiet in their line, although they were not worrying at all about the future. As they saw the situation there was nothing basically wrong with the country or with business. They looked upon the present slump as simply a result of a readjustment of values, and that when things got straightened around again the tanning business would be back to normal. From their own observations of country trade shoe retailers were not experiencing any difficulty in disposing of their shoes. This opinion was largely borne out by a visit to several retail stores in the district. The first shoe retailer in that vicinity visited, was busy just at the time the reporter called and when asked, during a subsequent lull in trading, how he found business, he replied to the effect that business was all right. He had nothing to complain about. People complained a little about the prices but not much more than usual, and he was able, by keeping the catalogue of the departmental stores on his counter, to show his customers that he could sell as cheaply as they could. His business, of course, is more in the staple lines.

Another shoe retailer of the district seen claimed that there was very little difference in their trade this year as against last year, and this they accounted for by the fact that general business conditions were below normal. Trade from the country was good, the farmers appearing to be prosperous and ready to buy where value was given. "The luxury tax affected us but little," said one retailer, "and now we do not notice any difference at all," he continued. In fact, a visit to these several retailers was something of a revelation to THE SHOE AND LEATHER man. Mr. King's statement had a great deal more weight after that. At Oshawa, where the motor industries were all idle, the shoe business suffered with the others.

Messrs. Wickett & Craig, Eastern avenue, Toronto, tanners, report that business is still dull, though they main-

tain that there is nothing to grieve about. Shoe manufacturers are buying some small lots, but they have not begun to operate heavily as yet. Orders for spring have been slow in coming in, and consequently the shoe manufacturers have been slow to buy leathers. When the people begin to buy largely again there will be an improvement in the whole allied industries, was the opinion most generally expressed. Mr. Wickett has just returned from abroad, where he got in touch with the world markets.

Excepting the report from Oshawa there appears to be no signs of any immediate improvement in business among the tanners. There is nothing that can be picked out as an indication that things are going to be better soon. The only hope seems to lie in the possibility of a change in attitude on the part of the public towards buying shoes. Since the colder weather there has been a marked improvement in business among the shoe retailers, and if the stimulus thus given by the weather is sufficient to keep the public buying till the present stocks are depleted, or nearly so, there will be an improvement. Once business has picked up and shows any indication of remaining anything like normal the retailers will soon begin to consider their spring placing. As soon as that begins the shoe manufacturers will be in the market for leathers. So far this fall the public seems to have taken the attitude that it will buy no shoes as long as the old ones can be made to serve. Rough weather soon finds the vulnerable spots in the old shoes, but the trade can only guess as to whether or not there will be enough shoes worn to the point of leakiness to cause any sustained buying on the part of the public. Hundreds of girls are going to get along with the heavy stockings, oxfords and spats. They claim that they are warmer with such an outfit on than with high boots. Men, of course, will buy new shoes when the oxfords become cold. Though spats are fairly popular among men few will go so far as to make them do instead of higher shoes. There are a lot of men's shoes to be sold yet this fall. These things must reflect on the leather makers. In the meantime the leather manufacturers are pursuing a policy of watchful waiting. They are buying only what they really need or think is a bargain, and are not rushing things in the factories.

Looking at the situation from every angle there does not seem to be anything to do but wait until the public takes a notion to buy more shoes. There may be too many made for the present needs, but there is no great surplus of good shoes, and when the present retail stocks are depleted there will be a heavy demand upon the factories, and the factories will then be in the market to get leather. Until that time comes the leather man is satisfied to wait. There will be no smashing of prices on his part. There will be some recessions according to replacement values, however.

C. L. OWENS IN HOSPITAL

The many friends of C. L. Owens, of the Owens-Elmes Co., retailers and manufacturers, Toronto, will regret to know that he is in hospital after an operation for appendicitis. Mr. Owens was in New York on business and was taken ill while there. A consultation of doctors in that city advised an immediate operation, but with determined will power he came home before and the operation was performed in Toronto. He is progressing very favorably and will be out of hospital in the course of ten days or less. Both the retail and manufacturing businesses are running uninterruptedly and are not affected by Mr. Owen's illness.

To advertise once in a while is as likely to cause business indigestion as only to eat meals spasmodically, or when the hunger is very great. Be steady. Be consistent, and you will likely be successful.

Manufacturing Plants Show More Activity

While Spring Orders have Not Swamped Anybody Some Factories have Enough Business in Sight to Dispel any Tendency to Gloom

WHILE some of the shoe manufacturing plants are not overburdened with spring orders, there are others which have enough business in sight to make them feel that things are now shaping around to a period of better business. Even without spring orders there is considerable business for the makers of almost all the best lines of shoes. There seems to be now considerable sorting up of stocks on the part of the shoe retailer, which would indicate that the stocks on the shelves are now getting down to something like normal, and in some lines down to the point where they must be replaced if the retailer is to do any business at all. These orders are keeping most of the factories going, in a way at least. None of them are running at anything like their full capacity, or much over half capacity, but they are all running. The best operators are being usefully employed and there has been nothing said, with the exception of in the case of one or two factories, about any reduction in wages. There is a distinctly better regard on the part of employees for their positions, and those now working are putting their best into the job. The result is bound to be better production and better made shoes.

Mr. C. S. Corson, of the Corson Shoe Manufacturing Company, Sterling Road, Toronto, when asked as to the condition of business the other day said: "Business is not too bad at all just now with us. We have orders on our books for a hundred thousand dollars' worth of goods for spring."

A run through the fine big plant showed many busy workers, men and women, at their machines. The quality and finish of the work being turned out is, of course, up to the high standard of excellence set by this concern. The shoes bear the Regal stamp, and must be made to standard. Comfort, style and fit is claimed for them, and the shoes seen on the racks in the factory looked all of that. The workers in this plant seemed to be industrious, contented and intent upon doing good work. Working conditions certainly appear to be greatly in their favor as far as plan equipment and conveniences are concerned.

Mr. Corson had just come from Montreal, and reported things there as not being as bad as some reports would convey. Factories in the east were admittedly none too busy, but there was no one feeling pessimistic about the situation, he said. Some business was being done both in regard to spring orders and those for immediate delivery.

The Newport Shoe Company, Ryerson and Wolesley streets, Toronto, reports a steady business in their special line. They make women's turn shoes exclusively, and a considerable quantity of material was shown in process of being made into shoes. A large staff is not being carried as yet, but as a matter of fact, there is considerable work in the factory behind schedule, on account of a shortage of men who are accustomed to the turn-sole work. Orders were said to be coming in for spring delivery, and considerable business was being done in filling orders for immediate shipment. "Two nice orders arrived this morning," said Mr. Booty, in discussing the situation with a representative of THE SHOE AND LEATHER JOURNAL. "They are not to say big orders at all, but with others that have been coming along they make quite a little volume," he said.

The F. J. Weston Company, wholesale jobbers, report a continued fair business, especially in sorting orders, and say they have nothing whatever to complain about. All things being considered business has been good, it is claimed by them.

Walker, Parker & Co. report a very fair amount of business on hand; in fact their factory seemed to be one of the busiest visited in the district. Of course, their lines are more or less standard in character, and do not seem to be quite as much affected by the general demand for cheapness. The firm states that until there is a decided drop in the cost of high grade materials there is not much prospect of cheaper footwear in their class.

The turn to colder weather will undoubtedly help move some of the stocks now on the shelves of the retail stores, and when this begins to reflect on the business of the jobber and the manufacturer there ought to be a noticeable quickening in the business of sorting up and, perhaps, also a little revival may be noticed in spring placing. Retailers admittedly had pretty heavy stocks at the beginning of the fall season's buying, and although business has been dull with the retailers, they have been selling some shoes and the business spread over the last two or three months if considered in bulk would make a considerable showing. Undoubtedly, many of the retailers still have too much on their shelves for their own peace of mind, but, on the other hand, there is some evidence to show that many retailers have already reached that happy consummation where they can again rest in tranquility concerning their business, and have withdrawn from the ranks of those who are still trying to reduce their stocks by means of sharp cuts and heavy advertising. These happy merchants are placing their orders for spring needs and will be in the favorable position before the sun again shines on both sides of the fence.

The shoe retailer who has not yet reduced his holdings sufficiently, for the most part, is still plugging away and will have a good impression made on the surplus stocks by Christmas at least. Here and there will be found a retailer who has so much on his shelves that he will not be able to get rid of enough of it before the holiday season, and will try to hold a lot of the more staple lines over till spring. In some cases this may be unavoidable, but where the stuff can be unloaded it will undoubtedly be better to do it. There is no further great recession in the prices of shoes expected, but there will be some differences in styles for spring and there have already been some cuts made in the prices which will make it hard to realize as much as even staple lines in the spring as is being realized for the same stock by those who are fortunate enough to find a market for them now.

All this being so, and the retailers being the shrewd men that they are, there is bound to be a picking up in business, from the manufacturer's standpoint, in the near future. It will not be out of place to again reiterate the statement that there is a great danger of too many holding off until after Christmas to place orders for spring. Anyone familiar with the shoe business knows that the manufacturers cannot cram five months' work into two or three. They must have the orders in sight before they can begin to operate on a large scale, and unless they operate on a large scale soon there will be a shortage of boots and shoes for the spring.

AVERAGE RETAIL SHOE TURNOVER

A survey made by the National Shoe Retailers' Association of the United States shows that the average turnover per year in twenty-five representative shoe stores was 2.42. The highest was 4.56 and the lowest 1.23. The stores ranged in volume of trade from \$50,000 to \$500,000 annually, and the basis upon which the figuring was done was on the actual stock value of the merchandise.



People Patronize the Dealer Who Gives Them
GOOD MATERIAL and **GOOD WORKMANSHIP**

Do Your Shoe Repairing with the Best.

TENAX SOLES
 ———— AND ————
“SCOOP” HEELS

Always satisfy the customer and make neat repairing easy—
 The Workmanship is up to you.

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HEAD OFFICES AND FACTORY, TORONTO

BRANCHES: HALIFAX, MONTREAL, OTTAWA, FORT WILLIAM, WINNIPEG, REGINA, SASKATOON,
 EDMONTON, CALGARY, LETHBRIDGE, VANCOUVER, VICTORIA.

Selling Rubbers

Don't Overlook Rubber Selling—Displays Will Pay—Rubbers Are Easy to Sell, as They Do Not Require Much Time to Fit

HOW much attention do you give to selling rubbers? That is in a special way. It is quite possible the majority of shoe men do not give this the attention it deserves. There is good profit in rubbers, and they certainly do not require the time to sell that must be devoted to regular shoe selling, because it is a very easy matter to fit rubbers compared with shoes. In our article on show cards in this number we refer to having a card placed in the store calling attention to the fact that you have rubbers and the season is present when rubbers may be needed. This will be a constant reminder to your trade that you have rubbers and also may remind them that they need these articles.

As intimated in the opening of this article, not enough importance is given to the sale of these goods. That is, not enough extra effort. Of course, the wise salesman at this season of year will suggest rubbers when a pair of shoes are sold, but there are many times when he will not think to do this. A few small cards about four inches deep by 14 long, with such wording as "We sell rubbers," "This is Rubber Season," "Wear Rubbers and protect your shoes," and similar expressions will do much in the way of selling these goods. These cards, being small in size, can be tacked in various places about the store and will catch the eyes of customers and have a wonderful effect in the way of increasing sales.

An attractive window display will also greatly increase sales. We are conscious there is an old idea against window displays that has out-lived its usefulness. It is nothing more now than an excuse. It is that the sun will hurt the rubbers when displayed in the window. A week's showing of these goods will not hurt them the least little bit. The average store to-day should have, and does have, awnings or other protection from the sun that prevent the direct rays falling on to the goods on display in windows, so there is little fear from that source.

A very attractive window is quite possible with nothing but rubbers displayed. Send to the manufacturers and obtain some pieces of raw rubber, both in the ball and in sheets, and also a rubber cut in two. These with a neat card, telling what each piece is, will attract attention and interest. If you can obtain from some magazines pictures showing something of the collecting of rubber, or the process of making rubbers, these will add interest to the display.

Secure a glass dish of some kind, large enough to permit a pair of rubbers to sit in it. Use children's size for this. Put water into the dish and weight the rubbers so they will go to the bottom and do not allow the water to come high enough to flow over the top. A small card on this dish written with pen with the explanation that these goods are "waterproof" will complete this unit of the display. Make this a centre piece for the window. If you have the dish large enough and place into it two or three good fish it will increase the interest very much.

Now display the various kinds of rubbers you have in stock. There are many stores in the larger cities who cater to a limited trade. That is they may sell only shoes for men. Others for women, and some only for men and women. But the great majority of stores in the smaller towns and cities, and many in the large cities, carry a general line of footwear for the accommodation of all people. That will mean they cater to everybody. Heavy rubber knee boots will be carried as well as overshoes of the heavy type. The

heaviest boots can be shown and all lines in between right down to the lightest rubbers for misses and children. A window of this kind, that is made up of all rubbers, will look very attractive. It may surprise even the shoe retailer himself when he discovers how very many kinds of rubbers he has in stock. This will be the more impressive when the display is gathered in one place—the window. In conjunction with this window showing it might be well to run a special priced line merely as a trade drawer. Say you took even as little as a third of the profit off one line and featured the price of that. You will create a good impression about your prices by this method.

This suggestion refers to an all rubber shoe window. That is, it is not intended that leather goods shall appear in the display. But it will be wise in the regular window displays to insert a few pairs of rubbers merely as a reminder that it is rubber time in your neighborhood. The finer lines can be used with displays of fine goods, and where staples are shown a few pairs of heavier rubbers and boots may be displayed.

Rubber Notes

Most of the regular rubber shoe stocks are in the hands of dealers who are now looking for a chance to get them onto the feet of their customers. So far the opportunity has been very slim. There has been no snow and little cold weather, except in the west where, fortunately, there has been a little more activity in all kinds of footwear within the past two weeks. Manufacturers claim that so far the season in sporting goods has not been up to last in volume. Apparently the general tendency to hold back on buying has hit the rubber business in common with others. No doubt the advance in the list has had something to do with it, as dealers cannot see why rubbers should go up when other footwear as well as commodities generally are downward in trend. Manufacturers say that they have only advanced prices here about one half the percentage represented in the new American list, and say that none of them made a profit on last season's business. They point to the continued strength of the fabric market as off-setting any drop in raw rubber.

Raw Rubber Market

The raw rubber market continues to weaken and last week touched 20c. This is less than half what it was a year ago, and a quarter of what it was four years back. Rubber producers have become alarmed, especially those who handle wild rubber from South America and Africa, and who see the possibilities of the extinction of the business through its becoming unprofitable. Plantation producers got together last month at the Hague in Holland, and decided upon a policy of reducing the output by at least twenty-five per cent. Statistics show that available supplies are about that amount greater than the possible demand for the product during the next twelve months. The slackening up of the automobile business, as well as the cessation of war activities are blamed for the failing demand for rubber.

NOVELTY SHOES SELLING

A report from New York says that novelty shoes are selling well in women's lines. Grey suede oxfords, straps and even high boots seem to be in good demand. A buttoned boot with a silver gray top and patent vamp had a prominent place in a display made by one of the high class shoe stores, the proprietor of which says he is finding a ready sale for this and all lines of the more expensive and distinctive class. Strap effects are particularly active, and all low cuts with attractive spats seem to be the thing with the "four hundred."



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Shoepacks and Larrigans

has its logical result in the LONGER WEAR which they invariably extend. Such satisfactory wear service can only establish them as favorites with wearers of Oil Tan Footwear. They are made to stand the hardest test.

Be ready with plenty of Lumber Kings for the Fall and Winter Season. You will find them the strongest selling line of Oil Tans you can handle.

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The Lumber King Line is a line for Greater Values—
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are the best values you can offer in heavy footwear
for the out door worker. The reliable quality in mate-
rial and workmanship assures their wide popularity
and steady demand—shoes you can sell the year round.

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with the kind of Heavy Footwear that will mean their
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Through actual superiority—excellence of Quality and greatness of Value—the dominating position in Oil Tanned footwear Production and Selling is held by

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Shoepacks, Larrigans, Farm Packs



No. 040½

Men's Knee High
Draw String Pack



98X
Men's 12-inch Leg Farm Pack
Sole and Tap

There Is No Better Material

or none more perfectly adapted for this kind of footwear than our **Chromoil Tannage**. Neither is there any better workmanship than we put into the making of our goods. With their wonderful **Strength** they will stand the hardest test of wear and exposure.

To make this your best Oil Tan Season yet sell and recommend our "**CHROMOILS.**" They have everything beaten for **Sales** as well as **Service**. Don't delay but **ORDER NOW** and be ready for the daily demand.

PALMER-McLELLAN

Fredericton, N.B.

ENGLISH TRADE CONDITIONS

The officer in charge of the Department of Overseas Trade at Toronto supplies the following information as coming from the head office in London, England:

Hides and skins have generally tended to decline, for although demand has been of moderate dimensions, supplies at the recent auctions were in excess of demand. Calf skins and best lambs were the exceptions, and prices were generally firmly maintained for these descriptions. Foreign hides were in limited demand as tanners are disinclined to buy much ahead while conditions generally are so unsettled.

In the leather industry there has been no maintained improvement since last month. Demand at one time showed a slight spurt, but this has since fallen off and business is again very quiet. The slackness has been followed by some slight reductions in prices for certain descriptions, but best class sole leather is still selling at high prices and few tanners are particularly well stocked with supplies. Light bends for ladies' shoes have, possibly, been the most attractive qualities and fair sales have been made, while there has been some increase in the demand for bends suitable for lower priced footwear, which would appear to indicate the intention in certain quarters of placing cheaper boots on the market while maintaining the prices of high grades. Upper leather and glacé kid sell very slowly, and in the latter case at least, sellers have been compelled to accept lower prices, despite the fact that importations from America have decreased materially of late owing to the adverse rate of exchange.

Export trade is only moderate and manufacturers would welcome an increase in orders as they are now in possession, in most cases, of ample stocks and could effect early delivery.

A feature of considerable interest to the trade has been the recent amalgamation of two large firms of tanners, leather factors, merchants, etc., under the title of Barrow, Hepburn & Gale, Limited. The two amalgamating companies were Hepburn, Gale & Ross, Limited, and Samuel Barrow & Bror, Limited, both of Bermondsey, and the new company will, it is understood have a capital of about £2,500,000. The amalgamation has undoubtedly resulted in a very powerful combination, and the firm is now in an exceedingly strong position to deal with increased export trade.

In the boot and shoe trade the position remains much the same. Stocks in this country of practically all classes of boots and shoes are being accumulated, and any enquiries from overseas can now be dealt with on a satisfactory basis as regards delivery.

Demand generally is dull, the public in this, as in other cases, having apparently reduced their purchases to a minimum pending the materialization of the hoped for reduc-

tion in prices. Consequently, many factories continue to work short time, but, even so, production appears to be proceeding at a rate greater than consumption. Nevertheless, the opinion is fairly freely expressed that this will prove only a temporary phase and that the spring will initiate a revival of buying. Certain special seasonal lines are moving off briskly, such descriptions as football boots and smart evening and dancing shoes being in great demand. It is, indeed, reported from one centre that the demand for the last-named has never been exceeded.

Overseas demands for army boots continue fairly numerous, and the export demand as a whole reaches moderately good dimensions. In order to encourage overseas buyers many exporters have made reductions in prices, and in the majority of cases boots and shoes for export are being sold at prices well below those quoted on the home market.

A REAL RACER

Not every one knows that W. S. Edwards, of Edwards & Edwards, of Toronto, and Woodbridge, is a motor boat enthusiast. His many friends know he is some sport with a gun, and that he likes to explore the far-away regions of the north and touch spots where white man has not been, but not every one knows of his motor boat activities. And his boat is no ordinary water piece at that. Fast is no name for it. In fact it is called "The Vamp." This craft is one of the new additions to the flotilla of Lake Simcoe. She is one of the speediest cruisers in Canada. She has a splendid records for fast achievements down on the St. Lawrence. For two successive years she won everything in sight on Lake St. Louis at the St. Lawrence regattas. And this summer Mr. Edwards, with a party of six, brought her through from Montreal to Lake Simcoe, Ontario, without the slightest mishap, and she looked on arrival as if she were good for a trip round the world.

The illustration shows a good view of her, and the inset picture is that of Mr. Edwards, the owner, in the cap, and the other is Harry Lucas, the glove manufacturer of Montreal who is to Quebec what Griffith B. Clarke is to Ontario in the displacement boat races. He won first in Montreal, three years in succession and lost this year only by an inch or so. Wait till next season and hear more about W. S. and this speed-craft.

The pictures of Mr. H. Reed and Miss E. Balmer, of the shoe department of the Robert Simpson Co. of Toronto, appear in the Foot Specialist, the house organ of the Scholl's Foot Specialist Co. They look after the work in the men's and women's departments respectively, of feet that need corrective appliances.

Mr. Edwards' new boat, the "Vamp."





Be Ready
For the Season's Big Demand In
MOOSE HEAD BRAND

Shoepacks, Larrigans, Moccasins,
Driving Packs, Etc.

Every dealer should assure himself NOW of having an adequate supply of Moose Head Brand Oil Tans. The Trade has nothing better to offer in this kind of Footwear. The people KNOW them. They sell the EASIEST and serve the BEST.

Our extensive line will meet all your requirements and Moose Head Standards are unvarying throughout the entire range.

JOHN PALMER CO., LIMITED
Fredericton, N.B.

Toronto's Chain of Repair Stores

Firts Limited Co. to Start a Chain of Repair Stores in Toronto—Four Links Already in the Chain and More Will be Added

IN a recent number of this journal we made mention of a shoe repair company operating under charter in Toronto. This, we think, is the first limited company to operate a chain of repair stores in this city. Since the company's organization it has been forging ahead steadily. It has



The Yonge Street Store. Mr. Butterworth second from the right.

recently issued a prospectus in which are shown three of its stores and mention made of the fourth which is now in operation.

The organization of this company was a conception of Arthur Butterworth, the president and general manager of the new concern. Mr. Butterworth, six years ago, was a confectionery traveller, and he says all he knew then about shoes was to buy a pair, put them on and lace them up, and about half the time he had broken laces at that. But, he thought there was a future in the shoe repairing business and bought a store. He did not sit around and expect other men to work while he just collected the money. He gave up his travelling position, donned a long over-all coat and started in to repair shoes. Nor did he grow tired of the new job. He stuck. Day after day he could be seen in his store working at his Goodyear repair outfit and customers could not tell but he was an old hand at the job. We mention this because

there are those who think a man must have served a long apprenticeship on the bench before he can make a success of the repairing business. But so greatly has been the changes and improvements in the repairing industry, through the introduction of machinery, that this old idea has been refuted. After six years Mr. Butterworth may still be seen part of the day at his Yonge street shop working with the adeptness of one who had been born to the business. The other part of the day he visits the other stores and smoothes out the kinks that may get into the chain.

Shortly after purchasing his first store he decided to buy another, and a little later added a third one to his list. The third one he sold, however, after a short time. But his success with his two stores was such that he conceived the chain-store idea to be operated by a limited company. And this is no wild cat scheme to sell stock. The company do not care whether they sell a share of stock or not. In the company are Mr. Butterworth's wife and son, and two business friends.

The success Mr. Butterworth has made of his several ventures, both financially and practically, is sufficient assurance that the stores in the chain he has forged will be as successful as those he operated before forming the new company. As a business man he has always been successful, and as a worker he is always on the job. He has been one of the hardest workers of the Toronto Repairmen's Association, and has filled the offices of treasurer and secretary most efficiently. His suggestions and advice have always been heard with interest and many of the former have been acted upon with good results to the Association.

He is a good mixer, can sing a song that will draw an encore, is a member of several fraternal societies, including the Chapter, and is an all round good fellow with a big heart.



Dundas Street store. Mr. Butterworth second from left.

The three stores shown in the illustrations give a good idea of the type of premises he has in his chain. He has named the company after his Yonge street store (which has always been his favorite), The Practical Shoe Repair Company, Limited. He has now in operation another store on College street, which is as up-to-date as are any of these, and much of the equipment in it is brand new.



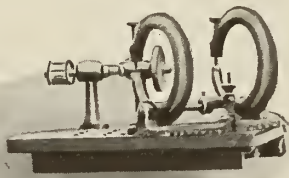
Queen Street Store

In buying cut stock, always keep in mind that leather for soles should not be used if it will not finish well or give reasonable service to your customer. There is nothing so exaggerated in the human mind as the size and continuation of profit which is made out of inferior or counterfeit stock, and it should never be used if it weakens the enduring quality of the shoe. Have moral courage sufficient to know that genuine and good service will always prove most profitable.

You Can Get the Business

Don't delay the installation of repair machinery, doubling the volume of your business.

In 217 cases this year, all are profitable—the majority since the third week.



The "Universal" Skate Grinder (Patent applied for) is the last word in simplicity and in efficiency

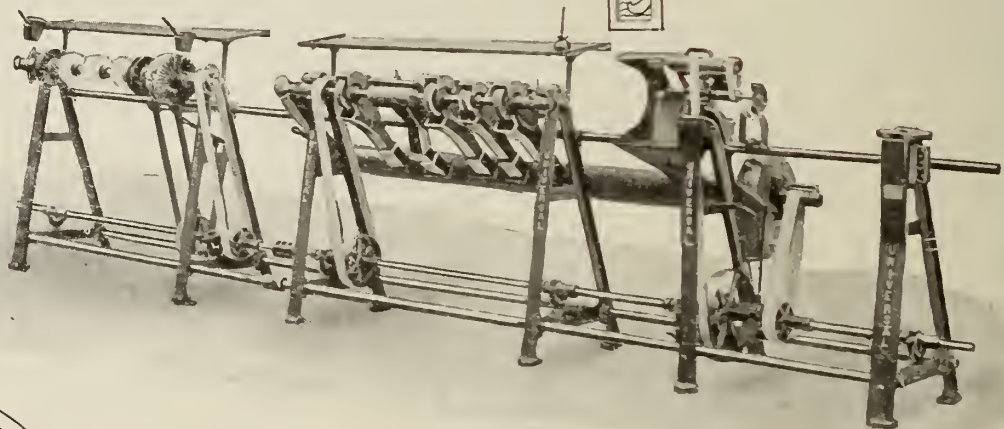
THIS SKATE GRINDER FITS ANY MACHINE. SPECIAL FEATURES MAKE IT EASIER TO HANDLE AND ALMOST "FOOL PROOF."

Write now for Catalogue and Prices

Universal Shoe Machinery
of Canada Limited

186 QUEEN ST.

MONTREAL



MADE IN CANADA

MODEL FF. 18'
With STITCHER LEG

UNIVERSAL MACHINE

better work in less time

Mention "Shoe and Leather Journal" when writing an advertiser

Earns 37% on Value of Repairs

In March 1920, an Ontario merchant opened a repair department.

Up to November 1st, his repair work had netted him a profit of 37% in the work done.

He knows his trade better too.

Get Into Line With The New Idea

No Royalty No Duty

The High Cost of Shoe Repairing

Customers and Repairer to Blame, Says Commission on the Necessaries of Life—Advice to Retailer, Repairman and Public Contained in Report

MAYOR Charles H. Adams of the Commission on the Necessaries of Life which recently investigated this business in Massachusetts says:

Customers of retail shoe stores who leave their shoes to be sent out to some repair shop, request credit, and then ask the shoe store for delivery of the shoes, should be made to pay for such service, the report points out. The variation in prices is due, in part, to careless buying of materials on the part of the repair man, it is found.

Repairing Jumped into Prominence

Until recently shoe repairing has been regarded as a side line or incidental to the shoe trade. With the increased cost of shoes, as well as improvements in wearing qualities, the conservation of shoes has become an important factor. Shoes of fine quality are now repaired several times without impairment of style or ease. The business amounts to more than twenty million dollars a year in Massachusetts and gives employment to several thousand men. Machinery for shoe repairing, highly developed, has standardized the business and improved the workmanship and quality of the job. The business has grown so fast that shops have been overworked and prices have increased on account of the growth of the demand as well as the increased cost of leather, other materials, labor and overhead charges. Many complaints have been received by this commission. There are one-man shops run by experienced, high grade repairers, and many which are without much skill in workmanship or training in the industry, where prices are made both too high and too low, where men follow the prices put out by larger firms or charge whatever the traffic will bear and the customer can be made to pay.

There is great variation in price and that without entire regard either to the quality of the stock or the character of the workmanship. For example, whole soles and heels vary from \$2.15 to \$4.00, with an occasional firm charging \$4.50, and in one case the prize was \$6.00 for hand-sewed work. Half soles vary from 75 cents to \$2.75; leather heels from thirty-five cents to seventy-five cents and rubber heels from forty to seventy-five cents. The leather for whole soles costs from sixty cents to \$1.30 per pair and there are substantially twenty-five different grades or qualities. Half-soles cost practically one-half or less and soles for women's shoes, because of smaller sizes and lighter stock, cost forty per cent. less than for men's shoes.

Machinery for shoe repairing is sold either outright, on leases, easy terms of payment or placed in shops on royalty. The cost for these machines per pair varies from two to three cents. Some of the large and best managed shops figure their jobs on men's shoes as follows:

Leather (varies from 60 cents to \$1.30)	\$1.00
Heels (from 8 cents to 25 cents).....	.25
Machine.....	.03
Thread and other materials.....	.05
Labor, ½ hour.....	.65
A total of.....	\$1.98
About 40 per cent. for overhead.....	.77
Total.....	\$2.75

Some fine repairers claim more than one-half hour's time for the job. In some cases these jobs reach the repair man through a retail store and these stores add from fifty cents to \$1.25 as their profit in handling the order, frequently giving credit and the delivery of the shoes. Customers requiring this service should pay for it. Their cost may be reduced by waiving the service and shopping around among repairers who do work at lower prices.

The shoe-repairing business has not yet taken its place in prominent shops as in some other parts of the country. It is frequently located in unattractive alleys and basements. It continues with the added disadvantage of dealing with its customers through retail stores.

Poor Buying Policies Apparent

The repair business is not always well managed as to the buying of stock. With few exceptions it does not buy stock either of the big leather concerns or the sole-cutting concerns, but buys supplies through still another channel, and paying a profit to a peddler or jobber of heels and soles. The present reduction in the price of leather is absorbed before it reaches the repair man. Thus the repair man who does the work makes no great money, buying his stock of a third party, paying at least one extra profit and delivering his product to his customers through another party either at the expense of his customer or himself.

Modern shoe-repairing machinery, a product of Massachusetts, has standardized the labor and in a great degree the quality of the work. There is no way of standardization of the leather, and no customer can tell after the job has been finished as to the quality of the stock.

Some Excellent Substitutes

Many excellent substitutes for leather are used and many of them are claimed to be superior in wearing qualities. The cost is generally at least 25 per cent. less and in style, appearance and wear they easily rival the high-grade sole leather. The price of the complete job varies from \$1.40 to \$3.25 with no variation in the quality of the stock. Composition soles, rubber heels, and indeed leather soles, are for sale in many department stores, and the repairing of shoes in the home is becoming common. Shoe-repairing outfits for the home are on sale in hardware stores. Much of the repair work in the small shops is done by men who learned to repair shoes in their homes before coming to this country and therefore took up shoe-repairing as unskilled labor. From these small shops have grown the shops now employing a number of men and equipped with machines.

In some of the Western States shoe-repairing is taught in the schools, as a branch of manual training, and with the manufacture and sale of composition soles and heels readily fitted, the home repairing is likely to increase.

Price in Control of Customer

The price of repair work is largely in control of the customer, who may find satisfactory work at a great variety of prices. He may buy his own stock and have it put on; he may easily seek out shops where prices are at the minimum without much charge for management or overhead, or, if he prefers service and credit and convenience, it may be found in the best appointed shoe stores so numerous throughout the state.

The shoe-repairer may better serve the public by shops better organized, better buying of stock, and directly dealing with his customers. Such shops may properly deal in shoe findings, shoe polish, and conduct a shoe-shining business to attract trade and profit.

The customers, by shopping around, will find free competition, a variety of prices, may select the stock in either leather or standard makes of composition soles and heels, and an opportunity to save something by self-service.



The Price is Right

BEFORE we offered this and other novelties to the trade, we settled the price question.

We knew that exorbitantly priced shoes had seen their day.

This is the season of the good shoe at the moderate price.

Made in Beautiful Colors

Women's fashions in all centers have declared for these novelty shoes in attractive colors.

We only ask that you carefully inspect the many samples we have to show.

Their colors, their style and value will do the rest.

When a new style movement is developed to increase your sales, "Diana" Welts and Turns, and "Regina" McKays, are showing samples **FIRST**

SOLD BY GOOD JOBBERS EVERYWHERE

The Regina Shoe Co., Limited
MONTREAL, QUE.



AMONG THE SHOE MEN.



The shoe factories of Brampton are reported to be running full time and very busy.

Frank Wagner, of the Wagner Shoe Co., Aylmer, Ont., was a business visitor in Toronto last week.

Jas. Sutherland, representing the Geo. A. Slater Co., Montreal, was in Toronto last week calling on the trade.

W. V. Ecclestone, manager of the T. Eaton Shoe department, Toronto, was a business visitor to New York recently.

Peter Doig, the popular sales manager of the Tetrault Shoe Co., Montreal, has been pending a week or so in Toronto.

Mr. Lock, buyer for the T. Eaton Co., Winnipeg, Store shoe department, has returned to Winnipeg after a visit to the East.

Percy Carroll, who represented Nathan Cummings in the Maritime Provinces, is now in the Brockton Shoe Store, Montreal.

Bert Clarksoń, who was with the Johnston & Murray retail shoe company in London, is going on the road for a Quebec house.

L. C. Van Geel, of the Tillsonburg Shoe Co., was in Toronto, Ottawa and Montreal last week calling on customers of his firm.

Adams Bros.' leather goods warehouse in Winnipeg was destroyed by fire recently, and the loss is reported at \$400,000, but is well insured.

John Guinane, shoe retailer on King street west, Toronto, expects to move from his present place to a more commodious store on Yonge street.

A representative of the Hector Shoe Co., Montreal, paid a visit to the company's customers in Toronto and other Ontario centres last week.

Geo. Findlay, who has conducted a shoe store on McNab street, Hamilton, for a number of years, is opening a new store on Barton street east, in that city.

Rosecrans Murphy, a shoe traveller who covers western Canada with a line of U.S. shoes, met with a motor accident in Chicago recently and fractured his right leg.

The tannery in connection with the John Palmer Shoe Factory, at Fredericton, N.B., has closed for a few weeks. The firm say they will start again in December if not before.

The Neolin People are demonstrating their soles in various repair shops in Ontario. They recently gave one in the Modern Shoe Repairing Co.'s shop in Kitchener, Ont.

A glove factory and the shoe store of Alfred Longpre, as well as shoe store of Maison A. Binette were damaged by fire and water. All three places are situated on Ontario street, Montreal.

The representative of the Hartman Shoe Co., of Haverhill, Mass., makers of high class white canvas and satin shoes, has been taking in Canadian cities on his way to Chicago and the west.

The United Last Co. of Montreal, are having erected for them at Montford Junction, P.Q., two storage sheds for blocks for their business in Montreal. These structures will run into about \$50,000.

Mr. Wm. F. Smith has just opened at 77 Victoria street, Toronto, a large range of samples of boots and shoes, larrigans, shoepacks and rubbers for James Robinson, Limited,

Montreal, the well-known wholesalers of that city. Mr. Smith is well known in the trade, and with the extensive range of goods handled should do a good business from this new point of vantage.

L. O. Breithaupt, sales manager of the Breithaupt Leather Co., Kitchener, Ont., is receiving the congratulations of his friends. The doctor phoned from the General Hospital, Toronto, that it was a daughter.

The John Agnew's shoe business in London has been moved a block or so farther east on Dundas street. A larger store is now occupied and is being remodelled, and will have a modern front in addition to the interior rearrangement.

Dad Quick, a saddler of Vancouver, B.C., recently celebrated his one hundredth birthday anniversary. He still works at his trade and claims to have made the first sewing machine under the instructions of Mr. Howe, in 1844.

Mr. A. B. MacKenzie, of the MacKenzie Crowe Co., Ridgetown, N.S., was registered at The Queen's Hotel recently. He was in Toronto on a business trip, and reports business good up to the time the slump arrived and not so bad since that time.

Henry Frechette, sales manager of the Canadian Footwear Co., Montreal, has been calling on his business friends in Toronto and other western Ontario cities. Mr. Frechette is one of those optimistic fellows who always smiles and says business is good.

VANCOUVER NOTES

J. Robertson has opened a repair stand on Lonsdale avenue, North Vancouver.

R. B. Francis, manager of the B.C. Leather & Findings Co., has just returned from a business trip in the East.

Johnson's Big Shoe Store, New Westminster, has put on a monster shoe sale, which is claimed to be the greatest that has been in that city.

Trade continues to be brisk, and clearance sales are in operation with nearly all the stores. Rumors are current of reduction in prices for the Spring, and shoe men do not want to be caught with large stocks on hand. There are some retailers carrying very heavy stocks bought at high prices.

E. Webb, late of Portland and Victoria, who recently bought the Standard Shoe Repair shop on Robson street, has also opened a retail and repairing store on Granville street. Mr. Webb, who is a practical shoe man, has equipped the store with modern machinery in anticipation of a large business.

WINNIPEG NOTES

The Ryan Devlin Shoe Co. moved into their new store in the old Clarendon Block, but will continue the old store until the end of the year. Mr. Marshall, the manager, says they purpose carrying everything a particular man or woman desires for their footwear. The new store is very attractive, has a fine frontage on Portage avenue with excellent show windows. The fixtures run to the ceiling, and there is an easy working balcony running all around the store. The

Employment Exchange

Bona-fide advertisements of Situations Wanted or Situations Vacant in shoe and leather trade inserted free of charge. Space limit—one inch.

SALES MANAGER—Wanted for Ottawa Branch of large wholesale shoe house. State fully experience, age, salary expected and when available, in strict confidence. Box C.E.L. 14, SHOE AND LEATHER JOURNAL, 510 Coristine Building, Montreal.

SHOE AND RUBBER SALESMAN—For Ottawa territory. State experience, salary expected and when available. Box C.E.L. 15 SHOE AND LEATHER JOURNAL, 510 Coristine Building, Montreal.

TRAVELLER, with good connection in Alberta and British Columbia, wants full line of shoes from manufacturer. Salary and commission. Ready to start trip in January. Send full particulars to Box 915, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto, Ont.

WANTED—Experienced Shoe Salesman for Sample Room of Toronto Wholesale House. Excellent opportunity for advancement. Apply Box 914 SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

HIDE BUYER WANTED by Canadian Tanner. Must be exceptionally capable, with thorough experience inspecting and buying hides, Wet, Salted and Dry. Apply Box 912, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

TRAVELLERS WANTED—Well educated, good appearance and good connection, to represent us in Canada. Our Shoes, service, quality and recommendations unsurpassed. Factory at Belleville. Apply, Natural Tread Shoes, Limited, 310 Yonge St., Toronto.

YOUNG MAN, experienced in the shoe business, seeks position with high-class shoe manufacturing firm or retailer. Apply Box 911, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto, Ontario.

SHOE TRAVELLER WANTED to carry a good line of "Shoe Laces" for Ontario, New Brunswick and Nova Scotia as a side line. Good commission paid. Address "Laces" Box 1934, Montreal, Que.

WANTED—Line of shoes or mitt and glove samples from manufacturer for either wholesale or retail trade, for all western provinces or portion. Address, E. A. Dagg, Manufacturers' Agent, 447 Pender street west, Vancouver, B.C.

POSITION AS TRAVELLER with company handling Boots or Shoes or Shoe Findings or Rubber Goods. Have a good connection with the shoe trade in Eastern and Western Ontario. Apply Box 910, SHOE AND LEATHER JOURNAL, 545 King Street W., Toronto. Ont.

FOR SALE—An up-to-date Shoe Repair Shop equipped with a Progressive electric shoe finisher, Singer sewing machine, Solidity jack, and all other tools and shoe findings necessary for the trade. Situated in a very good location. Doing all the business that a very lively shoemaker can do, and can be increased if desired. Price very moderate. Cause of sale, leaving country. Apply M. Cardmon, 212-13th Street, South, Lethbridge, Alta.

MANUFACTURERS' AGENT, with fifteen years' experience, wants to act as representative for some reliable manufacturers of good lines of Boots, Shoes, etc., for the Province of Quebec, on 5% commission basis. Knows lines well—35 years of age—Married. Writes and speaks both English and French. Member of Montreal Board of Trade also Chambre de Commerce, District Montreal. Best of references. Only A1 firms wanted. Apply Box 913, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

COLONIAL HIDE COMPANY

MONTREAL PACKER HIDES.
COUNTRY and CITY HIDES.
CALFSKINS.

Close trimmed, thoroughly fleshed.

274 Wellington St., Montreal, P. Q.

Quebec, P. Q., St. John, N. B. Three Rivers, P. Q.
Ottawa, Ont. Peterboro, Ont. Windsor, N. S.

office is at the back and the shoe repairing department is in the basement.

Mr. McMullen, formerly first assistant in the T. Eaton Co.'s men's shoe department, and later city traveller for Kilgour, Rimer Co., has entered into partnership with Mr. Snell, who was first assistant in the women's section of the T. Eaton Co.'s shoe department, and will open a general store in Elmwood, a suburb of Winnipeg.

Snow arrived on the 8th of November and brisked up business wonderfully. Rubbers and felts were in great demand.

L. Farewell, manager of the new Hart Shoe Store in Winnipeg, says he is more than pleased with the business of the new store since it has been opened.

John Affleck, of the Yale Shoe Store, reports that business has been good with him, and when the cold weather becomes a reality for seven days in the week it will be better.



Examine Samples of Our Welting

and bear in mind that their notable quality and workmanship characterize every inch of welting we produce. The finest packer hides, expert workmen, adequate facilities and twenty-five years of experience are primary factors that contribute to the results produced.

PRICES AND SAMPLES GLADLY SENT ON REQUEST

BROCKTON WELTING CO.

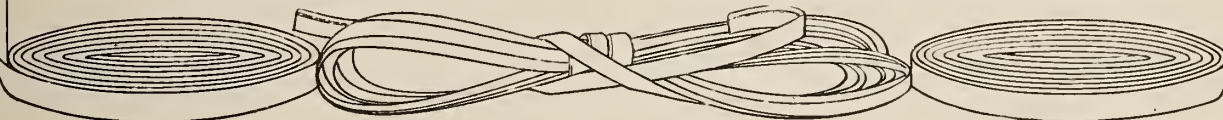
—INCORPORATED—

69 Crescent St., Brockton, Mass.

Department of HILLIARD & MERRILL, Inc., 210 Broad St., Lynn, Mass.

SALES OFFICES: BOSTON, 185 Essex St.; PHILADELPHIA, S. W. Cor. 5th and Arch Sts.; CINCINNATI, 410 East 8th St.; MILWAUKEE, 258-260 Fourth St.; ST. LOUIS, 1419 Olive St.; ROCHESTER, N. Y., 22 Andrews St.; NEW YORK CITY, 33 Spruce St.

FOREIGN REPRESENTATIVES: ENGLAND, Messrs. Pearson, Robinson & Arterton, 4 Albion St., Leicester.
FRANCE, Louis Dubois, 47 Rue des Petites Ecuries, Paris.
GREECE, Hercule P. Issidorides & Co., P. O. Box 12, Athens.



GROWING IN POPULARITY

ACTUAL SUPERIORITY—FINER STYLE, BETTER QUALITY, GREATER VALUE—IS FAST WINNING THE FAVOR OF THE TRADE FOR

Minister Overgaiters & Spats

This season promises to be a record one in SPAT SELLING. Minister Spats are the strongest selling line with which to meet the big demand. It will pay you to feature them.



SELLING AGENTS

ROSS & SHAW

32 FRONT STREET WEST

TORONTO



We are
prepared
to take care
of your

Rubber Footwear Sorting

if you will wire, phone or write
us your requirements.

The Columbus Rubber Com- pany of Montreal, Limited

BRANCHES

Montreal - Winnipeg - Calgary - Ottawa



THE Thoughtful Retailer will realize the necessity these days of **KEEPING FULLY COVERED** with

AMHERST RELIABLES

They are as important as **INSURANCE**, protecting the business against possible loss through lack of

Everyday Sellers

People are as ready today to buy shoes of **CHARACTER** and **SERVICE** as ever they were and the store that lays its foundation in

REAL SHOES

Will maintain and extend its trade under the present trying conditions. If you want to grow

Grow With Amherst

Amherst Boot and Shoe Co. Limited
AMHERST - HALIFAX - REGINA

**Beco Leathers
The Line of Solid Merit**

HEAVY LEATHERS

**Elk, Kangaroo
and
Box Grain**

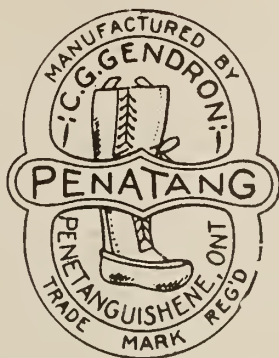
**Blacks and Colors
Sides and Bellies
Shoulders and Splits**

White Chrome Sheep

**COLLAR LEATHER
KIPS**

**THE BERNARD COMPANY
111 LINCOLN ST., BOSTON, MASS.**

The
Mark
Of



The
Better
Shoepacks

You Take No Chances When You Handle
**Shoepacks, Larrigans
and Heavy Footwear**

bearing

GENDRON PENETANG



SAGUENAY, 7" River Boot
Pegged Tap Sole



TEMISCAMING
10" Plain Pack

The Gendron Mark IS A GUARANTEE of THOROUGH RELIABILITY and an assurance of the utmost in VALUE.

Our complete range will meet your every need in Heavy Footwear. Make your next order a "Gendron" order.

Gendron Penetang Shoepack Mfg. Co.

Penetanguishene, - Ontario



It is the way in which they always

Appeal to the Majority

that makes so many Dealers so well pleased with

WILLIAMS SHOES

They not only **LOOK GOOD** but they have the genuine quality by which they invariably **MAKE GOOD** in wear.

Their big steady demand and the satisfactory way in which they meet it, make them one of the strongest selling lines you can handle.

WILLIAMS SHOE LIMITED
Brampton, Ontario

WORLD WIDE

That's a broad expression, but not an inch too broad for Collis Leather reputation. Wherever the

BEST COLORED CALF

is known in the shoe world, Collis Leather is known.

Their popular browns Nos. 2—3—22 and 17 make up in the most stylish fashion, cut economically and work easily and quickly.

If you specify **COLLIS** you'll specify the best.

Collis Leather Company, Limited
Aurora, Ont., Canada

PALMER'S STORE

DANFORTH AVE., TORONTO



Note the broad lines of this Zouri Safety Set Front.

On a nominal frontage of 20 feet, Mr. Palmer has window display space of 48 lineal feet. Are you getting proportionately the same value from your windows?



The CONSOLIDATED PLATE GLASS COMPANY
OF CANADA LIMITED
TORONTO - MONTREAL - WINNIPEG

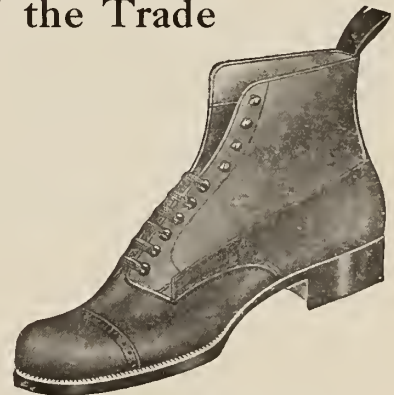


THE YALE SHOE

The New Line of High-Grade McKays
That Has Won the Confidence of the Trade



Snappy, Trade Winning Styles
Good Shoemaking
Good Material
Sound Value



Yale Shoes for Men and Boys will prove great sellers in your store. They're the kind of shoes for which there is a big steady demand, and they fill it in a way that means satisfied customers and repeat sales. Our complete range should be seen by every dealer.

The Yale Shoe Manufacturing Co. Limited

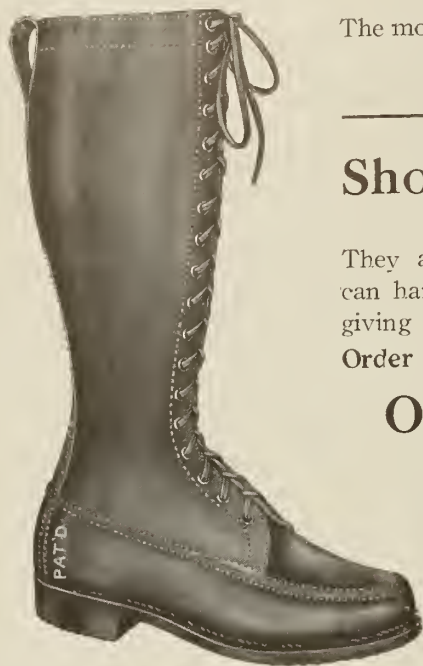
Makers of Fine McKays for Men and Boys

GALT

::

::

ONTARIO



The most strenuous test of wear service proves the superior quality of

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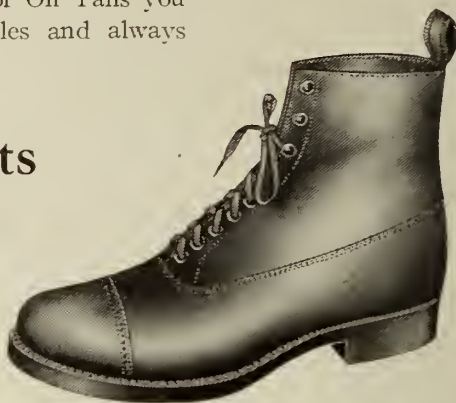
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Our Boys' Boots

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A complete line of leather and findings for the shoe store and repair man.



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We have given credit for originating many styles that have sold well this season. We have adopted many a design Supplied by the maker himself. We have made patterns to fit—and will fit them in your own factory.

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of Handling

SISMAN SHOES

“Best Everyday”

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lies in the fact that with the Greater Number of your customers they exert a stronger appeal than any other lines you can show them. In Shoemaking and Material they are thoroughly [reliable to the smallest detail. They are Modelled to satisfy the desire for Dressiness and the demand for comfortable fit common to the Majority of buyers.

Let their selling record in your store prove to you the Wisdom of featuring them strongly.

THE T. SISMAN SHOE CO., LIMITED

AURORA, ONTARIO

OFFICERS OF THE NATIONAL SHOE RETAILERS' ASSOCIATION MEET

An informal meeting of the officers of the Canadian National Shoe Retailers' Association was held at the Windsor Hotel, Montreal, on November 12th, and among those present outside of Montreal were Messrs. Fegan, Jupp and Blachford of Toronto; E. A. Stephens of Ottawa, and Percy Rising of St. John, N.B.

Among other important matters considered, the association purposes making very strenuous effort to enlist the co-operation of the newspapers in border cities against taking advertising from U.S. firms, especially at holiday times. For example, just before any regular Dominion holiday, when border cities know there will be excursion traffic to the other side, advertisements appear in Canadian papers announcing special prices. But nothing is said about the duty purchasers should pay on these goods. These firms depend on the buyers smuggling the goods over. In addition to enlisting the co-operation of local papers, the Association has taken the matter up with the Commissioner of Customs at Ottawa, asking that a more rigid inspection be enforced on these days.

The meeting was quite unanimous in its objection to the recent action of some manufacturers in "dumping" their factory floor stuff in most undesirable places. The complaint is that the manufacturers did not give reputable retailers an opportunity to secure any of this stuff. There are cases where retailers stuck rigidly to their contracts and did not return goods, except possibly some that were not up to sample. Some of these lines had the retailers' imprint on them and the manufacturers did not take the precaution of obliterating this stamp, thus causing a wrong impression to retailers of high standing. Some retailers who have been customers of certain manufacturers for many years feel they were not treated rightly in at least not having an opportunity to purchase a portion of this stock. A very strong letter is being sent to the Manufacturers' Association concerning this.

A special committee was appointed to meet other special committees of the allied trades, special reference being made in this action to affiliation with the Retail Merchants' Association of Canada.

A very strong letter has been drafted and sent to Sir Henry Drayton complaining of the present luxury tax and contending that it is a detriment to legitimate trade. The letter calls special attention to the present method of collecting the tax by stamps. It also suggests that a greater tax could be collected without objection by the indirect method operative on the manufacturer.

A scheme was formulated for a big enrollment of members, for the officers feel the retailers are simply neglectful in sending their dues rather than because of a lack of sympathy or interest in the work of the Association.

The place of meeting of the 1921 convention came up for consideration, but definite action was not taken. The committee which has this matter in hand will decide within a few weeks when the trade will be duly notified.

Through the courtesy of Messrs. Gales and LaSalle of Montreal the delegates were entertained in the Rose Room of the Windsor Hotel, by the Kiwanis Club, who happened to be tendering a luncheon to about twenty moving picture "stars" who were in the city the same day the meeting was held.

LARGE SALES OF PACKER HIDES

Reports come from Chicago indicating that there is quite a decided movement in progress this week. It is stated that between 400,000 and 500,000 packer hides have changed hands on a fifteen cent basis. This means a reduction of about forty per cent. on the nominal selling basis of the past few weeks. It indicates that packers have decided to let go and no doubt the reaction will affect country hides, bringing them to a point where tanners can no longer afford to hold off. The influence upon the leather market will hardly be felt immediately, but no doubt tanners will adjust their operations to the greatly cheapened market on the raw product.

SHOE REPAIRING IN AUSTRALIA

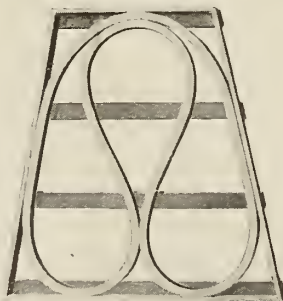
Chatting with an Adelaide boot repairer the other day, it was pointed out to me that a special concession has been made to returned soldiers who have been vocationally trained by the Repatriation Department, or have otherwise acquired the necessary skill to carry on the trade of a boot repairer. This concession consists of a gift and loan

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SOFT-SOLE SHOES

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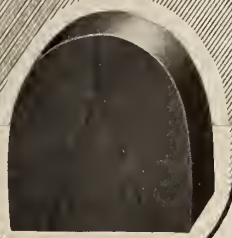
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YOU CAN ACTUALLY
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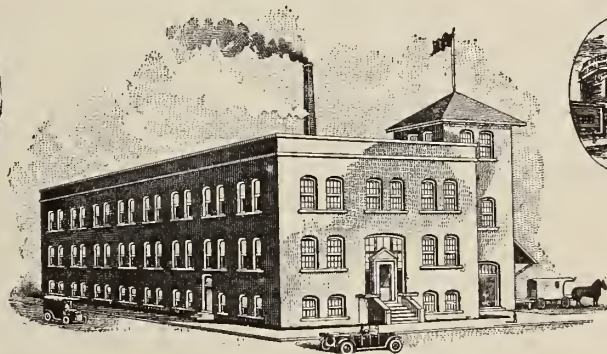
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STANDARD SCREWED SHOES

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LITTLE GENT'S
AND CHILDREN'S

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IN

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**ST. HYACINTHE,
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Manufacture lines of Staple McKay Shoes in Men's, Boys', Youths', Little Gent's and Children's, as well as a Strong Line of Heavy Working Shoes, out of best Chrome Side Tanned Leathers, on Foot Fitting Lasts, at reasonable prices, Standard Screwed Soles, Stitch Aloft, Natural Finished Bottoms, so that buyer can see the nature of leather and know what he is buying. That's the line for you.

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of English and
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SOLE and UPPER LEATHER

Agents for HENRY BOSTON & SONS, Ltd., Liverpool, Eng.

to purchase tools, materials, and other accessories, and this means that the ranks of boot repairers are being added to daily throughout the commonwealth. Of course, with prices of footwear aeroplaning skywards, the influx of boot repairers does not matter much, seeing that many people now consider boots never too old to be mended; but if ever the prices of boots drop to pre-war prices, the numerous boot

repairers will have to hustle or a crust. Boot-repair prices underwent revision recently by the Boot Repairers' Association, and a substantial increase for mending footwear was decided upon. A leading laborite the other day complained that he had to pay as much nowadays to get his boots half-soled and heeled as he had to pay for new boots before the war.—Australian Leather Journal.



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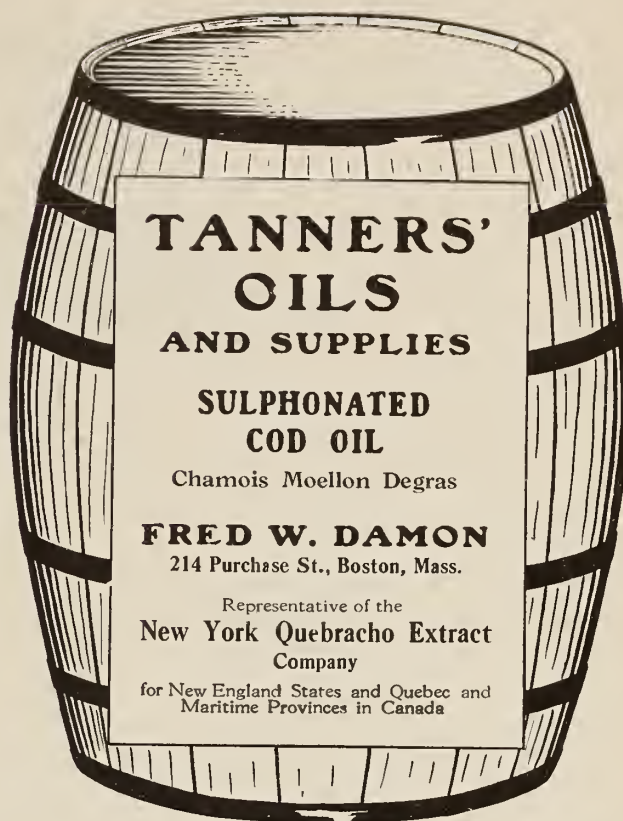
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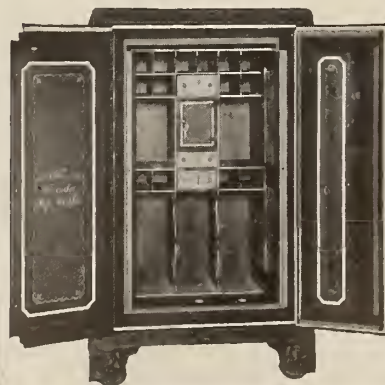
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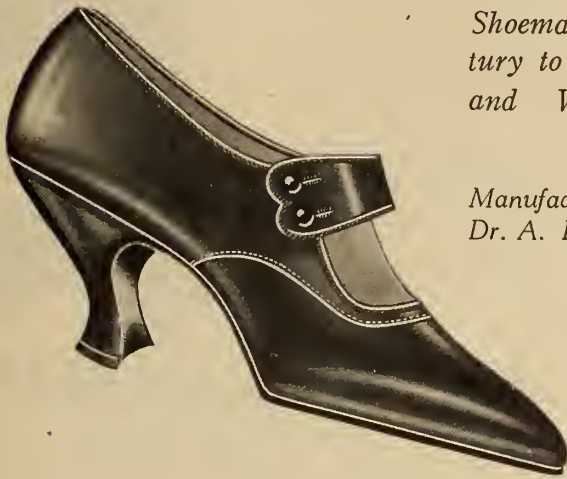
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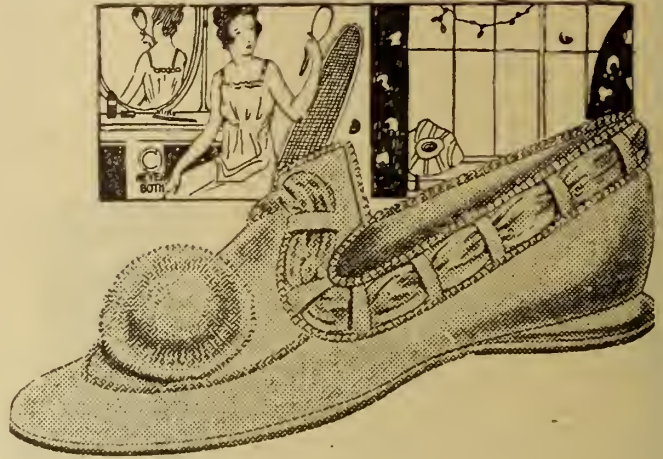
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Has

A Complete Stock of SLIPPERS



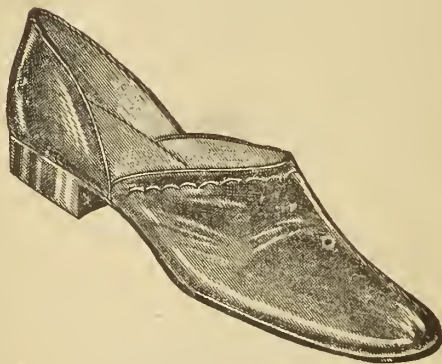
The Canadian Trade have always experienced difficulty in getting their slipper needs supplied.

This year that difficulty has been entirely eliminated. **WE HAVE THE SLIPPERS**—a most comprehensive variety, a full range of sizes, the best values, in lines for

Men, Women & Children

They feature the best and most reliable English and Canadian makes in

**Felt, Velvet, Plaid, Arctic Cloth
and Color Suede.**



These slippers are **SURE SELLERS** during the Holiday Season and all through the Winter Months. Order now and display them **PROMINENTLY**.

They will produce profitable business for you.

JOHN LENNOX & CO.

Hamilton - - Ontario



Stock No. 6006
 GUN METAL WHOLE FOXED BAL.
 Single Sole Width D
 Last 22 Sizes 5—10
 Carried in Stock at the right price for
 strictly fine shoes.

In Stock for Immediate Shipment

It is seldom that the merchant can order the finest shoes from an "in stock" department.

We want it clearly understood that every shoe we offer is for your better trade—fine shoes, well made on fashionable lasts.

Twenty Lines to Choose From

No. 6008. Davis Royal Purple Whole Foxed Bal., Single Sole, D Width, Last 22, Size 5—10. See illustration above.

No. 6004. Davis Royal Purple Whole Foxed Bal., Single Sole, C Width, Last 60, Size 5—10. A straight French Toe. A classy shoe.

Ten Women's and Ten Men's Lines in Stock



MADE ONLY BY

EAGLE SHOE COMPANY, LIMITED

587 Beaudry Street

MONTREAL, CANADA

Mention "Shoe and Leather Journal" when writing an advertiser

Three Brands That Mean Profit to the Merchant

Patricia Women's Turns are a fast selling line. Well made from good leather and priced right.



Men's and Women's fine Welts and McKays. Made on new lasts and well made for good trade.



Welts and McKays for men and women that have the appearance and wear of more expensive shoes. A leading popular priced line.

Metropolitan

Our suggestion to the trade is that they do not embarrass themselves by being found without sufficient new lines in the spring. If you delay longer you run that risk.

Daoust, Lalonde & Co., Limited
MONTREAL, QUE.

LANG'S
LEATHER
LASTS

LANG'S
LEATHER
LASTS

Lang's
**REAL
SCOURED
OAK**
Leather Lasts

LANG'S
LEATHER
LASTS

LANG'S
LEATHER
LASTS

Mention "Shoe and Leather Journal" when writing an advertiser



Use December To Clean Up Stock

This month is and ever was one of rather free spending.

This year more than ever, gifts will have a tendency toward the useful, rather than ornamental.

Our suggestion to the merchant is that he use a good part of the month to advertise a sale that will reduce his stock of old lines to a minimum.

Clean house before old 1920 says good-bye forever.

Then start anew by sorting and placing from a house that is in a position to give you real service.

Remember, We Carry the Stock.

James Robinson Company
Limited

184 MCGILL STREET - MONTREAL



Many Merchants Have Finished Placing

That's a fact!

Many of our customers of long standing have placed as much with us as we expected they would.

Those whose stocks were low have been in a position to take advantage of the many "Spring Specials" we are showing.

If you are interested in learning of the best shoe service we can devise for your protection and your profit, and would like to examine a few of our Spring placing specials, drop us a card before it is too late.

Price and Service RIGHT.

James Robinson Company
Limited

184 MCGILL STREET

- MONTREAL



HYAWATHA

SLIPPER MOCCASINS



Get These NOW for Your Holiday Trade

These Hyawatha Slippers are one of the season's quickest selling shoes.

While selling all year round, they are particularly **GOOD FOR CHRISTMAS TRADE**. Their beautiful appearance sells them quickly. Made in attractive colors in **SUEDE, BUCK and SPLITS**.

CARRIED IN STOCK
SAMPLE PAIRS ON REQUEST

The Montreal Moccasin Co.

LIMITED

10 Shamrock Avenue

MONTREAL

Holiday Special

In Stock, Immediate Delivery

Made of choice gun metal stock priced considerably under to-day's market quotations.



№ 526 - SIZE
5 - 7½

№ 526 - SIZE
8 - 10½

\$1.60
\$1.75

Think of being able to offer your customer a positively "guaranteed" Nailless shoe, featuring soft toes with a flexible sole.

They are built to conform to the line of the child's growing foot and give ample toe room, thus aiding nature in the healthful development of each little foot.

Cummings' specials always below the market

Nathan Cummings

153 Peel St.
MONTREAL

Mention "Shoe and Leather Journal" when writing an advertiser



“AMES-HOLDEN”

BRAND

RUBBER FOOTWEAR

CANVAS

RUBBER-SOLED SHOES

FELT SHOES & SLIPPERS

IS NOW ON THE MARKET

Manufactured and sold by

AMES HOLDEN McCREADY, LIMITED

HALIFAX, ST. JOHN, QUEBEC, MONTREAL, OTTAWA,
TORONTO, LONDON, WINNIPEG, REGINA, SASKATOON,
EDMONTON, CALGARY, VANCOUVER



Mention "Shoe and Leather Journal" when writing an advertiser

“LEVOR LEATHERS”

The trials, the disappointments, the *successes* of forty years of experiences back the brand, bulwarked by a long-standing well-guarded good reputation.

Levor Leathers Lead!

Ask Your Neighbor

LEVOR MAT KID - The Black Mat Shoe Topping

Economical—durable—satisfying.

LEVOR GRAIN KID - - - Colored and White

Firm and upstanding leather.

Stylishly snug on the foot.

Colors? All that Dame Fashion demands.

White? Yes; *pure white*—the *whitest* white.

LEVOR BUCK - - - - - A Suede Finish

Black—white—browns—greys—as good as the best at a lower price.

All tanned from only the best classes of Cabretta raw stock the world provides by

G. LEVOR & CO., Inc.

AT GLOVERSVILLE, N.Y.

BOSTON
ST. LOUIS

Export Department
88-90 Gold St., New York

NEW YORK



Classic Shoes for Women And Children



There is no surer way for a shoe merchant to build up Goodwill than to serve his customers with a superior Line of Children's Footwear. Such are **CLASSIC SHOES FOR CHILDREN**. There is as much care given to modelling them **CORRECTLY** as there is to putting into them the **BEST OF LEATHER AND SHOEMAKING**. They hold the lead, both in **SELLING** and **SERVICE** in shoes for the young folks.



These **CUT-OUT TIES** from the Classic Range represent Fashion's latest and most popular degree in Footwear for Women. With their snappy Style and high grade "Classic" Quality, they are shoes that hold the maximum of **APPEAL** and give the greatest **VALUE** in Serviceability.

If you have not seen the full range of Classic samples do not delay to do so.

GETTY & SCOTT, LIMITED

GALT

ONTARIO



GREATER WORTH

in Kid Footwear comes with using

New Castle Kid

It is because the Texture and Finish of New Castle Kid not only stamp a shoe with distinctive Appearance, but also give it a Durability that means longest possible wear and SOUND VALUE.

When making up your lines for the coming season take advantage of the greater worth invariably imparted by New Castle Kid.

Made in
**Fancy Colors, White, Black,
Glazed or Mat**

In addition to our own lines we are Canadian Selling Agents for American Tanners of Splits, Heavy Leathers, Calf, Indias, Cabrettas, Skivers, also for Cotton and Cloth.

New Castle Leather Co., Inc.

NEW YORK

Canadian Branch: 335 Craig St. W., Montreal

Factory: Wilmington, Del., U.S.A.

H. O. McDOWELL

H. N. LINCOLN

INTERNATIONAL SUPPLY CO.

IMPORTERS
MANUFACTURERS



JOBBERS
SALES AGENTS

SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES

FACTORY AND BRANCH
37 FOUNDRY ST. S.
KITCHENER, ONT.

BRANCH
566 ST. VALIER
QUEBEC

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

MAIN OFFICE

154 NOTRE DAME ST., WEST
MONTREAL

REPRESENTING

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

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

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

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

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

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

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

Lynn Wood Heel Co.
Keene, N.H.
Wood Heels and Die Blocks

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

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

Puritan Mfg. Co.,
Boston, Mass.
Wax Thread Sewing
Machines
Poole Process for Goodyear
Insoles

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

H. S. & M. W. Snyder, Inc.
Boston, Mass.
Kids, Cabrettas and Horse

J Spaulding & Sons Co.,
N. Rochester, N.H.
Guaranteed Fibre Counters
Fibre Innersoling

Textile Manufacturing Co.,
Toronto, Ont.
Shoe Laces

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

Safety Utility Economy Co.,
Boston, Mass.

Electric Heating Equipment

In addition to the lines shown in the list of Houses we represent and for which we are Exclusive Agents, we carry large stocks of Specialties.

We are ready to Serve You Right on any of the following lines. Ask for Samples and Prices or send us a trial order.

Belting

Oak Tanned - Tannate

Belt Hooks and Pliers

Bows - all sizes

Breasting Knives

Crayons - Marking for
Leather and Rubber

Cheese Cloth

Cover for Linings

Covering Paper

Dry Paste Stickfast

Kegs and Bbls.

Silkolene Silk Wipers

Sponges

Dressing, Gumming

Tag Holders

Tarred Felt

Thread Cotton
for Puritans

Tubes for
all Perforators

SOLE CANADIAN AGENTS:

INTERNATIONAL SUPPLY CO.

Montreal

Kitchener

Quebec

THE NEWPORT SHOE

“Newport”

“Laura Secord”



THE Thrifty Shoe Merchandiser with high priced goods left over from Fall Trade will be very particular what he buys for Spring, as only certain Patterns, Lasts and Materials will sell, and to just know the proper thing to buy will keep him guessing. He will also want shoes at a price, together with the other essential features.

Turn shoes will be strong for Women's high grade footwear because light effects in upper, sole and heel are in vogue. A good turn shoe with a nine gauge sole will outwear a light welt, fit better and sell better. All our Patterns and Lasts are this season's production, and you will find them the safest buying on the market.

We have sold our styles to shrewd buyers from Coast to Coast, and they pronounce the Newport line the smartest in the Trade. There is in them that elusive but all important quality known as "Charm." It is an exclusive achievement of Newport shoemaking, and denotes the mastering of every detail of fine Turn Shoe production. Our prices are based on to-day's market, and range from \$5.50 to \$12.00, all top grade material.

We have doubled the output of our Factory and are in a position to deliver at once, orders in five weeks from the time they reach us.

Descriptions and quotations on request.

Do not miss seeing our samples.

The largest Exclusive Women's Turn factory in Canada.

The Newport Shoe Co., Limited

Toronto

51 Wolseley St. at Ryerson Ave.



Sides
Crops
Backs
Bends
Shoulders
Bellies
Heads



Anglo Canadian Leather Co. Limited

Tanners of

MAPLE LEAF BRAND

Oak, Union and Hemlock Sole

Toronto Montreal Quebec
Huntsville and Bracebridge

Tapsoles and Toplifts



The
Largest
Sole Leather
Tanners
in the
British
Empire



Anglo-Canadian Leather Co., Limited

TORONTO, CANADA

Overgaiters

IN STOCK READY TO SHIP

WOMEN'S

FELT

12 Button Felt, \$22.00 per doz.

BROADCLOTH

12 Button Broadcloth, \$34.00 per doz.

INVISIBLE BUCKLE

In colors:

- Black
- Light Fawn
- Dark Fawn
- Dark Grey
- Dark Brown



In colors:

- Medium Grey
- Dark Grey
- Light Fawn
- Dark Fawn

MEN'S FELT 5 BUTTON
Per dozen, \$14.50

In colors:

- Black
- Light Fawn
- Dark Fawn
- Dark Grey
- Brown

MEN'S BROADCLOTH 5 BUTTON
Per dozen, \$23.50

In colors:

- Dark Fawn
- Dark Grey

PHILIP JACOBI

MANUFACTURERS OF "TAILOR-MADE" OVERGAITERS
Toronto, Ontario



Mention "Shoe and Leather Journal" when writing an advertiser



"There is but one Slater Shoe"

Good Canadian Shoes equal the product of any country in both style and wear. Then, buy shoes made in Canada, keep your money on this side.

This will give work to our own labor and provide a home market for our farm products. It will help to solve the high cost of living by increasing the buying power of our own Dollar instead of having it discounted in a humiliating manner.

Slater Salesmen are carrying an Exceptionally fine set of spring samples. The styles they show, the materials they offer, Slater Shoe making and right prices have already brought Satisfactory Spring Placing orders.

A Clean Slate for 60 Years

The Slater Shoe Co. Ltd.

MONTREAL, CANADA



THE "UNION LABEL" ALONE MARKS THE UNION STAMP SHOE

There is one stamp and one alone that marks the Union-made shoe, the official Union Stamp of the Boot and Shoe Workers' Union.

In spite of plausible or deceitful statements, in spite of pretentious and bombastic advertisements, the basic fact remains that the Union Stamp of the Boot and Shoe Workers' Union is the only identifying mark of the Union-made shoe.

Union Stamp shoes alone are made in factories where the workers have a voice in determining the conditions under which their labor is sold.

The Boot and Shoe Workers' Union is the one and only union in the shoe industry affiliated with the American Federation of Labor and its affiliated unions since 1895.

Insist on Union-made shoes and accept no explanation for the absence of the Stamp of the Boot and Shoe Workers' Union.

Boot and Shoe Workers' Union

Affiliated with the American Federation of Labor

246 Summer Street

Boston, Mass.

COLLIS LOVELY, Gen. President.

CHAS. L. BAINE, Gen. Sec.-Treas.

Robert Ralston & Co.

Limited

HAMILTON

OVERGAITERS THAT FIT

Send us your requirements NOW as our stock is limited.



BLACK JERSEY

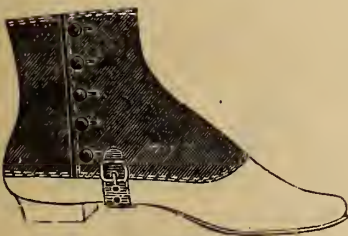
Ladies' sizes 3 to 7
Misses' " 11 " 2
Children's " 5 " 10

This season has been a record one with us, due to the fact that our Gaiters are of Good Quality, Well Made and Sure to Fit.



BOOT TOP

Felt or Broadcloth 14 Buttons
Sizes 2 to 7



MEN'S

Felt or Broadcloth
Sizes 6 to 10

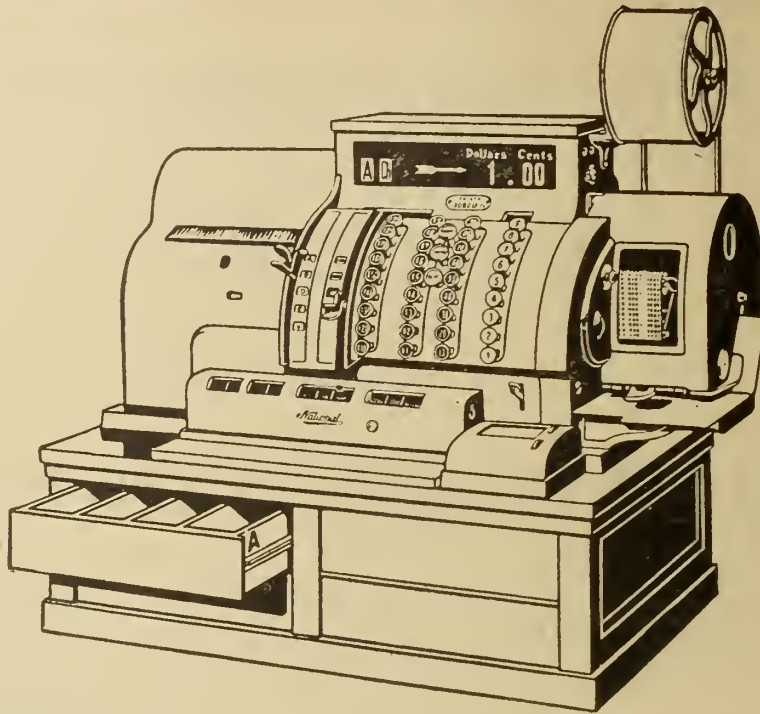
Our stock is complete but fast disappearing, so that we advise our customers to send their orders in early.



FELT OR BROADCLOTH

12 or 14 Buttons

Sizes 2 to 7



This National Cash Register Shows

1. The business handled by each clerk
2. The business in each department

With this register you know which clerks are the most valuable. You can fix wages on actual selling records.

It gives you printed and added records which you need for a profit-sharing or bonus system. This makes your employees vitally interested in increasing your business.

This register tells which departments of your business are making the most profits.

It tells when a department is not producing as it should. You know when to start a selling campaign to put any department back on a paying basis.

**It is the best way to get the facts you must have
about your business**

We make cash registers for every line of business

**NATIONAL
CASH REGISTER CO.
OF CANADA LIMITED**

To be sold at your regular profit for the lower price the public are willing to pay.



These "Canadian Footwear" shoes have *always* been priced just a little better than the average.

This season we have met the trade more than half way. There has been no "averaging down" with us. Prices are at the bottom—in line with the lowest leather market we can expect.

If you have not yet seen the line, drop a card and a representative will see you.

If interested in seeing sample pairs of our McKays for women, misses and children, we will mail them on request.

CANADIAN FOOTWEAR CO.
LIMITED
MONTREAL, QUE.

Everybody Needs Rubbers

Everybody should be wearing rubbers. Young and old—men, women and children—should protect their health and save their shoes by wearing rubbers on wet and stormy days.

Impress these facts on your customers and make more money. In fact, a timely suggestion to have the new shoes fitted with



Dominion Rubber System Rubbers

will result in sales nearly every time. Try this plan for a short time; instruct your clerks to suggest rubbers to every customer, put the corresponding style of rubbers beside each pair of shoes in your windows, and watch your sales grow.

We are telling your customers in our newspaper and magazine advertising, about the quality, comfort, fit and economy of DOMINION RUBBER SYSTEM RUBBERS. A little effort on your part will bring increasing business and profits.

DOMINION RUBBER SYSTEM RUBBERS give you a complete range of styles and sizes to fit the shoes of every member of the family. If you lack anything to complete your stock, write or wire the nearest service branch.

DOMINION RUBBER SYSTEM

SERVICE BRANCHES

are located at

HALIFAX, ST. JOHN, QUEBEC, MONTREAL, OTTAWA, TORONTO,
HAMILTON, BRANTFORD, KITCHENER, LONDON, NORTH BAY,
FORT WILLIAM, WINNIPEG, BRANDON, REGINA, SASKATOON,
CALGARY, LETHBRIDGE, EDMONTON, VANCOUVER and VICTORIA



Shoe and Leather Journal

Published Twice a Month

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545-549 KING STREET WEST, TORONTO

Acton Publishing Company, Limited

JAMES ACTON, President

Montreal Office:

510 Coristine Building

Boston Office:

161 Summer Street

TO ADVERTISERS

The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

PLAYING THE GAME

DIFFICULTIES, especially those involving great loss or peril, always reveal the man. It is in a case of life or death that the best or worst instincts of human nature are brought to the surface.

Germany stands condemned for all time not because of the political ambition that led her to start the bloodiest war in the history of the race, but because of the absolutely unscrupulous methods she adopted to win her ends. She stands revealed as a crooked ruthless fighter, and the word "Hun" stands for all that is considered loathsome, brutal and despicable in any kind of warfare.

The "Hun," nevertheless, evidences his invincibility as far as human nature is concerned by the fact that like the poor he is always with us. There are men who do not seem to be able to "play the game" with their fellows. The idea that they must beat their opponent to it no matter what corners are cut or what principles are overturned is the doctrine of kaiserism.

Just now there is an especial call to business men to shun the dangers and follies of the stampede. The cry of Napoleon at Waterloo "Sauve qui peut" is the cry not only of defeat but of cowardly despair. "Every man for himself" is the gospel of the jungle.

We are in the midst of a critical period, and if we do not lose our heads we shall reach safe ground in the course of a few months. If on the other hand, we allow ourselves to become panic-stricken one can hardly say where the results may end.

Manufacturers, retailers and everyone else need to take in their belts, roll up their sleeves and set their faces steadily towards a sane readjustment of their businesses to the inevitable return of normal conditions.

Just a year ago a sharp warning was uttered on this page. We pointed out that lower prices on all staple commodities were sure to come—perhaps within the year.

We are now facing the period of readjustment. The man who wisely and carefully meets the situation will not only save his own skin but help the country get upon a foundation of permanent prosperity.

Stray Shots From Solomon

Wisdom Crieth Without;
She Uttereth Her Voice in the Street

When you get to sitting "in the seat of the scornful" you are like the prodigal son, a long way from home. The seat of the SEAT OF THE scornful is the graduating place SCORNFUL. of the fellow who has "walked" in the counsel of the ungodly and "stood" in the way of sinners. The man who scoffs at good or makes light of evil is on the edge of the cliff. "Fools make a mock at sin." You can measure a man's depravity by the ease with which he can joke about things that his mother and father hold sacred. You can safely judge that a man has gone the limit when his views of honor and purity violate the memory of wife or sister. One of the saddest things on earth is the fellow who makes a mock at sin.

Job had a pretty "good conceit o' himsel" and he had good right to hold up his head if any man had, for the Almighty said SEEING of him, "There is none like him YOURSELF. in the earth, a perfect and an upright man, one that feareth God and escheweth evil." But when the old patriarch saw himself in the light of the "great white throne," he hung his head and said: "I have heard of Thee with the hearing of the ear, but now mine eye seeth Thee, wherefore I abhor myself and repent in dust and ashes." Like the Pharisee we are often ready to say "God, I thank Thee I am not as other men, or even as this publican," but the spotlight of the Eternal is turned on us and we simply have to crawl under the barn. "All the ways of a man are clean in his own eyes but God weigheth the spirits." There are things that seem all right when you run your little old two foot measure over them, but when you stand them up against the golden rule they don't seem to pan out. "Whatsoever ye would that men should do to you, do ye even so to them." Do you treat your family like you would have them treat you? Are your relations with your neighbors, and especially your competitors, regulated by this standard? Do you buy and sell your goods on the basis of the golden rule? You can't play dog if you adopt the golden rule.

That tongue of yours is your biggest enemy. It has done you almost as much harm as booze or profanity. You will never be able WATCH to tell the mischief it has done IT. others. As the Good Book says, "The tongue is a fire, a world of iniquity, so is the tongue among our members that it defleth the whole body and setteth on fire the course of nature, and it is set on fire of hell." Get the bridle on it or cut it out. When you feel like saying a nasty thing to or of some person, don't.

Then give people with loose tongues a wide berth. Keep the length of the town between you and the fellow who hasn't a good word for anyone. There is lots of evil speaking that is not born of a mean heart but of a soft head. Plenty of well meaning people let their tongues run away with their brains. They just set their mouths going and walk off and forget them. The stocks and ducking-stool made this kind of tongue wagging somewhat unpopular in the days of our great grandfathers, and really there ought to be some adequate punishment for the tittle tattlers—men as well as women—who go iabout turning up carrion and stealing reputations. If you have been one of the Devil's incendiaries ask God and your fellows to forgive you and turn over a new leaf.

When you find a man who continually imagines someone is trying to "get" him you may depend upon it he is either crooked or touched in the upper storey. A SOUND HEART. They say that the commonest form of insanity is paranoia, which ranges from the harmlessly suspicious person who imagines everybody is against him to the dangerous fellow who goes about with a gun in his hip pocket. But there are ten to one of this kind amongst those who know that if they were rated at their true worth they would be hung to the nearest lamp post. You may be sure that the man who deems everybody he meets a hypocrite and who expects that everyone is trying to bunco or short-change him is a crook. "Evil be to him who evil thinks." The man who distrusts may always be safely distrusted. You can in time tell these business paranoiacs by their shrivelled up bodies, because they get to look like they feel. "A sound heart is the life of the flesh." The man who is trustful and open of heart gets the best of it even if he is "bumped" now and then. The credulous man is often "taken in" in a sense not understood by the smart alecs that work and say "I told you so!"

It is no wonder some people never get anywhere. They let too many jays lead them by the nose. They have no minds of their own, and they let the Devil RUNNING WITH JAYS. provide one ready made for them in some of his satellites. If you want to be healthy, sort with healthy people. If you want to be wealthy run with those who know how to get on. If you want to really be wise consort with those who know a little more than you do. The fellow who starts out to reform the feeble minded and crooked by associating with them will land in the lunatic asylum or the penitentiary. You may be cleverer than the whole bunch of light-weights that you run with but they will finally get you down to their level. "He that walketh with wise men shall be wise," said one of the wisest men of all time, and he ought to know, because he had plumbed the depths of both folly and wisdom. Moreover, if you have a liking for the company of fools take half a day off some time and have an alienist examine you. You may be heading for the bug house.

Store Equipment Worth the Money

Good Windows Backed Up by Good Show Cases on the Inside of the Store Help to Facilitate Business—Selections are More Quickly Made when Goods are in Plain View

THOUGH the value of service is something which is hard to compute in dollars and cents, there is little doubt of its worth. The public looks for service in the shoe trade perhaps more than in any other line. More than in the clothing business even. When man or a woman wants a suit they know pretty well what they want, and after the material has been selected there is little to worry about so long as the workmanship is satisfactory. The difference in the shoe business is that the public knows little about leathers and the making of shoes and must depend upon the salesman. Mostly they do not care what the shoe is made of if the clerk assures them that it is something that will wear a reasonable length of time and continue to look decent to the last. Not all customers know how the widths are marked. They have most likely some time or other found that two different makes of shoes of the same marked size were not the same size at all. A man or a woman may one time have been fitted with a seven and a half, C width shoe, and at another time wonders how it is that a number seven seems to fit. The customer may not know that the latter one is a D or even E width. So it is often left to the salesman to say which should be worn. Then, there is the matter of style. Many men pay no attention to style until they are in the store and are ready to buy a pair of shoes. They must then take the salesman's word for it. This does not apply so much to women and only applies to men, because the matter of style has not been cultivated so much among the men. It can be cultivated, and incidentally the present is the best time to try it. More pairs of shoes can be sold if there is a concerted effort on the part of retailers to bring the matter to the attention of the men. To get back to the subject, people seem to look for a certain amount of service from shoe retailers, and it would then seem to be a good policy to give them service, and the better the service the better standing of the retailer as such.

This service, however, takes time on the part of the salesmen. They may spend a half hour easily in making a single sale. Anything that will speed up the making of the sales, and at the same time give a maximum of service would seem to be a desirable thing. Good window trims and good show cases will do this in a very satisfactory way. First of all if there is a good window display, the prospective customer is apt to make his selection from the window before entering the store. When he comes in he knows just what he wants as to style. All that is then necessary is to fit him. It may be that he cannot be fitted in the style he choose from the window. If there are other good displays in show cases on the inside it is an easy matter for the clerk to draw the attention of the customer to something else, which may be just as satisfactory. It is much quicker for the salesman and much easier for the customer to settle on a style from the show case than to wait till the clerk pulls down box after box. To have the same things displayed inside as are in the windows facilitates things too, because when a customer refers to a shoe in the window, the clerk can then ask him to point out the shoe in the show case, without having to run outdoors, as many retailers have to do, to determine just what shoe it is that has taken the fancy of the customer.

When the selection can be made more readily by the customer the sale is made that much quicker, and that much

easier for the salesman. He spends less time on each customer, and so can sell more pairs in a day or a week. More business may be done with the same staff, or perhaps the same business done with a smaller staff, and so the turnover is either increased for the same rate of overhead cost or the overhead cost is reduced on the turnover already done. Either or both these things are highly desirable just now from the retailer's standpoint. He has to take a smaller profit on the individual sales to adjust his business to the new conditions resulting out of the general world adjustment of trade. With smaller profits the retailer is on the lookout for ways and means of reducing his overhead and increasing his turnover. Good displays will materially help.

One of the most potent forces that make for good business is a good sign. No merchant should go on the assumption that everybody knows where his store is. He may not be known to as many people as he thinks he is, even in a small community. It does not do to reason like the solitary undertaker in the small town. He reasons: "I don't have to advertise. Anyone who dies in this burg has to be buried by me, because there is nobody else to do it." Even the undertaker will lose business some day when his careless methods begin to be noticed by the public. Some bright young chap will sense the old bird's unpopularity and set up in opposition. Even though the populace pass your door four times a day it is better to put up a legible sign. There is always the stranger in our midst, and if there never was a stranger in the place no one wants to get into the wrong store by mistake simply because the owner of that store is too conservative to put up a decent and distinguishing mark. A story is told of a shoe merchant who had a little store next door to a motion picture house. The amusement place, of course, had an elaborate sign, and when the retail merchant was abroad from his store he was in the habit of telling chance acquaintances that his store was "right next the Orpheum." He lived and thrived in a way for some years, and until another retailer doing business on the other side of the picture house sold out his clothing store and went into the shoe business. He said that so many people came into his store enquiring for shoes that he was forced to the conclusion that he had a better stand for shoes than he had for clothing. He took good care, however, when he started in shoes, to put up a good sign over his door announcing what he had for sale and who was doing the selling.

It has become the fashion in advertising to show how things are made, describe the materials used and generally enlarge on the good points. Why should this not be used more extensively in shoes, especially in the retail stores? We have all seen the shoe pulled apart or cut to show a sectional view of the materials. A sample of every good shoe sold placed in the show case and so cut as to show at a glance the construction and materials can not help but sell good shoes. Then, there are the various models of shoes. How many of your customers, Mr. Retailer, know that some shoes flare out while others flare in and still others are straight? What have you or your clerks done to show the benefits of rubber heels, lifts, pads, etc.? The findings should not only be displayed in a case but they should be demonstrated by the clerks. A display of shoes in a case inside the store which shows a sample of every shoe sold, placed in proper order, will help the clerks immensely. There should be a case for each department at least. Taking men's section as an example, there should be samples of the same shoe of the same size placed together, beginning with the widest and running right down the scale to the narrowest. Then there should be a series showing the various swings, such as the inflare, the outflare and the straight shoe. Then a series of different toes could be shown and so on through the stock. A customer shown these samples could be much

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Must Find Ways of Selling More Pairs

Manufacturers and Retailers Have Problem Ahead of Them to Make up for the Slack Season—Should Stress Style with Not only Women, but Men and Young Girls—Some Favorable Indications Loom Up

WITH the 1920 fall season now at a close, and the total receipts small in comparison with the business done during the last few seasons, every retail shoe dealer is looking for ways and means of stimulating business in such a way as to do something towards catching up upon what he looks upon as lost ground. The Christmas season is on now and this will keep the retailers busy for a few weeks, but what is bothering most of them right now is what they are going to do about trade after the holidays. It is true that on account of the small amount of buying that has been done during the fall retailers can reasonably expect a better trade during the winter. The first considerable fall of snow started the public buying, but it was just about at the beginning of the Christmas season when things were about due to start going anyway. Whether or not business will keep up after the holidays is the question which is puzzling the retailers. No one can say with certainty just what will happen, and one man's guess is about as good as another's. That need not keep anyone from scanning the business sky in search of any little sign that might be read as an indication as to what is going to happen.

Looking over the reports from every source, in search of something that might look indicative of a resumption of trading on a larger scale, there has been noticed one or two little incidents that may presage important eventualities in the near future. First there was the establishment of the price for packer hides, the other day at Chicago, when about a half million that had been piling up in the packers' warehouses, were sold for around 15 cents a pound. Some of them, of course, went considerably higher than that, but the great bulk of them is said to have brought around fifteen and sixteen cents. This establishes a market, because the buyers of most of these hides were big men in the business, and it is to be expected, now that an approximate price has been struck, that the smaller buyers will be in the market for hides. This does not mean that the bottom of the hides market has been reached, but it does mean that tanners are beginning to see some business in sight and are preparing to deliver the goods. They evidently expect orders from the shoe manufacturers in the near future. Almost everyone expects a stimulus in the trade around the beginning of the new year.

Another little thing noticed was that the bankers have been considering the results of their policy of curtailing credits, and have evidently come to see that things were tightened up a little too strenuously for everyone's good. The Dominion Bankers' Association at a recent meeting held in Toronto, it is known, discussed subjects of paramount interest to the business world. No official report of the proceedings was given out, but it is understood that the president of the association, Mr. C. A. Bogert, of the Dominion Bank, urged that no undue pressure be brought to bear by banks on the owners of all classes of commercial commodities for repayment of advances made by them, but that they should be given a reasonable time necessary for the absorption of their merchandise by the public, thereby avoiding further sudden depreciation in the value of their holdings with its accompanying disturbances. It was a reiteration of the idea that the process of deflation should

be made as gradual as possible. This is the idea that everyone had at the end of the war and everyone apparently helped to control the situation, but there seems to have been too much restraint for the first months of peace, and instead of there being a deflation, there was further inflation. The break had to come, however, and when it started it acquired more momentum than it did immediately after the war. It has been said that the United States financial interests have determined to hasten the deflation there so as to get back to a staple basis ahead of other countries, and so be able to produce cheaper goods and get into the markets of the world a lap ahead of countries where deflation is slower. Whether or not this is so there certainly has been a quicker and bigger slump in prices across the line than in Canada. Canada is now beginning to feel the influence of what is happening across the border. It is this accelerating of Canadian deflation by United States influences that has evidently brought the bankers together to devise some way of putting a break on the toboggan. They will earn the everlasting gratitude of everyone in business if they can make their brakes effective.

Though the shoe and leather business is far removed from the automobile business it is, like all other industries, affected by general conditions, and when the automobile business is in a healthy condition the shoe and leather industries are very apt to be going strong, too. It will, therefore, be of interest to the trade to know that the McLaughlin plant at Oshawa, a unit of the General Motors Corporation, has resumed operations after a shut-down of some weeks. The plant will not be running to capacity, of course, but a considerable number of men will be employed. The Oldsmobile plant of the same corporation, also at Oshawa, will, it is said, resume again as soon as a new light car they are working on is ready for production.

Resumption of peaceful relations between Russia and Great Britain will start things going in the Old Country and the raw material markets of Canada should see the benefit. The election in the United States being over, and the will of the people crystallized business there ought soon to be over the worst. Some quarters report things picking up since the election, but other sections of the country report that there has been no difference in trading.

All this is a long way from what is suggested in the heading of this article, but leads to this conclusion: Business has been poor. There are some indications that it may pick up for the Christmas trading and remain better for the winter, but there is no guarantee that this will happen. The retail shoe merchant then must prepare as best he can against a poor winter. The manufacturer is in the same boat. One way in which they might improve business is to strive for a radical change in styles, not only for women, but for men and the younger girls. Something that would be sure to become popular and make the present footwear look old-fashioned. Men will respond to style if it is brought to their attention in the right way. It must be sensible and sturdy and have real value. Not so many years ago shoes were just men's, women's and children's. Style was introduced and sales immediately increased. Now, it would seem an opportune time to get men more interested in styles, and so make up for the past poor season by selling more pairs of shoes to each customer during the seasons to follow. Sport shoes are always good and novelties help sales, too. Short skirts are still popular with the women, and this gives them a better chance to wear dainty footwear. Stress the styles and make up for slow trade. Sell your customers more pairs.

Mental ability alone will not get one very far in this time of worldly strife. One must also have ambition to get somewhere. The main point is to know where one wants to get and then go after it.

Time for Studying Selling Methods

The Present Condition of Retail Trade Will Require Close Attention to Ways and Means of Getting and Holding Business—Some Cursory Observations

JUST now when every retail merchant in the country is trying to get rid of as much merchandise as he can before Christmas, the man who can think of something new in the way of salesmanship or advertising will have an advantage over the fellow who has to be contented with the accepted methods of attracting trade. This applies particularly to the selling of shoes at retail. There are so many makes, qualities and prices in shoes that the public, especially since the time during the war when the prices began to advance, has little guidance as to the quality of shoes outside of the advice of the salesman or the general appearance of the shoes. Before the war people knew more or less about the price of a given shoe, having regard to the quality, and it was, therefore, easier to satisfy a customer. Of late years everything has changed so that many persons have been compelled to buy cheaper shoes, and so have lost familiarity with prices of lines they formerly knew well. The result is that now, when shoes are harder to sell anyway, the salesman finds it particularly hard to satisfy a customer even when the customer may definitely have made up his mind to buy a pair of shoes. The shoe is closely inspected, turned over and inspected again, and in the end there is a doubt in the mind of the customer as to whether or not he has got quality consistent with the price he paid.

For some time to come there will be differences in the prices of shoes made in different factories, when even of the same quality, and so it will be impossible to bring the public into familiarity with the prices and qualities for a long time. This is the good salesman's opportunity. He should know his goods and knowing what he is selling should be able to make his customer see quality where quality exists. There is need right now for not only expert salesmanship, but for every other legitimate effort to stimulate sales. It is not intimated here that a policy of selling regardless of the customer's interests is advocated. Far from it. It is rather a time for taking the customer into confidence and imparting the exact truth. Shoes may still be higher in price than most customers think they ought to be, but a good salesman can show why they are as cheap as they can very well be, and that there cannot be any great reductions expected until labor costs are lower, and no one is anxious to lower labor costs as long as they can be maintained at their present levels.

In this connection it may not be out of place to recount what a Toronto retailer reported having taken place in his shoe store some months ago. He had a customer to whom he had always sold a certain high grade shoe. During the war the price went up and up, and the demand for that particular make began to diminish. It was a man's shoe and the sales might be expected to diminish with so many men away, but they had dropped down to such an extent that the retailer quit handling them. Then in came his regular customer. The merchant explained to him why he was not any longer carrying the kind of shoes which he had always fitted this customer with before—explained that they had gone so high in price that the demand had fallen off. The customer was disappointed, but wanted to be loyal to the merchant, so in the end took something else—a pair of shoes that the merchant thought would answer in the next best way. Some time afterwards the customer came into the store and said: "Look here, the next time I come in

here and want a pair of Blanks's shoes and you haven't got them, just say so, and I'll go some place where I can get them, or wait until you can get them. But don't ever again push a pair of shoes like these on me." When a customer is used to the best nothing but the best will give satisfaction.

That two young men in Hamilton could keep their sales of men's shoes ahead of the sales in women's shoes during the war time, goes to show what may be accomplished by simply being a good mixer. These two young men referred to are naturally "good fellows" and enjoy the company of other men, and it is no trouble to them to mix into all sorts of things in their town. Through their large acquaintance they are able to sell shoes to many more men than if they had a narrower circle of acquaintances. They have built up their business on this feature, honest dealing, good salesmanship and dressy windows. They are not large advertisers in the newspapers, but to those who believe in this way of doing business it suggests that if their other efforts were backed by good conservative and convincing advertising their business would be even greater.

We watched an elderly gentleman the other day as he sold a man a pair of shoes. He had had long years in the school of experience, and while he scouted the idea of teaching salesmen psychology he made use of all the art in his own human way. He has learned to understand men and above all has learned that supreme virtue of the good salesman, patience. He went about fitting his customer in a businesslike way. No hurry and yet there was no delay. The customer's preferences were carefully noted, and when these differed with the experienced salesman there was no arguing and yet the salesman made his point without the least ruffling of the feelings of the customer. Somehow he contrived to differ with the customer with the same result as if he had sided in with him. There was a certain sincerity about everything the salesman said that the customer could not help but believe him. Anyone observing the transaction could not doubt that the salesman knew the shoe business all the way up. He made no attempt to equivocate or to jolly or cajole his customer, and yet they had their little joke about something that pleased the both of them. When the transaction had ended the customer apparently felt that he had selected a pair of boots worth every cent of what he paid for them, and that they were going to be satisfactory as to fit and style as well. The observer has not the slightest doubt that his faith was justified.

Contrast the methods employed by the salesman mentioned above and those of the young man whom we watched selling shoes in another store. This latter store was a place where, evidently, sales counted more than anything else. No one apparently expected a customer to come back again. It was supposed that those who did buy there were habitual bargain hunters, and would only buy where large reductions were being offered. The young salesman approached a man of at least forty years his senior, and respectfully enough asked what he could do for him. The customer answered that he had been looking in the window and saw what he thought might be a suitable pair of shoes for him. "Which ones?" enquired the salesman. "The ones with the red ticket on them marked at \$8.95," answered the customer. "Oh, yes," said the salesman. "Here you are right here." He pulled out a pair of dark tan shoes and then stopping asked: "Whatsyersise?" "Seven and a half—I forget the width," said the man, "but those are not the ones I mean." "Well, this is the one in the window," replied the clerk. "Yes, I know there are some like that, and some others in the window. It is the other one, not quite like that one, I want to look at," said the older man in a kindly voice. The clerk hunted around for a while and then hauled down something else and placed it on the show case before the customer. "Yes, that's the one. I guess I'd better try it on." The shoe was fitted, found too narrow, and a wider

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Winter Weather Makes Retail Trading Better

Ever Since the Snowstorm of Recent Date Retailers all Over Ontario have been Doing Much Better Business—Christmas Season Also Helps to Stir Things Up

WHEN about five inches of snow fell in Ontario about two weeks ago the retail shoe business immediately showed signs of life, and ever since that time there has been good business. It will take a lot of good business, however, to make up for the dullness which has been so conspicuous all fall. Whether or not the present spurt will continue beyond the Christmas holiday season is problematical. It is likely that for about two weeks after Christmas there will be considerable buying. There are always those who leave certain necessities until all the gift giving has been done, and then such things as shoes and clothing are bought. It seems reasonable to suppose that the present renewed activity will continue at least until the holiday. That makes a total of about six weeks good business, and a good many pairs of shoes can be sold in that length of time. That the people are buying much better than they were, and much better than is usual even during Christmas trading, is evident from some reports given THE SHOE AND LEATHER JOURNAL by travellers.

In this connection a rather amusing incident is reported from Western Ontario, where three shoe salesmen happened to meet. They all wanted to see the same man and hung around the town all day and well into the night, but business was so good in the retailer's store, and he was so busy himself selling shoes that none of the salesmen could get him out of the place. They finally abandoned him and came away on the late train, not one of them with an order. It is safe to say, however, that when those salesmen again visit that town and call upon that same retailer they will sell him good and plenty. By that time he will probably have sold so many pairs of shoes that he will be ready to buy from all three houses. The salesmen are hoping that he will also be mindful of his spring requirements.

Travellers coming in from every direction report very light spring placing, although many of them are doing considerable business for immediate shipment. Jobbing houses in Hamilton and Toronto have been doing considerable business in rubbers lately and report some sorting up by merchants, but a light business for spring orders. Shipping clerks at the John Lennox & Co., warehouses, Hamilton, seemed to be busy recently when a representative of this paper called, but the management was not at all enthusiastic about the business being done. At the plant of the McPherson Shoe Co., Hamilton, things were also reported quiet. Mr. Duffield reiterated the assertion of all the other factory men to the effect that if too many retailers left off buying for spring until too late there would be many of them clamoring for deliveries as Easter approached. The factories will not make up shoes, it is stated, until the orders are in sight. On the other hand retailers say they will take a chance. They seem to be of the opinion that they can get what they want through the winter from the jobbers and in a pinch can get enough from the same source for their spring business. Whether or not the jobbers have sufficient stocks on hand to attend to all these wants will be known only if they cannot produce the goods when they are wanted.

Arthur Wilson, of Wilson Bros., Hamilton, shoe retailers, states that their business has been better right along than in other years. September, he says, showed pretty good in comparison to last September and "October went wild," while the first weeks of November indicate that the

total sales for that month will be better than last year. This has been without any sensational methods. Windows have been dressed twice a week but there has been no newspaper advertising. The prices have not been slashed, either, but some cutting has been done to meet the new conditions. Altogether the report of this store is so vastly different from any other that has come to the attention of THE SHOE AND LEATHER JOURNAL this fall that it affords a decidedly welcome relief. These boys apparently have been going after business through salesmanship. It is claimed for them that all during the war when everyone else was doing a big business in women's shoes but not so big in men's shoes, because of the fact that so many men were overseas, the sales of men's footwear at this store exceeded that of the footwear for women. It is known, however, that these boys have a particularly happy way of getting business from men.

At Brantford, Mr. Murdock MacPherson reported a dullness in trading during the fall, but it was not so bad, he said, as to be alarmed about. His trade had kept up fairly well all along and now that the weather has become something like what might be expected and with the Christmas season here, business is pretty good. Mr. MacPherson has a good system of doing business and keeps a record of everything so that he knows where he is at all the time, so that his statement that business was not too bad can be taken as more than a guess. Mr. C. P. Coles, of the Coles Shoe Company, of the same city, had something to say about the damage the newspapers have done the shoe business in the past months and also about the evils of the luxury tax. Business had not been as good as Mr. Coles thought it ought to have been, but the reporter gathered that on the whole trade in Brantford had not experienced the same depression that it had in the larger cities. Merchants in that city, however, were not placing any spring orders, and contended that they would do very little in that way this season. "We can get what we want from the jobbers when we want it," was the usual remark in this connection.

Taking into consideration all reports available, from every direction, it would seem that there has not been so much depression in the smaller cities and towns, and especially in the villages, as there has been in the larger centres. It can only be surmised that the reason is that it takes a much longer time for the smaller places to respond to fluctuations in trade. There is nothing to prove that this is the case and many will contend that depression will not be felt in the country this winter at all. This claim is based on the theory that there have been good crops this year, and as the prices of all farm stuffs are still high, the farmers should have plenty of money, and this should be reflected in the trading in rural sections. While this theory is largely true just now there are some evidences to show that the prices of farm stuff must also fall. The farmer must "take a loss" as well as anyone else. Wheat has already come down, and some other grains have followed. This is bound to have an influence on other farm products and so a downward trend of prices is to be expected. We are not preaching blue ruin, but it would not be surprising if business in country places were to show a corresponding slump with other places. Factory towns necessarily feel the difference in trade conditions first, and such places have been feeling the pinch for some time now. Financial men, it is understood, are doing everything possible to prevent any further breaks and are maintaining that prices should be reduced gradually and very carefully. Their influence should have great weight and it is possible that they will be able to accomplish their avowed purpose of deflation without any further slumping of business.

In any event there is no getting away from the fact that all business is founded on confidence, and while it may be hard for some at this time to have confidence in the market

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Better Merchandising the Remedy

Lessons Learned from Present Business Conditions—What Will Prevent Repetition of Slump?—Business Methods the Hope of the Trade—Business Drifting into Larger Hands

SAID a prominent shoe manufacturer the other day in discussing the present status quo of the shoe trade: "There is one thing that has resulted from the recent debacle in the shoe game and that is that every shoe manufacturer worth the name has awakened to some things that have not engaged his thoughts very seriously hitherto. If we are wise we have two lists of our customers on the fly leaf of our ledger, one showing the men who did not buy when the frenzy was on, and those who when they bought saw the thing through without flinching. The man who set his face steadfastly against buying for fall this year was roasted unmercifully by travellers and manufacturers, but we have to admit that if he saw the thing coming he was cleverer than the most of us. I want to take off my hat to the retailer who resisted all the inducements that were offered him and came through with his stock in shape, more or less, to stand the onslaughts of the past four months. Some of these men have been as clever at selling as at buying and have managed throughout the fall months to show almost a normal turnover, if not quite a normal profit.

"The other man we all have an eye upon just now, if we deserve to be regarded as acknowledging genuine worth, is the retailer who has stood by his guns and asked no favors. He has had a hard time and has deserved all that can be said of him and done for him. I don't believe that honor is so dead among men that they will fail to recognize those who have refused to regard their orders as scraps of paper. Their steadfastness has cost them something, but they have the approval of their own consciences, and the appreciation of those who will be in a position to honor their attitude in a more substantial way in the future.

"But it seems to me," continued the manufacturer referred to, "that the present 'orgie,' if it may be called so, ought to arouse discussion on other matters than cancellations and returns. I think myself that business will never be done satisfactorily until an order is an order in the shoe trade and everywhere else. The very foundation of business is confidence. The whirlwind through which the shoe trade is just now passing is the inevitable result of sowing to the wind, in disregarding business obligations.

"There is another phase of the whole situation which must have occurred to even the most superficial observer. It is costing too much to get goods from the manufacturer to the consumer. I am aware of the cost of doing retail business, as discussed from time to time in THE SHOE AND LEATHER JOURNAL and other publications, but one cannot shut his eyes to the tremendous wastage in the handling of shoes from the time they leave the factory. They pass through too many hands and too much toll is exacted in their progress. There is the traveller's selling commission, for instance, which is usually five per cent. on the invoice price. I understand some of them are not quite satisfied even with this figure and have been agitating for an advance. I would like to say, as a manufacturer, that some of the salesmen have made more money selling shoes during the past two or three years than manufacturers. I think more scientific selling methods would result in the reduction of selling costs very considerably. Present conditions are demonstrating the fact that the shoe trade could stand considerable reorganization in the selling department.

"With regard to the retail trade, it does not require any business sagacity to reach the conclusion that there are entirely too many people trying to make a living selling footwear at retail. The day is coming when, with departmental stores, catalogue houses and chain stores, the shoe retailer will have to be on the job, in the fullest sense of the word, to stand any chance of success. Anyone can see that business is gradually drifting into larger and more efficient hands, and it will not be long until the little store, with its incomplete stock and imperfect methods, will be down and out of the game. Retailing, as has been said, is becoming an exact science, and is developing to such an extent that the crude ideas and methods that permit situations such as we have been passing through, will become more and more rare.

A CATALOGUE HOUSE GUARANTEE

Editor SHOE AND LEATHER JOURNAL,

Gentlemen: We wish to call your attention to a so-called guarantee which appears in a catalogue for fall of a certain well-known mail order house. We could not conceive of such a guarantee and on strength of same the following episode occurred in our store Saturday, November 13th:

A lady was pricing men's work shoes, and on asking how long we guaranteed them to wear, we replied, that we did not guarantee them for any length of time, as it would be quite impossible to do that. Whereupon the lady came across with a statement that a certain mail order house guaranteed such a boot to wear for six months. Of course this seemed an utter impossibility and thereupon the offer was made to the lady, that if she could produce the catalogue showing any such guarantee or statement, we would make her a present of the pair of shoes, or of any pair she might choose.

Well, that evening the lady certainly put one over on us, as she appeared with a large catalogue under her arm, and with a very broad smile, pointed to the page we are enclosing. Needless to say the lady departed soon after with her pair of shoes.

We would especially draw your attention to the wording of the smaller paragraph under the heading "Our Guarantee," which states that if the workmanship, etc., is faulty, customer might return same.

Yours very truly,

J. WIEZEL & Co.

* * *

The "Guarantee" referred to, which appeared on the page from the mail order house catalogue which was enclosed in the letter to THE JOURNAL, reads as follows:

"These boots are guaranteed to give entire satisfaction for a period of six months from date of purchase. If, however, the materials prove defective or the workmanship faulty, return them to us with the guarantee certificate and we will send you a new pair without extra charge. This Guarantee applies only to numbers —."—Evidently the house expects to get back at the manufacturer to help them through. What do the trade think of this proposition?

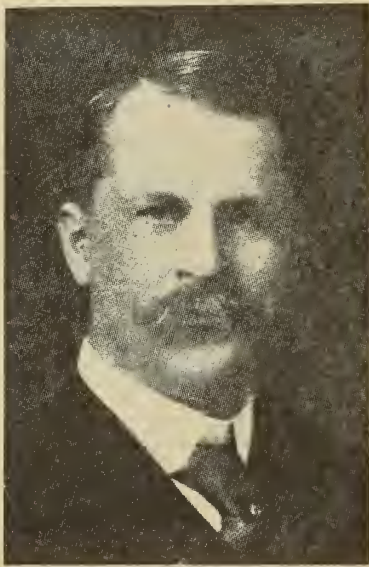
Buffalo retail shoe men are happy in having received from an enterprising wholesale house blank books which show an easy way of keeping sales records. The book contains spaces for every month in the year, and on the January page there are five columns for the months of the five years from the date in which the record is kept. Each day of the month appears, and each succeeding day for the subsequent years is on the same line, so that the dealer can make a quick reference to his sales.

Religious Deterioration Responsible

Brockton Shoe Manufacturer Claims Business Collapse Due to Moral Degeneracy—Religion Needed to Save Industry

IN a stirring address recently given upon his election to the position of President of the Boston Boot and Shoe Club, Mr. Oliver M. Fisher, of Newton, Mass., president of M. A. Packard Co., shoe manufacturers of Brockton, has made some startling statements with regard to the causes of the present business stagnation throughout New England as well as in other places. He advised a return to the ancient Biblical precept of responsibility to God and one's fellow-man as a solution of the problem.

Otherwise, he said, the irreligious trend of this country, with 60 per cent. of the population not even nominally connected with any church, will break down existing morals in the business world and will put approval upon "a standard of business integrity which before the war no business man



OLIVER M. FISHER

would believe existed." A condition approaching chaos is facing the business world, according to Mr. Fisher, due, in a large measure, he says, to the lack of faith of one man in another and the attitude of regarding contracts as "scraps of paper." Continuing Mr. Fisher said:

Business Needs More Religion

"This country has been a phenomenal success in everything material. We have been the wonder of the world, but we have lost, to my mind, the balance, and have given far more attention to the material side of life than its importance warrants. The same attention given to the development of the moral and spiritual forces within us could bring about in every community a vitalizing force which would make better communities, and thus make better the very business in which we are engaged.

"From my own business experience there is nothing on earth that business needs so much to-day as religion. By that I mean responsibility to God, to man and to the obligations that go with it, in order that our relations with each other shall be the relations of one brother to another. Obligations must be kept and the covenants we make must be considered sacred and binding; therefore, I have come to

feel after a long business life that some form of Christianity is the heart of the covenant of all business life.

"You who are in business have been conscious of a tremendous overturning recently in business affairs; in fact, a condition approaching chaos is with us at this time. If you will look at the causes of this you will find that it is very largely due to the lack of faith of one man to another in his business obligations. It is in meeting this situation that Unitarian Christianity, if carried into a man's business life, will make him a truer business man, which means a better business man.

"Our textile mills here in New England, as you know, are nearly all closed, or practically so. Our shoe manufacturing plants, one of the largest industries of New England, are practically all closed—and why? Not because shoes are not needed, not because textiles are not needed, but because the covenants entered into, the contracts made, have been torn and broken without regard for their legal value, without any regard for the financial loss entailed upon the other party; and in the face of the fact that the merchandise would be needed, that this cancellation or return would mean financial loss and ruin to the other party. A continuance of this is going on to-day.

"I do not know that I can do anything better than to quote from a recent article by Roger W. Babson, the statistician. He says:

"What does all this situation mean? The religion of the community is really the bulwark of business and of our investments. It means the real security for the stocks, bonds, mortgages, deeds and other investments which we own. The steel boxes, the legal papers and the other things that we look upon as so important, are the mere shell of the egg. The value of our investments depends not upon the strength of our banks, but upon the strength of our churches. The underpaid preachers of the nation are the men upon whom we are really depending, rather than on the well paid bankers, lawyers and brokers. For our own sakes, for our children's sakes, for the country's sake, let us business men get behind the churches and their preachers. Never mind if they are not perfect. This only means that were they efficient they would do very much more."

STORE EQUIPMENT WORTH THE MONEY

(Continued from page 37)

more specific in declaring his needs and the clerk more readily get a satisfactory pair of shoes parcelled up.

It may not always be the best policy to ticket all the shoes displayed. Some people do not want to be told the price. They just pay when the time comes. Where the majority of customers belong to a more conservative class it is generally better to mark each shoe plainly with the price. There is no use in saying that you will not make more displays because you do not intend to stock nearly so many of the widths and styles. If you intend to stay in the shoe business you will have to do it. Service in the shoe store, although just now suffering some from the effects of the luxury tax, etc., is here, and it is here to stay. More than that, there is a super-service coming that will require the keeping of more and more stock, and the furnishing of shoe stores more and more elaborately and comfortably. The store that sells shoes off a rack at so much a pair is, in the larger cities at least, gone, and gone forever. People are demanding more and better footwear every year, and the manufacturers have been meeting that demand. It is not to be expected that the retailer can do otherwise than fall in line and give the people what they want.

The time to take it easy is when you are on your vacation. Some people seem to think they are having a perpetual holiday.

Getting Under the Bed

THERE are always a lot of people who "knew" it was going to happen *after* it happens. There are many of them doing considerable talking lately about "sitting tight," and waiting until the "clouds roll by," who, if they had done a little "sitting" six months ago would not have had to do so much crawling this fall.

This "sitting tight" recalls the story of the man who on being chased by his wife with a broom took refuge under the bed. "Come out," she cried between vicious lunges of the broom handle. "I won't!" was hubby's emphatic response. "I will let you see that I will do as I like in my own house."

There is a lot of "independence" that is just like that. There are men who call themselves "stand patters" who are really just quitters. When things don't come their way they don't play, that is all.

The real men in the business game to-day are those who saw far enough ahead of them when things were soaring to take a reef in the sails and trim ship. They bought carefully for late summer and early fall, and in spite of the blandishments of travellers, and temptations to follow those about them stood their ground. These same men have bought, though sparingly, for Spring, and they have some assurance that they will have goods to sell at fair prices when trade opens up next March. You do not find any of these men boasting that they have not bought a dollar's worth of goods yet for Spring.

You can go through the Canadian shoe trade from coast to coast, and pick out the men who have always been known as good shoe men from the way they have come through the recent "slump." They are not doing much talking and they are not "getting under the bed."

The danger the shoe trade faces just now is one of under buying. Shoe manufacturers, except in a few isolated instances, have not made up any stock. If the demand for shoes is fifty per cent. of normal there will hardly be time enough to meet it in the first two months of the year. The pinch will come along towards the end of February or the beginning of March, when retailers begin to get a bit anxious in regard to their supplies.

We hold no brief for the shoe manufacturers. Some of them criticized us rather warmly early in the year, when we were warning dealers to watch their step in buying. But anyone ought to realize the situation if everybody starts in to buy at once, even if they do not order their full requirements. It will be a repetition of last year.

Retailers' Newspaper Advertising

Shoe Retailers are Increasing Their Advertising Space—Many Realize that the Old Saying "It Pays to Advertise" is True

EVERY month shows an increase in the newspaper space used by shoe retailers all over the Dominion, which is evidence that they realize the present necessity for publicity. The space used varies greatly according to location and size of the various establishments.

By the time this article reaches readers there will still

In a previous issue we reproduced a number of ads referring to Christmas, and offered some suggestion regarding the style and type of advertising to run for the holiday trade. Following this holiday selling there will be a lull in business, that is there usually is. It will need some special effort to keep trade at all near normal for the first week or more after the holiday rush is over. In some localities merchants find that an "After Christmas" sale helps greatly in keeping business up to a standard or near it. It also gives an opportunity to clear out lines that have been broken by the Christmas selling, for there is bound to be more or less of this breaking of sizes leaving odds and ends, especially, in fancy lines, that are not desirable to carry over a whole year, and for which there is little call except at Christmas. To these lines may be added other goods that are not moving so fast as one would desire, and especially is this true of lines

You

Secure the Greatest Bargains Ever Offered in Toronto AT **ST. LEGER'S SALE**

\$200,000 Stock of Footwear Going at Sacrifice Prices—Come, See and Save

Tomorrow we will turn the bargain flood loose again with still further reductions at our Five Stores. This Sale measures up to everything the word SALE means—Sale head and shoulders above anything you have ever witnessed in Toronto. This is positively the greatest outpouring of Footwear ever attempted. Every day sees us breaking all selling records, and tomorrow we expect to chalk up a record that will stand for some time to come. This great sale was created for YOU, so don't miss it.

Boys' Dress Boots
In Black and Tan, All Solid Leathers.
Sizes 1 to 5 \$3.85
Sizes 11 to 13 \$3.45
Sizes 8 to 10 \$1.98

Men's Bargains
In Black and Tan, All Solid Leathers.
Men's sizes 6 to 12, \$4.45
Men's sizes 1 to 5, \$3.85
Boys' sizes 11 to 13, \$3.45
Boys' sizes 8 to 10, \$2.98

St. Leger Hand-made
Men's sizes 6 to 12, \$4.45
Men's sizes 1 to 5, \$3.85
Boys' sizes 11 to 13, \$3.45
Boys' sizes 8 to 10, \$2.98

Women's Bargains
Men's sizes 6 to 12, \$4.45
Men's sizes 1 to 5, \$3.85
Boys' sizes 11 to 13, \$3.45
Boys' sizes 8 to 10, \$2.98

Women's Button Boots
\$1.00

Misses' Button Boots
\$1.69

Children's
Children's sizes 1 to 5, \$1.45
Children's sizes 11 to 13, \$1.95

Come To-morrow. Doors Open 8 a.m.

WEAR ST. LEGER SHOES

754 Queen E. (Opposite Post Office)
484 Queen W. (Cor. Dundas Ave.)
542 Queen W. (East of Bathurst)
970 Bloor W. (East of Davenport)
1218 Bloor W. (Opposite Marymounts)

1.95 SALE OF CHILDREN'S FOOTWEAR
in Button and Lace patterns, plain Kid, Patents, brown tops and grey tops

2.45 SALE OF GIRLS' LACED and BUTTON BOOTS
including Patents with colored tops, sizes 11 to 2. Extra special value **\$2.45**

Abernethy's Shoe Store

FARM FOOTWEAR

And the Customer was Satisfied

A Harvest of Good Shoes

W. Williams

NEW FALL FOOTWEAR

Steve J. Martin

THIS WEEK

J. S. McILRAITH - DURHAM

Dainty Footwear

The Ingledew Shoe Co.

BOOTS SHOES

W. WILLIAMS

Fashionable Footwear

WIEZEL'S CASH STORES

Ladies' Oxfords

\$9.00

CLUFF'S

Great Bargains In Ladies' American High Class Footwear

Offered By **Waterbury & Rising, Ltd.**

Read the Reason Carefully

Waterbury & Rising Limited

King St.

COMPLETED STOCK

JOHN HORLICK

What Every Woman Wants

SCHOOL BOOTS

LOCKETT'S

BROGUES ARE VOGUE

GOOD VALUE AND WHERE TO GET IT

SHOE STORE

Samples of shoe retailers' advertisements.

be time to do some special Christmas advertising. Announcements of Christmas goods should be kept right up to the day before Christmas, for no matter how much warning is given there are many people who will do considerable buying on Christmas eve. Many will just be "finishing up" but the aggregate of late sales is large and stores are always crowded to the very last.

that have been stocked at high prices, and for which it will be difficult to secure the high prices now.

In proof of our opening statement, that shoe retailers are using newspaper space freely, we are showing a number of advertisements that will be of interest. Some of these are quite spacious, while others are quite the reverse. But even the large one shown was exceeded by another merchant

in Toronto who ran several full page ads in connection with a sale he conducted. We have not reproduced these larger ads for the reason that in reduction the plate is so small that they do not read easily. The large one shown is four columns by full page in depth. This ad, of course, is one of those large ones that will cause people to sit up and look. The size is in its favor, for it is unusual and when large ads of this character appear people think something is doing. The matter is set in good bold face type, and the sale talk is mighty strong. Then the list of lines given is good and well arranged, and the prices too are bold and easily seen. Of course, an ad of this character for a big sale would not be an ad were the prices not quoted.

Next in size to the largest one, in the top right corner, is a strong ad, for it is logical in character. It gives the reason for this sale, the number of pairs to be sold and finally the prices. This ad we feel sure brought goods results.

The Abernethy ad is not large but quite large enough to serve the purpose of advertising the children's shoes at \$1.95 and the girls' at \$2.45. And the price is made very prominent. A mother who has children wearing these sizes is bound to be interested, for the prices stand out so prominently they are bound to be seen.

The Steve J. Martin ad is a splendid one, compact and well set. Its appeal is direct to young men and the language is that of the stylish young fellows with pep, dash and go. Then the lines are all named and the prices given which complete a very strong ad.

The McIlraith ad is another splendid small one. This says a very great deal in little space, and with two prices quoted the customer knows exactly what he can obtain and what price.

The little ad at the bottom about Dainty Footwear is no more than an announcement of the store and its location. It does not belong to the class that will draw trade. It will be seen that the statement is no more than the reader will expect could be said of any good shoe store.

The single column Williams' ad will likely lead Mr. Williams to say that advertising doesn't pay. A straight command to buy shoes from any one when one needs them has not much drawing power to it. If some reasons were given WHY one should go to any certain place to purchase shoes, then, if these reasons were strong enough, business would be the result.

The Wiesel's ad, directly below, is good because of its oddness, but when these lines were specially priced it would have strengthened the ad, according to good authorities, 60 per cent. to have had the prices given.

The Cluff ad is a real good one, and if this did not bring customers it was because the women of that city did not want Oxfords of this type. It tells about all there is to be said about them, including the price. About all a woman would need to do after reading this ad, if she wanted this style of shoe, would be to go and be fitted.

Now we come to the cute little ad of John Horlick. This is about two inches deep by a column wide. It is little more than an announcement of his business, but even if it is small it is better than no ad at all. The same may be said of the Monteith ad set diagonally near it. It will be interesting to know that these two ads are in the same paper and the stores in the same city.

The long one column ad just below the Horlick is on illustration of not taking time to write an ad carefully. The first part of it reads as follows: "What every woman wants. A real fit, easy comfort, clean cut style in footwear. These shoes are guaranteed to give you more of these three qualities than any other shoe you can buy." The most natural thing is to expect to read on and find out something about "These Shoes." But, instead, there is not a word said about them after the introduction. The ad then turns to "Pumps for Evening Wear." They are described and priced, but not a word is said about the shoes that are to give a real fit, easy

comfort and clean cut style. When one writes an ad he should read it over, assuming the ad was written by some one else and addressed to him (the writer) and try and see how it appeals to him.

The ad at the bottom right corner was also possibly written in a hurry. There is a sort of jumble about it that suggests hurry in preparing. The first paragraph starts off well, but does not end so well. The first sentence is particularly good. The next sentence is good but it stops too quickly. "Here is one of the popular styles for fall." No doubt alluding to the illustration although there is nothing to say that is what is meant, and many people will not understand it so. Now an illustration of this kind does not say much except about shape and design. It says nothing about the shoe or its qualities. Why not tell a little more about this popular fall style? Why not say of what kind of leather it is made? To use the old expression "Try a pair," is surprising, for the writer of this ad can write some real advertisements. This term in an advertisement gives altogether a wrong impression of the attitude of the advertiser by placing him in a begging position.

It would possibly have strengthened the ad had it started something as follows: "THE BROGUE IS VOGUE. We are always ready with the new designs in foot toggery. We illustrate one of the popular ones for fall. It is a Brogue in boarded side-leather made by one of Canada's best shoe firms, a guarantee of wearing value. It has all the ear-marks of style and quality. Splendid value at so much."

The paragraph following the next line: "Good value and where to get it," does not seem to have close connection with the line. The writer may have had something in mind that he has not expressed. The following head line: "Moderate priced shoes have the call," does not seem to be followed with lines that the average person would call moderate priced. \$13, \$14 and \$15 dollar shoes are hardly in that class. If it is meant the \$9, \$10 and \$11 ones are moderate, then these should have appeared immediately following the head line. The last line too is quite confusing. The \$9 to \$11 shoes are described as black and brown and the last line reads: "Two special lines, black and brown, at \$8.50," giving the impression that two of these \$9 to \$11 lines may be had at \$8.50.

The advertiser may think we are too discriminating because he has all this matter in his mind, but in writing ads one cannot make them too plain. The general public do not know all these things as does the advertiser.

The Farm Footwear ad starts off fine. The joining of the next sentence, though, leads one to feel that some story will be told immediately after the statement: "Farm Footwear and the Customer was Satisfied." One expects to read of some specific case of a farmer coming in and asking for a pair of shoes like he obtained a year ago that gave great satisfaction. Instead, the reader discovers this is just a motto of the house. If the word AND had been left off it would have been all right. The balance of the ad is good and to the point, and the use of the cut will show at a glance that it is a shoe ad. This should have sold work shoes.

The Lockett ad is very high class. The setting, the border, the cuts, everything is in keeping with the high tone of the line advertised. This ad will appeal to a certain class and should have drawn business.

While we do not claim to be the source of all wisdom, we do claim that there are always helpful hints in a trade paper. It is the business of every trade paper to gather all the worth while ideas from every source and present them clearly to its readers. If you read THE SHOE AND LEATHER JOURNAL consistently for a few months you are, unless you are already a pretty wise duck, very likely to see something that will help you in your business.

Trend of Styles in American Centres

Some Suggestions as to What is Becoming Popular in the Greater Cities of the Republic to the South of Canada—Trade in Oxfords is Still Good

SUGGESTIONS as to what is being sold in the larger cities of the United States are always welcome to retail shoe dealers in Canada, as it gives them a forecast as to what is likely to be the vogue in the months to come, and helps them sell up-to-the-minute stuff to their most stylish patrons. The following hints from New York, Chicago and other places, are therefore given after careful selection from the best authorities across the line:

In New York grays in strap effects are still the most popular footwear among the best dressed women, and leads all others in selling. but black satin in the same styles are a



A Fox-trot Evening Shoe from
Moniteur de la Cordonnerie, Paris.

good second. Golden brown satin is being shown to some extent, and style experts are predicting a heavy sale for this shade in the coming months. Dark brown ooze is again popular after having fallen off slightly in the summer. Heavy tan oxfords and gray buckskins are leading in sales for walking and sport purposes.

Among the Chicago retail stores the trend of style is not so easily defined. It has a very wide range and varies considerably. The stores which deal in novelty effects and pay due respect to the caprices of fashion report that there is a great deal of activity in the very high cut boots, even up to ten and eleven inches. These same stores are also having a heavy demand for sandal boots and the tongueless and cut-out patterned tops.

The high-grade, exclusive booteries, whose clientele is drawn from the cream of Chicago's fashionable element, on the other hand are unanimous in the declaration that the low shoes are most in demand, and that when boots are called for they are wanted in the more conservative tops, 8½ inches being the favorite height.

The manager of one of these stores said recently: "When you get beyond 8½ inches you are inviting trouble; on

account of the wide variance in the size of the average woman's ankle. We find, too, that our customers prefer the more conservative height shoe for the additional reason that the short skirts permit of the wearing of beautiful and expensive hosiery, which the high-cut boots will conceal. In these boots the nut brown shades in calf or kid are easily the favored over black. We have no call whatever for blues or grays in boots, but gray suede in low shoes is especially good for dress occasions, especially in the instep strap, fastened on outside with glove clasp and with or without handsome side buckle.

"In brown suede, with either narrow or broad strap, two straps or cross straps, we have hardly been able to keep up with the demand. Black kid slippers, with ankle strap, medium toe, heavy turn sole and high Louis heel, are also much in vogue. Evening slippers, as a rule, match the gown, or are of silver or gold. The black satins with brocaded cuff straps are exceptionally good, as are the black satins in loose tongue effect, heavily beaded in jet."

While the sale of high shoes during the past two weeks has shown slight improvement, the demand for low shoes continues, and there is considerable activity in the sale of spats, according to the manager of another high-class shoe retail store. Black suede and satin shoes are extremely favored at the present time, a one-strap model in suede having a motif of light fur in the centre of strap, ornamented with jet buckle. Many of the slippers have beaded bars across the vamp; those in black satin, gray suede and bronze kid being greatly in demand in this style. The loose tongue is also heavily beaded.

In boots, an exceptionally handsome model comes in brogue effect, of nut brown Russia calf, with wing tip, military heel and welt sole. In patent leather, with circular vamp and buck top, Louis heel, there is a smart model very popular with the customers of one of the big department stores. This store also claims considerable demand for their nobby-looking gun-metal oxfords, blucher style, with hand-turned soles and straight heels.

An all-kid boot, 10-inch waved top, with high French heel, in camel, is meeting with the approval of smart dressers. Tan calfskin boots, with full quarter, straight tip, Cuban heels and welt soles, are very popular with growing girls.

The consensus of opinion among retailers indicates an increased interest in the tan shades, among the shoes for men, the coarse-grained calfskin being in greatest demand, although the brown cordovans press hard for first honors. Straight tips predominate in favor, the wing tips showing evidence of a declination in popularity.

The slow buying up to date has set manufacturers to producing new styles to make their wares more attractive. Strap effects continue to dominate, but ornaments and beaded effects are gradually working their way into the styles. Makers of turn soles predict that colonials will be the thing before summer is over, but they are not expected to replace straps in the earlier season. Many believe that straps will not last much longer in the large centres, but that there will be a larger demand for them in the smaller towns.

Pumps in patent, kid, combinations and two-tone effects are to be found in almost every line and they are said to be selling. Women in some localities are said to be determined to wear pumps and spats for winter. Some strap effects with side lace are being shown, and patent leather diamond tips, patent quarters and celluloid heels are among the samples. Cut-outs, with combination or contrasting underlays, are also being shown and may possibly figure in the spring selling.

Some people stop trying when they meet difficulties. Others try harder to overcome the difficulties. This is the season when retail shoe dealers are being tried hard. It is also the time for them to pull up another notch in their belts and try still harder.

Show Cards That Sell Shoes

Use Plenty of Display Cards—They Help
in the Selling of Goods

THERE is no excuse for not using show cards. Large department stores and other large retail establishments use so many that they employ a card writing staff. It can be depended on that if show cards did not pay these big companies would not keep a staff, for in the bookkeeping of these firms the salaries of this department are all booked to "Expense," and these wide-awake business concerns are not creating "Expense" accounts that do not pay, paradoxical as it may sound. Of course there are but few concerns large enough to keep men who devote their entire time to this work. In many cases, with smaller concerns, the window trimmer will be able to do a little

proportion should be maintained. The one with "Some real Stylish Models, etc.," on it is made on a white card with a piece of buff wall paper pasted over the centre part, which shows grey in the illustration. The lettering is done in red and shaded with white. The border is in two colors, red and grey. The wording of this card makes it usable at different seasons, and if preserved carefully can be used many times.

The other panel is the same size as the one described. It is a white card lettered in black, and is one of the simplest cards there is to make. The lettering is done with a red sable card-writer's or sign-writer's brush, and is used practically like a pen when doing this kind of lettering. In other words it is as near like writing with a pen as possible to do with a brush. The lettering on the other panel is more difficult to do, because the letters are vertical and are always harder to make. But those done with the same slant as writing are not so difficult. This card, too, can be used on more than one occasion.

The "Special Value" card does not mean that the goods must be reduced in price. Frequently regular priced lines



Window Card suggestions for present use

card work and with the still smaller firms often a salesman can be secured who will devote part of his time to dressing the windows and card writing, and the balance to selling. But should this not be warrantable because your business is small, then you will require to secure your cards from an outside card writer. No matter what your situation or location, secure the cards. They will pay all they cost. There are standard cards—ones you may be able to use over and over. That is, use them or one display and then lay them away for a time and use them on some other occasion. Some of the samples we have designed in this number are of that type. When using cards of this character it will be necessary to use price tickets.

We have designed two panel cards shown in the illustration. Panel cards are an attractive shape and do not take so much room in a window or a display as do cards that are wider. These two samples are $9\frac{3}{4}$ by about 24 inches. This is a very good size for panels and if made smaller the

will be special value, and this card is designed for just such a line or lines of stock as will come under this head of special value. And in order that the observers may see that they are good value the price will need to be given. Do not forget that the public are good judges, these days, of shoe values. This was evidenced recently in Toronto with a special sale that was put on, and the prices did not indicate anywhere near the value claimed. The result was that the public would not be fooled by the claims and turned their back on the place, and it closed after going to considerable expense in preparing for the sale. This is evidence of what a knowing people, the public, has become.

The large letters on this card are done in red and topped with black, which does not show much in illustration, as red photographs black. The shading is in grey and the small letters are in black. This makes a very attractive card. The size is about 14 by 22, or half sheet size. Smaller

(Continued on page 50)

Selling Findings in British Columbia

The Findings Business in the West Requires More Care Than in the East, Being Far from Points of Distribution More Careful Planning is Necessary

A VERY interesting article on selling findings, written by R. B. Francis, of the B.C. Leather & Findings Co., Limited, of Vancouver, appeared in a recent number of Shoe Findings, parts of which we give herewith.

Running a Findings business in Western Canada is probably a trifle more difficult than running the same size business in the middle West or Eastern Sections of Canada or the United States. This is on account of the distance from our manufacturers and to the frequent delays in freight. At certain times in the year we have to figure on delays in transit owing to forest fires, floods, snowslides or extreme cold on the Prairies.

It is therefore necessary for us to watch our stock very carefully and to keep well ordered ahead. The high rates for freight and express make it necessary to buy in fairly large quantities in order that our shipments make up sufficient weight to escape the minimum charge. Incidentally it is rather amusing to hear the cry of protest that goes up from some eastern manufacturer when we charge him back with a proportion of the transportation charges on a shipment where the goods weighed 40 pounds net and were packed in a box weighing 80 pounds.

Another cause for delay in getting goods, and this is probably the experience of many other Finders in Canada, is the surprising ignorance on the part of a considerable number of United States shippers, regarding the necessary forms of invoices to be made out when exporting to Canada. Time after time we have had to make up a correct set of invoices and forward them to the U.S. shipper for his signature. The U.S. shipper who wants Canadian business would be well advised to acquaint himself with the proper forms of invoices to be used and then passing the information along to his office force.

The Western Canadian shoe finder needs about 50 per cent. more capital in his business than his brother finder in the Western States, for our Canadian prices are higher and as we have to purchase a large amount of goods in Great Britain and the United States we have to lay out in cash an average of 30 per cent. duty and exchange on U.S. shipments of from five to 15 per cent., depending on what proportion of the exchange the shipper is willing to absorb.

These are a few of the difficulties with which we have to contend. On the other hand surmounting these obstacles forces the finder to run his business most carefully in order to make a margin of profit that is due him for his hard work.

The writer has found that his company can get along with fewer brands of any one line than many U.S. finders, without hurting the volume of sales. For instance, the writer called on a U.S. finder a short time ago and found in his stock about seventeen different brands of rubber heels. The finder stated that he had a call for all these brands and felt that it was necessary to carry them all. We used to carry seven different brands of rubber heels but have been able to cut this down to three brands, and then only carry a small stock of two of these. The manager of another U.S. findings house told the writer that one of his salesmen came into the office with a request that a certain line of black dye be ordered. The salesman was told to go to the stock room and lay out a sample of every brand of black dye carried in stock. The result was that twenty-six different brands were found in stock.

Now we are carrying seven different brands of dye at the present time and intend to cut this down to three lines as soon as possible. The U.S. shoe finder just mentioned probably does five times the amount of business that we do, but they are carrying over eight times the number of brands of black dye than we will in the near future.

It is the same proposition in a lesser degree with sole leather. We can get along nicely with three or four different brands, while the writer has seen eight to ten different brands of sole leather in some U.S. finders warehouses. On cut soles and heels we get along with two different brands and do not have to carry any blocks.

It is by studying our business carefully and running it as closely as possible that we are able to overcome, in part, the handicap imposed on us by the distance from our sources of supply, delays in freights and the duty and exchange we have to pay.

In British Columbia we are blessed with a climate that gives us very little, if any, snow or cold weather and we manage to keep busy the year round. Our slack time is the summer months of July and August and during the last two years the summer months have been busy ones. The growth of our Company has been due in a great measure to our being distributors for this province for one of the largest manufacturers of trunks, bags and suitcases in Canada. The added volume of this line has helped in our traveling expense, which is very high owing to the large extent of territory we cover that is sparsely populated. We have been fortunate in having a loyal, efficient and hard working staff of employees and have also been fortunate in picking the same class of men when we have had to increase our force.

To keep our staff interested in their work and to give them something to work for in addition to their salaries, we have instituted a bonus plan. This plan has only been in operation for about a year and a half, but we have noticed very good results in that time. Every employee who has been with the company one year or more, shares in a bonus based on the proportion that his or her salary is to the total payroll. The amount of the bonus depends entirely on the efforts of the staff. As a company grows the chance of waste and lost motion greatly increases. We have pointed this out to our men, telling them that the more they cut down waste, the larger will be the profits of the company and the greater the amount of their bonus. This plan might not work to advantage in a large manufacturing company but in our business, with a cordial feeling existing between the management and the staff, it is working very nicely and is a considerable factor in our growth. The bonus is figured every six months after our half-yearly inventory is taken.

The courteous and friendly way that every customer is greeted when in our warehouse is another reason for the increase in our business. Large or small, they are made to feel that we are glad to see them and we are told by many of them that when they want service, they come to us.

We believe in taking and reading all the trade journals in our line of business and passing them along to our men.

We try to pick out the high-grade lines of dependable merchandise and then co-operate with the manufacturer in putting them on the market. We always try to have some new high-grade line of goods to show our trade. If we make a mistake and sell our customers a line of goods that does not prove up to our standard, we cheerfully accept return of the goods.

We take off a monthly balance sheet which shows in detail the sales, expense, properly itemized, profit or loss for the month, stock on hand, amount of accounts both payable and receivable. The percentage of gross profit used in obtaining the figures shown on this sheet is based

(Continued on page 71)

Improvement Noted by Manufacturers

Better Shoe Retailers in the Larger Cities are Said to be Placing a Good Proportion of Their Spring Requirements—Business Better than It Has Been, but Nothing Like Normal

SHOE manufacturers claim to be receiving a little more business than they were a few weeks ago, but there is nothing like a normal business yet. It seems to be generally accepted now that the bulk of the spring placing will be done immediately after the Christmas holidays. Manufacturers have come to accept this now as the determination of the retailers, but reiterate the statement that there will be a shortage of footwear before spring. There may be enough in some places of the styles prevailing last summer and for this fall, the manufacturers say, but there is sure to be a shortage of the better grades of staple lines and of all the latest styles. Manufacturers certainly will not make up new styles to any great extent without having orders for them. As one manufacturer put it: "When business is dull there should be a change in styles, so that those who can afford to buy what they want and keep up to the latest in everything, will buy additional pairs, and presently those who might think the shoes they have would do all right but for the change in style, will be buying to keep up to the leaders." If there is a run on something new approximating the popularity of the brogue there will be a good demand for the new style, no matter what it may be. No one, in the light of the present conditions, is going to encourage the continuance of the present styles for spring. Samples show many changes. Manufacturers think that the retailer who does not get rid of the bulk of his stock this fall and winter will be harboring a lot of "has beens."

Speaking with one manufacturer, it was learned that while the manufacturer was quite prepared to admit that the retailer had every right to do as he liked about ordering, there was no likelihood of his firm, at least, cutting into a lot of leather in expectation that the retailers would want more shoes towards spring. "We don't want to get caught again this winter the way we did last spring," he said. "We made up a lot of good stock at high prices last year, and there was a lot of it thrown back on to us, through no fault of ours." He took the reporter down into the basement storehouse and showed him about a hundred thousand dollars' worth of patent leathers. This leather had been bought to be made up last winter and spring, and much of its kind had been made up when the cancellations began to come in. This lot that the reporter was shown was what had been left uncut. It was bought at a high figure. "We're taking our losses and saying little about it," said this manufacturer, "but we're not going to get caught again like that if we can help it."

This same man went on to say that business had been very dull all along through the fall, only a small amount of sorting up being done, but that more recently there had been a little improvement in the spring placing. "If we don't get the orders the shoes are not going to be here," said this man, "and we believe we are taking the same position as every other manufacturer." This firm makes a good grade shoe, and, although a lot of cancellations came in the stuff has been moved one way and another. There was nothing like an overstock of shoes in the place, although there was considerable leather, as above stated.

Speaking to a traveller for another high-grade shoe concern the other day the reporter was told that the American shoe had been pretty well forced out of the Canadian

market. "You know you can get a pretty good Canadian-made shoe now," he said, "just as good as those made anywhere else. There has been little chance lately for the American shoe," he continued, "but owing to present conditions there are quite a few of them finding their way over here. There are jobbers and retailers who go over to the large factories of the United States and buy up a lot of what are 'rejects' or cancellations and sell them over here below what honest Canadian shoes can be sold for. This is decidedly unfair. It is just now taking work away from the Canadian workman.

"I was out all week," said another traveller, "and although I spent all my expense money, and had to give a check to pay for my last hotel bill, I did not do a great deal of business." The talk everywhere is that prices to the consumer, especially in staple requirements, are still high. "Retailers everywhere seemed to be very busy," he continued. "Of course, the snow and sloppy weather brought business to the retailer. There is a good business now being done in rubbers. Everybody seems to be determined to make the old footwear do with a pair of rubbers over them. There is still another thing which has affected trade in Western Ontario at least. Over in Detroit, where there are so many automobile workers unemployed just now, merchants have been slashing things in a great way. Fifteen dollar silk shirts are said to be selling for as low as three dollars. Other things are going at a proportionate cut. Canadians living near the border read of the bargains being offered on the other side, and go over, and when they make the trip they bring a load."

A city traveller when seen by THE SHOE AND LEATHER JOURNAL, gave out the information that the better retail stores in Toronto were placing about seventy-five per cent. of their spring requirements now. Some others have promised to have their placing done early in December. Business, he said, was much better from his standpoint than it had been, but was still far below what it ought to be. He is expecting to do much better from now on till well into January. Some wise ones apparently figure that there will be a great deal of placing in January and, fearing that they will not get deliveries on time, are doing their placing in December, so as to just get in ahead of the other fellow, on the knowledge that orders are usually filled in their order.

At the rate at which the public is buying footwear at the present time it would not take many weeks to clear out the surplus stocks on the shelves of the retailers. Those who are going to require new shoes this winter are apparently out looking for them now. This would seem to be a wise policy, too, because if they must be procured there is no better time than now when there is the whole winter's use before them. There has been so much cutting of prices during the past few months and so many sales of footwear that there is every reason to feel that shoes may be bought to-day as cheaply as they will be at any time between now and next spring.

The manufacturer's hope is that the public has at last decided that there is no use in putting off buying footwear any longer. If the present buying goes far enough, and there is every reason to believe that it will, retailers will soon be wanting to order many more pairs of shoes.

Allied interests have pledged their support to the retailers of Buffalo in the arrangements for the convention of the New York Retail Shoe Dealers' Association.

The Toledo Shoe and Leather Club has planned a program for the winter that is designed to increase attendance. Every meeting will be featured by a banquet and an address by some leading authority on advertising, etc. Something like this might help the Toronto Shoe Retailers' Association.

Adamson Writes His Final Circular

Mr. Adamson Closes His Advice Bureau
—He Writes His Last Letter to His Young
Friend Clients

MR. Adamson, for some reason, decided to close his Advice Bureau. It had been a great source of pleasure to him and profit to the young men who had availed themselves of his services. As a parting act he wrote one more circular letter to those who were interested in the subject of salesmanship, and told them he would not continue the work. The circular ran as follows:

Dear Young Friends:—While I have enjoyed my association with you in the capacity of instructor, and hope you have profited by my efforts, I have decided to close the Bureau, and before so doing I am writing you this parting bit of advice.

There are a few things to which I am anxious your attention should be directed before I leave this subject of salesmanship. You may not think they will have direct bearing on the subject of selling goods, but I assure you their indirect bearing is such that their importance should not be overlooked.

One of these things I desire to mention is DEPENDABILITY. What I mean by that is that you should make it a point ALWAYS to do what you promise, or agree to do. Do you know I never have much use for the man who will not tell the truth except when he takes an oath to do so. I am afraid he may forget even then. Of course, there are times when it is physically impossible for you to carry out your promise or agreement, but in such cases you should make the fact known to those interested. I know you may think this has little or nothing to do with salesmanship. But I want to emphasize the fact that indirectly it has. If you can establish a reputation for trustworthiness you have an asset that will help you in selling, because when people recognize your reliability they will have more confidence in your statements and be much more liable to purchase from you.

Apart from selling, and along the same line of reliability, if you engage to meet a person at 10 o'clock, be there at that time. If you keep a man waiting a half hour and his time is valuable because he is a busy man, what is the difference between that and putting your hand into his pocket and taking out in cash the equivalent of the half hour's time? You never looked at it that way, did you? Reverse the situation and see how you would like to be kept waiting a half hour.

Make your word to be known as law. Do not let anything balk you in the fulfillment of your promises. A man who is unreliable in small things will be the same in large ones. It is an inexorable law that he that is not faithful in little will not be faithful in much, and that law is as old as man's creation. And do not think that you can change it. It applies to you just as much as it does to any one else.

And here's another important thing: Don't get a swelled head. I know you think you haven't, and it may be you are right. But you can give that impression to people with whom you do business when you may not intend to do it. It is just one phase of egotism. Get this well rooted and grounded into your brain. People are not interested in you—that is, the great mass of people with whom you do business—except in the sense of which you can be of service to them. And you may not have thought of it, but you are not interested in people, only in the sense of which they can be of service to you. So when people come in to buy,

it is your place to win them, not to tell them about yourself. Turn the light on them. They are interested in themselves and like to hear you talk about them. But they do not care a button about you. If you will talk to them about themselves you will make a hundred times bigger hit than if you talked about yourself. It's business you're after, and you can get more of it by telling people what real nice folks they are, than what a nice fellow you are. You do not need to spread it on too thick. Don't overdo it, but do it some. Be polite and kind and courteous, but don't shove the capital letter "I" in where the word "You" should be.

Here's another idea. Be optimistic. Little blue devils of discouragement will come whispering into your ear and work the premonition racket. Don't listen to them. They may be just some physical derangement. A touch of indigestion or some other stomach trouble. Forget 'em. When these feelings of depression come to you throw them off. Think of the bright things. Think of the advice you would give to some one else if they were in your position. Turn your back on pessimism as if it were something that would do you harm, for it surely will. Blue thoughts are enemies, and you cannot afford to have mental enemies any more than you can have physical enemies. And by the way avoid making personal enemies. That does not mean that you will not meet some people who will not like you. You may meet many of those who will not like you just as you will not like all the people you meet. But do not make enemies of either class. Simply keep away from them. Enemies are thorns on the rose bush of friendship. Avoid them. It is 25,000 miles around this earth, and there is plenty of room for you to keep away from those who may be your enemies. They do not pay. Treat them as if they did not exist.

Talk success. Talk prosperity. Scatter optimism. There'll be plenty of people to croak without your joining the chorus. Don't even look doleful, no matter how badly you may be feeling. Think success and look it, and talk it, and after a while it will come to you.

Laugh with your customers and those with whom you associate, but NEVER AT them. Forget bitterness and keep yourself sweet and good-natured and genial. Never be a smart Alex. Nobody likes one. Realize that you are doing people a favor when you are selling them something they need. Realize that it's a worthy calling, this selling of merchandise. It's a responsible position the selling of any commodity to any person. Get that view of it. But don't let it make you uppish. Let it help you to keep your poise when you have some cranky customer to attend which will be a test of your selling ability. Not proven by whether you sell that person or not, but by whether you have kept yourself from being ruffled and prevented him from being ruffled, and whether you have won him to you and the store by your handling of him, even though you may not have made the sale this particular time. And through all, and above all things, at all times, BE HONEST.

SHOW CARDS THAT SELL SHOES

(Continued from page 47)

cards may be used, but this proportion of size works well.

The "Rubbers" card is for use at this time of year, when rubbers will soon be in demand. The card may be shown in the store or in the window without a display of rubber goods. It can also be used where goods are displayed. This card should not be hard to execute. The large lettering is done in red or blue and topped with black or brown and shaded in grey or light blue. The small letters, because being on the slant, are easy to do and may be in brown or black. As mentioned above, a card of this kind should be on display all the time in the store. It is simply a ease of reminding your customers that rubbers will be needed, and they may remember that they should have a pair. It is a splendid illustration of how a card works for you all the time, and at no expense except its original cost.



Blachford

Shoe Manufacturing Company,
Limited
Toronto



1536—Patent Heart Pump, Last 103.
Telegraph Code—Turner.

4532—Kid Heart Pump, Last 103.
Telegraph Code—Tate.



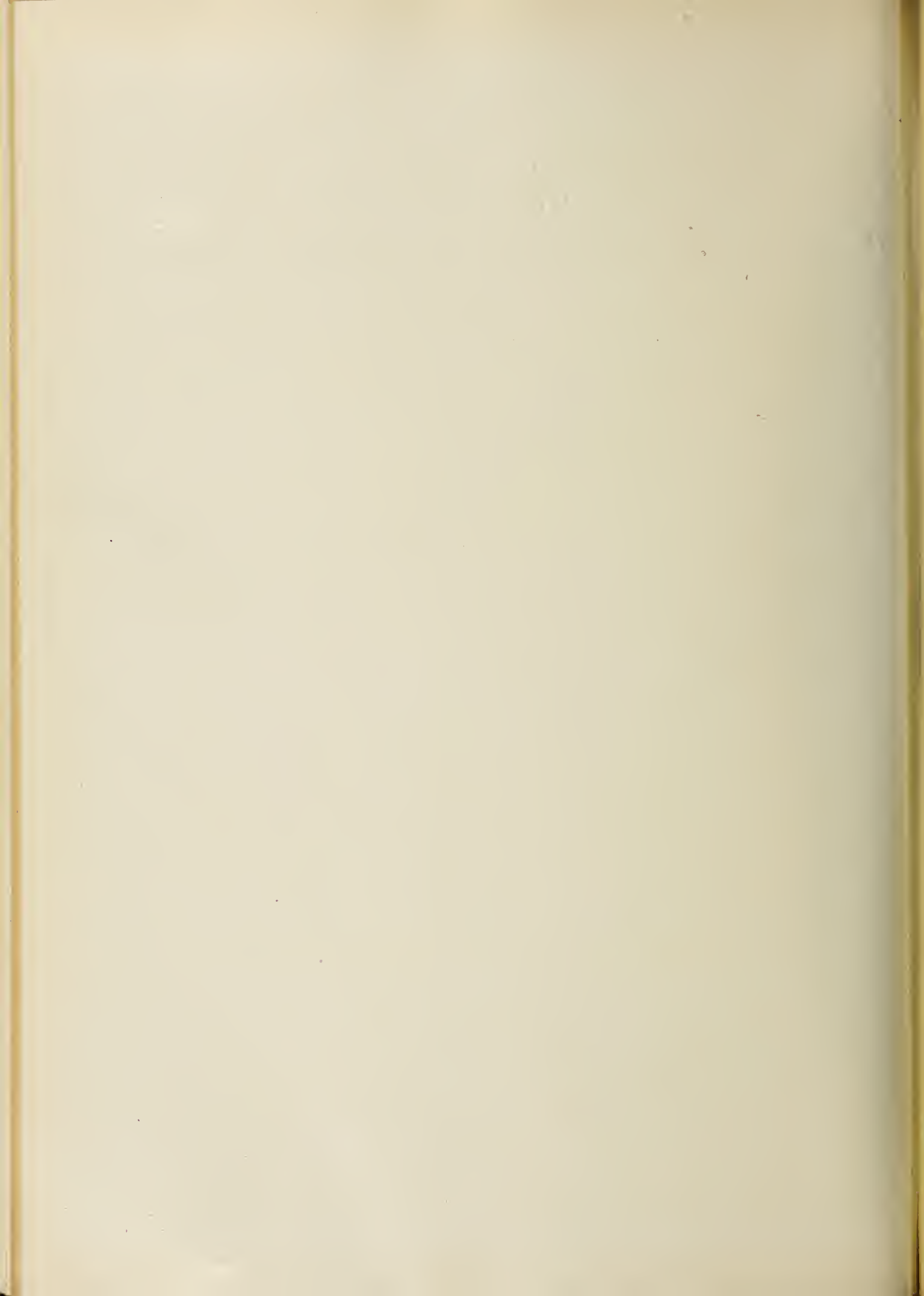
9190—Kid Lace 8½ inch Im. Tip
Combination Last 33.
Telegraph Code—Saunders.



8299—Seal Brown Calf Lace 8½ inch
Tip, Last 32.
Telegraph Code—Smith.

In Stock

Have you received our catalogue?



QUEBEC

A close survey of Quebec prices shows that the manufacturers have united in their effort to offer the larger buyers the utmost in values.

The addition of an "In Stock" department to many of the factories is an added feature of service which will shortly be appreciated.



At the service of the industry

THE location of U. S. M. C. head office in Montreal, and the location of the several branches in

**QUEBEC, KITCHENER
TORONTO**

are no matters of mere chance. They are so situated as to serve the districts they cover to the best of our ability.

Anywhere and at all times any member of the staff of U. S. M. C. of Canada is at the service of the trade.

**United Shoe Machinery Co. of Canada
LIMITED**

Head Office: MONTREAL

Quebec Branch: 28 Demers St. Kitchener: 46 S. Foundry Street
Toronto: 90 Adelaide St. West

Shoe and Leather Journal

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JAMES ACTON, President

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510 Coristine Building

Boston Office:

161 Summer Street

TO ADVERTISERS

The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

Let Us Pull Together

THIS is surely one time when the whole of the trade should pull together. Maker, jobber, and retail merchant have one cause and one aim—the prosperity of this great industry.

The tactics of some of the manufacturers—or their representatives—should merit censure at this time. Until the retail trade unloads, business will be light for every manufacturer and it appears unsound, to say the least, to incur probably still greater losses in what has become in some quarters but an attempt to keep the little business there may be from going to a particularly disliked competitor.

The manufacturer has already taken a great loss. For the good of the industry, the few concerned should bury their personal grievances, sell on a fair basis and forgo some of the actions that savor distinctly of “small town stuff.” The shoe jobber by and large is a pretty white sort of a cuss, and while wanting the real bottom in prices does not desire to dig into the muck for them.

If prices are at their lowest point in keeping with the market, it behooves the manufacturer to convince the trade of this fact by stabilizing them at their present level. A further reduction, if it represents a loss, will only keep the jobber and merchant unsettled that much longer.

JOS. TANGUAY



Tanguay Hockey Boots

have, in addition to the patent quick lacing device, other special features that make them quick sellers to the Hockey Player. Dealers and Jobbers will do well to keep this shoe in mind for next season.

Tanguay Work Boots

Our Sport or Work Boot made on the same principle as the Hockey Boot has quickly earned a good reputation for itself.

Tanguay Staples

Are real values. The trade will go far before they find the equal of our heavy staple line for spring.

JOS. TANGUAY

122 St. Dominique St., Quebec, P. Q.



SHOE FACTORIES IN QUEBEC

NAME AND ADDRESS	WELT				McKAY				TURN		S. SCREW			PEG'D		Stitched Down	Slippers	Infants'	Sporting, Hockey
	Men's	Boys' and Youths'	Wo's. and Misses'	Children's	Men's	Boys' and Youths'	Wo's. and Misses'	Children's	Women's	Children's	Men's	Boys'	Women's	Men's	Boys'				
Beaulieu, Jos., & Co., 80 Colomb.....					x	x	x	x											
Berrouard, F., 401 St. Valier.....					x	x	x	x			x	x							x
Bertrand & Thibault, 104 Montmagny.....							x	x										x	
Bisson, O., 76 Marie Louise.....																			
Children's Shoe Mfg. Co., Ltd., 11 Belleau							x	x										x	
Drolet, J. B., Co., Ltd., 583 St. Valier.....	x		x		x	x	x												
Duchaine, Ludger, 593 St. Valier.....	x	x	x		x	x	x				x	x							
Duchaine & Perkins, 195 De la Couronne.....	x				x	x	x	x			x	x	x	x	x				
Eastern Canada Shoe Co., Colomb.....					x	x	x	x											
Gale Bros., Limited, 518 St. Valier St.....							x	x										x	
Gosselin, J. H., 50 D'Argenson.....						x	x	x				x	x					x	
Goulet, O., 575 St. Valier.....	x	x	x			x	x	x				x	x					x	
Grenier, Art, 104 Colomb.....																		x	
Jobin, E., Ltd., 35 Colomb.....	x	x	x		x	x	x	x	x	x									
Lachance & Tanguay, 70 Bigaquette.....							x	x											
Lagace & Lepinay, 22 St. Anselme.....	x					x	x					x							
Leclerc & Freres, 96 St. Malo.....					x	x													
Marier, Trudel, Ltd., Nelson & Colomb.....					x	x	x	x			x	x	x						
Marois, A. E., Ltd., 559 St. Valier.....	x	x	x		x	x	x	x			x	x	x						
Marsh, Wm. A. Co. Ltd., 472 St. Valier.....	x	x	x				x												
Martin, J. & A., Reg., 117 Charest.....														x	x				
Maisan Freres, 34 Turgeon.....									x	x						x			
Quebec Glove Leather Mfg., Limoilou.....																x			x
Ritchie, John, Co., Ltd., 496 St. Valier.....	x																		
Rochette, J. Marcel, 80 Signai.....					x	x					x	x							
Routier, Luc, 56 Colomb.....					x	x					x	x							
Saillant & Lessard, Limoilou.....						x	x											x	
Samson, J. E., Enr., 20 Arago.....					x	x	x	x			x	x	x	x	x				x
Stobo, J. M., Co., Ltd., 92 Arago.....	x	x	x	x	x	x	x	x			x	x	x						x
Tanguay, Jos., 122 St. Dominique.....					x	x	x	x			x	x	x						x
Tremblay, Ed., 108 Boisseau.....					x	x	x	x			x	x	x						



A 3000 Pairs Campaign

A money-making proposition to the wholesale trade.

We are ready to give startling quotations to any jobber making a purchase of 3000 pairs in the following lines:

MEN'S WELTS

- No. 0300 Men's Gun Metal Bal, Single Sole.
- " 0304 Men's Gun Metal, Blucher Slip Sole, Plain Quarter.
- " 0307 Men's Mahogany Whole Fox Bals, Single Sole.
- " 0333 Men's Mahogany Fox Bals, Single Sole.
- " 0317 Men's Surface Kid Whole Fox Bals, or Blucher. Single Sole.

Mark? 600 pairs in each of the above lines will give you the benefit of our 3000 pair lot proposition.

McKAYS, ETC.

In order to keep our staff well in hand in our McKay Factory, we offer the following on the above basis.

- No. 333 Men's, Boys', Youths' and Gent's Box Kip Bluchers, Slip Sole, Standard Screw Aloft.
- " 336 Men's, Boys', Youths' and Gent's Mahogany whole Fox Bals. Slip Sole, McKay.
- " 614 Wos., Misses' and Children's Box Kip Fox Blucher, Slip Sole, McKay.
- " 607 Wos., Misses' and Children's Kangaroo Bals, or Bluchers. Slip Sole Standard Screw Channel.
- " 617 Wos., Misses' and Children's Surface Kid, High Cut Bals, Slip Sole, McKay, Cuban Heel.
- " 621 Wos.' Surface Kid High Cut Bals, Napoleon Top, Single Sole, McKay, Louis Heel.
- " 685 Wos.' Oxford Single Sole, McKay, Cuban or Louis Heel, Surface Kid.

Mark? 500 pairs in each of the above lines will give you the benefit of our 3000 pair lot proposition.

Our object in making this 3000 pair proposition is to secure the most attractive prices to the right buyer.

First come, first served. Inquire for Prices.

DUCHAINE & PERKINS

195 De la Couronne

Quebec, Que.

TANNERS OF QUEBEC CITY

SOLE LEATHER

Anglo-Canadian Leather Co., 566 St. Valier.
 Beardmore & Co., 553 St. Valier.
 Blouin, Pierre Reg., Colomb and Nelson.
 Borne, Lucien, 491 St. Valier.
 Breithaupt Leather Co., 491 St. Valier.
 Clement, Edgar, Ltd., 179 Arago.
 Dugal, P. and Matte, Enr., 206 Fleury.
 Richard Freres, 553 St. Valier.
 Scott, J. A., 566 St. Valier.

Racine, A., 631 St. Valier.
 Richard Freres, 553 St. Valier.
 Thavierge, Jos., 160, 3rd St. Limoilou.

Calf

UPPER LEATHER

Clement, Oscar, 224 St. Helene.
 Quebec, Glove Mfg., Ltd., 3rd St. Limoilou.
 Richard Freres, 553 St. Valier.
 Scott, J. A., 566 St. Valier.

Patent

Borne, Lucien, 491 St. Valier.
 Cantin, Wilfrid, 45 Marie de l'Incarnation.
 Clement, Oscar, 224 St. Helene.
 Dugal & Matte, 206 Fleury.
 Falardeau, C., 9 Caron.
 Richard Freres, 553 St. Valier.
 Shee, E. A., 15 Belleau.

Horse

Borne, Lucien, 491 St. Valier.
 Clement, Oscar, 234 St. Helene.
 Racine, A., 631 St. Valier.
 Richard Freres, 553 St. Valier.
 Scott, J. A., 566 St. Valier.

Sheep

Borne, Lucien, 491 St. Valier.
 Quebec Glove Leather Mfg., 3rd St. Limoilou.
 Richard, Freres, 553 St. Valier.
 Turgeon, Elie, 423 St. Valier.

Kid

Blouin, Pierre, Reg., Colomb and Nelson.
 Borne, Lucien, 491 St. Valier.
 Citadel Leather Co., 566 St. Valier.
 Quebec Glove Leather Mfg., 3rd St. Limoilou.
 Richard Freres, 553 St. Valier.
 Scott, J. A., 566 St. Valier.

Side

Blouin, Pierre, Colomb and Nelson.
 Cantin, Wilfrid, 51 Marie de l'Incarnation.
 Clement, Edgar, Ltd., 179 Arago.
 Fortier, N., 515 St. Valier.
 Richard Freres, 553 St. Valier.
 Shee, E. A., 15 Belleau.

Kip

Blais, W., 307 St. Helene.
 Clement, Edgar, Ltd., 179 Arago.

Splits

Cantin, Wilfrid, 51 Marie de l'Incarnation.
 Clement, Edgar, Ltd., 179 Arago.
 Clement, Oscar, 224 St. Helene.
 Dugal, P. & Matte, Enr., 206 Fleury.
 Fortier, N., 515 St. Valier.
 Laliberte, J., 501 St. Valier.
 Richard Freres, 553 St. Valier.
 Thavierge, Jos., 160-3rd St. Limoilou.



**POSITIVELY
 THE COLOR GOES
 CLEAR THROUGH.
 IT NEVER GETS
 GREY AS IT WEARS**

SURFACE KID

(GLAZED HORSE)

MADE IN BLACK AND COLORS

SURFACE KID is not a substitute. It is a particularly good leather, superior in many ways to kid, which it often replaces.

More expensive than SOME horse.
 Better than some kid.

We emphasize BORNE'S. There is a vast difference.

LUCIEN BORNE
 QUEBEC, P.Q.

ENLARGED CAPACITY ENSURES BETTER SERVICE

Although we were facing a season we expected would be light, early this fall we completed additions to our plant which practically 'doubled our capacity.

This increased capacity is at your service to produce good shoes quickly.

Of course there is a limit to speed compatible with good shoes and we strongly advise those late comers who expect Spring delivery to get into the market at once.

Prices are as low as they can go for some long time.

**Making Welts, McKays and Standard Screw
For Men, Boys, Youths, Little Gents,
Women and Misses.**

LAGACE & LEPINAY

22 St. Anselme Street

QUEBEC, P.Q.

MADE IN QUEBEC



Lagace & Lepinay

THIS is one of the new models being shown by this well-known Quebec firm. Their large and growing plant is devoted to the production of Welts for Men and McKays for Boys, Youths, Women and Misses.



Onesime Goulet

ILLUSTRATED is one of the recent additions to the line of GOULET SHOES. The complete range includes Welts for Men and Boys and Women's Mock Welts, McKays and Standard Screw for Men, Boys, Youths, Women, Misses and Children—Pegged Shoes for Men and Women.



"VIMY" LAST

Wm. A. Marsh Co.

MARSH SHOES, of which this "VIMY" is one of the most popular models, enjoy a wide popularity throughout Canada. They are produced in a complete range of Welts for Men and Women, and McKays for Women and Misses.

J. E. SAMSON ENR.

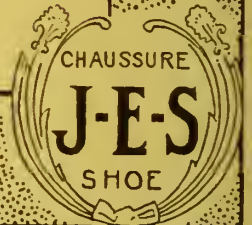
The Samson Heavy Staple

Is filling a long felt want in the Jobbing Trade. This and our Hockey Boot Plant have been continuously busy throughout this quiet season.

The reason probably is that these lines represent excellent value.



J. E. SAMSON Enr. 20 Arago St., QUEBEC, P.Q.



LUC ROUTIER

Specializing and limiting the number of lines has resulted in particularly close values in our lines of

McKAYS and STANDARD SCREW for MEN, BOYS and YOUTHS.

LUC ROUTIER
56 Colomb, QUEBEC



Welts for Men and Boys and Women's Mock Welts

that bear the Goulet name can be depended upon for honest value.

Also Making McKays and Standard Screw for Men, Boys, Youths, Women, Misses and Children.

Pegged Shoes for Men and Women

ONESIME GOULET
575 St. Valier St. - Quebec

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J. M. STOBO CO. LIMITED



For good shoe-making, Stobo prices represent the lowest point compatible with Safety.

The appearance of every Stobo Shoe gives the same impression of good work with a notable absence of everything suggestive of "cheapness."

Yet, we have never been anything but most moderate in our prices—this season particularly.

Making fine welts for Men, Women and Misses as well as McKays for Men, Boys, Youths, Little Gents, Women, Misses and Children.

J. M. STOBO CO., LIMITED

92 Arago Street - - - Quebec



For Men



For Women

Mention "Shoe and Leather Journal" when writing an advertiser

LUDGER DUCHAINE



McKAYS

Our McKays are selling because they fill the need of the trade for good looking shoes that wear well and are sold at moderate prices.

The line is made for Men, Boys, Youths, Women and Misses.

Also making S. Screw for Men and Boys and Welts for Men, Boys, Youths, Women and Misses.

LUDGER DUCHAINE
593 St. Valier St., QUEBEC



McKAYS
for
WOMEN,
MISSSES
CHILDREN

In a comparatively short time the *value* we offer in these lines have driven us to expansion.

We don't pretend to make the highest priced shoes, but for shoes that sell every day—Your bread and butter line—Merchants and jobbers will not find better value anywhere.

A MEDIUM LINE AT POPULAR PRICES

CHILDREN'S SHOE M'F'G CO.
LIMITED
11 Belleau St., Quebec

SHOE SELLING SCHEME LEGAL IN QUEBEC

An illustration of the difference of the working of schemes and laws in Ontario and Quebec is instanced in the following report of a case recently tried in Montreal and adjudged legal by a Montreal judge and the same scheme was tried in a Hamilton court and a conviction secured.

Judge Cusson recently delivered judgment in the case of the Certificate Shoe Company, of 3 Craig street east, holding that the scheme operated by this company in selling coupons which were afterwards exchanged for shoes was legal, there being no law that made this a criminal offence.

Peter Bercovitch, K.C., appeared for the Merchants' Association and N. K. Laflamme, K.C., for the Certificate Shoe Company. The contention of Mr. Bercovitch in asking Judge Cusson for the issuance of a warrant charging the Certificate Shoe Company with conducting a lottery was that the company received money for which the return was very problematical, and also that anyone buying one of these coupons, under section 236B of the Criminal Code of Canada, was liable to conviction and a fine of \$20.

After Judge Cusson had rendered his judgment Alexander Lefebvre, investigator for the Merchants' Association, stated that the association would ask the Superior Court to issue a writ of mandamus ordering Judge Cusson to issue a warrant in order that an enquete into the manner of the scheme and how it is operated may be made.

In making his application to Judge Cusson that a warrant be issued, Mr. Bercovitch pointed out that although a judgment had been rendered by the Supreme Court in Ontario, there had been no proof made that the scheme in operation in Montreal was similar to that which had been operated in Hamilton, Ont. In this connection it was also pointed out that the man who is operating the company in Montreal was formerly one of the partners in the Canada Shoe Company, which conducted a similar scheme in Ham-

ilton, afterwards going out of business. The company here is registered as being owned by Delby Joseph Smith, who gives his address as Toronto. It is stated on his papers of registration on record in the Court House that he is the sole owner of the Certificate Shoe Company.

The scheme operated is that a person buys a coupon for 75 cents. This entitles him to go to the company and purchase a book of four tickets for \$3. He then sells these four tickets, receiving the three dollars. His friends are then entitled to go and pay \$3 each for a book which in turn they sell to four other people. When these four friends have bought their books from the company the man who originally sold them the first seventy-five cent ticket is entitled to receive a pair of shoes for nothing.

Speaking of competition there are said to be fifteen retail shoe stores in one block in the city of New York.

GOODYEAR WELTS

A. E. MAROIS, LIMITED
Makers of Shoes for

MEN	BOYS	YOUTHS
WOMEN	MISSSES	CHILDREN

To Jobbers Only

Capacity 5000 pairs a day, enabling us to
make 10 Days Delivery on Rush Orders

McKAYS **Standard Screw**

CLARKE'S PATENT



LEATHER

Making Patents Outstanding

The shoe manufacturer who wants to put a definite distinctive character into his Patent Footwear Productions should use no other leather than

CLARKE'S PATENT

His shoes will, in the keenest of selling competition,

SHOW THEIR WORTH

in attractiveness, just as they will invariably

PROVE THEIR WORTH

in long satisfactory wear. If Clarke's Patent is in your shoes, **SUPERIORITY** is your just claim.

A. R. Clarke & Company, Limited

Toronto

Branches at Montreal and Quebec

Largest Producers of Patent Leather in the British Empire

You Will Need Them

Do not put off until the last moment
to meet the demands of

CHRISTMAS TRADE

We have made careful preparation to
meet our customers' needs and are in a
position to supply on the shortest notice,
Holiday Specialties such as

**Men's Fine Leather
Slippers**

**Hockey and Skating
Boots**

Women's Fine Felt Juliets, Fur Bound.

Women's Fine Felt and Leather "Comfy" Boudoir Slippers.

"Superior" Brand Heavy Felt Shoes for outdoor wear.

Moccasins and Oil Tans.

We have a complete assortment of Styles
and Sizes in our well known lines of

"Imperial Brand"

Fine, Medium and Staple Footwear

Your customers will ask for these goods
and it will pay you to keep your assort-
ment complete.

RUBBERS

Be sure you are kept fully covered
with the celebrated Independent
Rubbers: — **KANT KRACK,**
ROYAL, BULL DOG, DAINTY
MODE and VERIBEST.

Write, Wire or Telephone.

**J. A. McLAREN COMPANY
LIMITED**

Wholesale Shoe Distributors

30 Front Street West

TORONTO.



Talbot Shoe Co., St. Thomas
Willow Calf Brogue Oxford
Full Double Sole, Long Wing Tip, Punched
and Pinked, 7/8 Semi-flange Heel



Hartt Boot & Shoe Co., Ltd., Fredericton
Men's Raisen Kangaroo Plug Oxford



Ames-Holden-McCreedy, Ltd., Montreal
Men's Duchess Brown Calf
Seamless Ball, Self Tip, Single Sole, Welt



Scott, Chamberlain, Limited, London
Tan or Brown Calf Brogue
Smooth or Scotch Grain

1921



Scott-Chamberlain, Limited, London



Talbot Shoe Co., St. Thomas
Black Vici Kid Bal, London Last, 9/8 Heel
12 Square Single Sole, close trimmed



Williams Shoe Limited, Brampton
Boys' Brogue



J. & T. Bell, Limited,
Montreal

1921



Duchaine & Perkins, Quebec



Regina Shoe Co., Limited, Montreal



Blachford Shoe Mfg. Co., Ltd., Toronto
Kid Lace, 8½-inch, Imitation Tip,
Combination Last



J. & T. Bell, Limited, Montreal

1921



Lagace & Lepinay, Quebec



Hartt Boot & Shoe Co., Ltd., Fredericton
Men's Patent Dancing Oxford
Czar Last, Flexible Sole, Soft Hair Box,
Close Beveled Edge



O. Goulet, Quebec



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



Talbot Shoe Co., St. Thomas
Plain and Patent Dancing Tie
Victory Last

1921



Hartt Boot & Shoe Co., Ltd., Fredericton
Women's Black Kid Pump
Instep and Collar Mat Kid



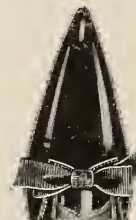
Getty & Scott, Limited, Galt
Women's Vici Kid 2 Eyelet Tie



Ames-Holden-McCready, Ltd., Montreal
Women's Duchess Brown Calf Oxford
Circular Vamp, Imitation Tip with Spray,
Single Sole, 14/8 Heel with Aluminum
Plate, Welt



Perth Shoe Co., Limited, Perth
Brown Calf Brogue Oxford
Military Heel
Heavy Single Goodyear Welted Sole



Canadian Shoes Limited, Toronto



The Hurlbut Co., Limited
Preston
Children's Oxford in
Mahogany Calf, Gun
Metal Calf and All
Patent

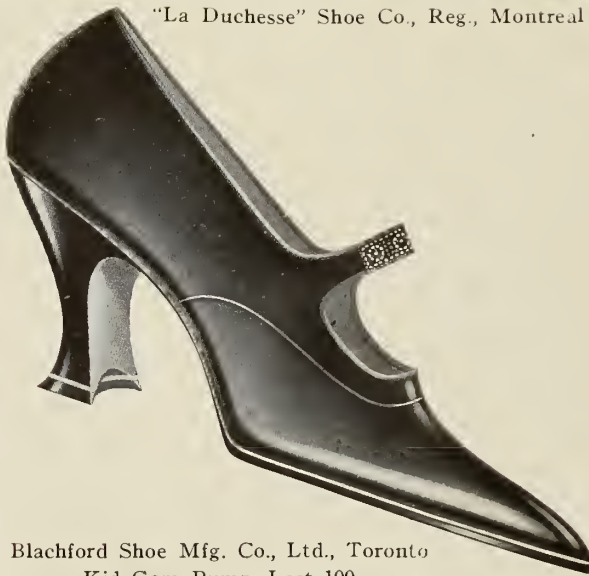
1921



"La Duchesse" Shoe Co., Reg., Montreal



Clark Bros., Limited, St. Stephen
Woman's Bal, Military or Cuban Heels



Blachford Shoe Mfg. Co., Ltd., Toronto
Kid Gore Pump, Last 100
Wood Louis XV Covered Heel



Dufresne & Locke, Limited, Montreal
Women's Kid Bal, Cuban Heel, Welt



A. E. Marois, Limited, Quebec

1921



Getty & Scott, Limited, Galt
Women's Vici Kid Tiffany Tie



Hartt Boot & Shoe Co., Ltd., Fredericton
Women's Patent Instep Strap Pump
White Stitched and White Kid backing
Perforation



"Vimy" Last
Wm. A. Marsh Co., Limited, Quebec



Newport Shoe Co., Limited



Perth Shoe Co., Limited, Perth
Black Kid Oxford
Cuban Heel,
Light Goodyear Welted Sole



Ames-Holden-McCready, Ltd., Montreal
Women's Black Kid Theo.
Single Sole, 19/8 Heel, Aluminum Plate,
Turn





Blachford Shoe Mfg. Co., Ltd., Toronto
 Patent High Throat Pump
 Beaded Mat Throat, Last 105, Full
 Louis XV Wood Heel



Brandon Shoe Co., Limited, Brantford



J. & T. Bell, Limited, Montreal



Corson Shoe Mfg. Co., Limited, Toronto

1921

The Law on False Advertising

A Dominion Law with Which Retailers Should be Familiar—A Protection for Honest Merchants

A RETAILER has requested us to publish the text of the law on false advertising. Some way it seems almost incredible that it should be necessary to pass a law of this nature.

The fact is that some of the very people who do this dishonest advertising are very scrupulous about other business acts. They do not see into realize that it is an offence to misrepresent in their advertising. The desire to make sales, which is another way of saying the desire to make money, is so great in human nature that it dulls the sense of right in many people, and they simply misrepresent things.

There are various ways that these misrepresentations may be conducted. Among them is claiming that goods sold for more money than that for which they did sell, and that the price marked is one greatly reduced from the original. We know of large firms who will not do this, and so particular are they that any salesman found doing such a thing will be dismissed. One large firm that runs a weekly bargain day will not misrepresent its prices. It goes still farther. Suppose an article sold at first for \$16 but was reduced to \$12, and then did not sell. Then it was decided to offer it for sale on bargain day and two prices would be quoted. The regular price would not be quoted at \$16. It would be quoted regular price \$12, bargain price \$10, or whatever it might be. Now, this is honesty carried to the tenth degree. This firm holds that the last price at which the article was offered is the regular price.

Another way of misrepresentation is in advertising that immense stocks have been purchased at so much on the dollar. Frequently, in the past, large signs would be stretched across store fronts with such remarkable statements as "\$30,000 worth of goods bought at 30c on the dollar. Must be sacrificed at cost." First of all, likely the amount would not be more than two or three thousand. Next, they would likely not have been obtained at anywhere near such a low figure, and last and most important, they would not be sold at any great reduction and certainly not at cost. This type of advertising has been used for many years in varied and modified forms, but all intended to create a wrong and false impression for the sole purpose of making the public purchase the goods, thinking they were securing bargains of much greater value than they really were. Is this stealing? If not, what would you call it?

Another very common one is used much in some places right at the present time. A sign will be placed in front of the store with the announcement of "Giving up Business, Entire Stock Must be Sold in 30 Days." There is no intention on the part of the advertiser to discontinue business but he knows that some people will fall for this kind of talk and believe him, and they reason that if he must sell out in 30 days he will necessarily offer some reductions.

Still another one was just "Selling Out. Stock Must be closed, etc." When these people are asked about this selling out they will jokingly reply, "Certainly, we are always selling out." But, while they may be right in the letter of the statement the impression gathered by the public is that they are going out of business, and so a false idea is conveyed.

The law, however, covers every exigency of the cases above, and was designed to meet these acts of unscrupulous merchants, and thus protect the honest dealer and legitimate retailer as well as the public.

Below is the clause referred to, and will be seen to be

quite severe in its penalty when conviction is obtained. It will also be understood that in order to obtain a conviction proof must be had of a definite case. Unfortunately few merchants want to take steps against this class of violators of the law—they prefer to allow them to keep right on in their very unfair course. The Retail Merchants' Association have obtained some convictions, but it is always hard to get these, as there is usually some technicality beneath which the accused hides. In the United States the Associated Advertisers' Clubs have done and are still doing a good work in this field, but the ad clubs in Canada are not sufficiently strong to do any effective work as yet in this direction.

The House of Commons of Canada

Bill 179

As passed by the House of Commons, 8th May, 1914.
An Act to amend the Criminal Code.

His Majesty, by and with the advice and consent of the Senate and House of Commons, enacts as follows:

1. The Criminal Code, Chapter 146 of the Revised Statutes, 1906, is amended by inserting the following section immediately after section 406 thereof:

"406a. Every person who knowingly publishes or causes to be published any advertisement for either directly or indirectly promoting the sale or disposal of any real or personal movable or immovable property, or any interest therein, containing any false statement or representation which is of a character likely to or is intended to enhance the price or value of such property or any interest therein or to promote the sale or disposal thereof shall be liable upon summary conviction to a fine not exceeding two hundred dollars or to six months' imprisonment, or to both fine and imprisonment."

SELLING FINDINGS IN BRITISH COLUMBIA

(Continued from page 48)

on a four-year average of profit shown by actual inventory figures.

To check these figures we take inventory every six months. This not only checks the figures on our monthly sheets but also shows us the lines of merchandise that are not moving. We would like to have a perpetual inventory system, but at present it looks as though this system would cost us more than it would save. We believe in using every time and labor saving device that can be adapted to our business.

Two of our salesmen are furnished with autos, and we kept one auto for city delivery. We find that while cars are rather expensive to operate in this Province that we can call at small towns without loss of time that we would have to pass up if our salesmen did not have cars.

We have arranged our city delivery so that we deliver in one section of the city in the morning and another section in the afternoon. Before this arrangement was put into effect, our customers, not realizing the cost of delivery, had us delivering to the same section of the city several times a day.

THE MAIL ORDER BUSINESS

If any one has any doubt about shoe retailers in the small towns being in competition with the mail order houses of the large cities, let him read this copy of a letter sent to a shoe man who is doing business in one of the small, but progressive towns of which Ontario boasts:

What much is your hand club bag about 16 inch in size are 18 with lock I saw in Eatons that about 425 and if yours have them for the same are about the same will you send one up for me and I will paid you again.

Mrs. Will Moore

be sure it as a lock on it

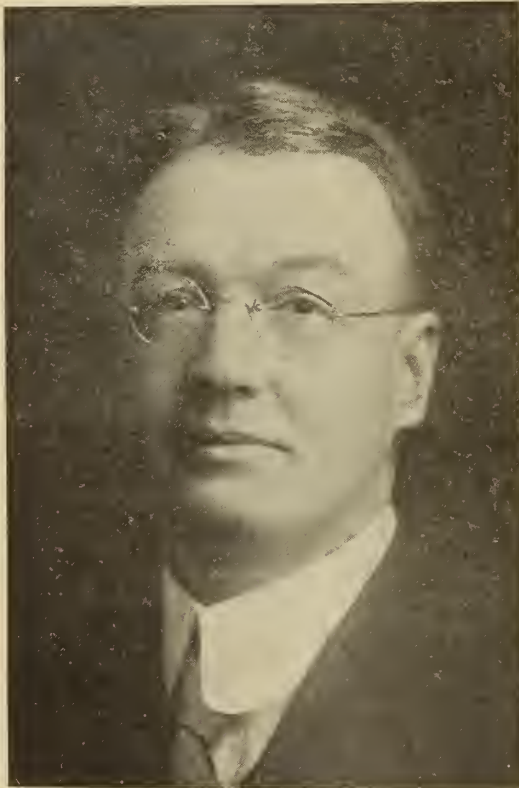
J. P. QUESNEL AND W. M. ANGUS APPOINTMENTS

J. P. Quesnel, who was recently appointed manager of the Quebec Division of Ames-Holden-McCready, Limited,



J. P. QUESNEL

started in the shoe trade in 1895 as office clerk with Clement Lafleur, boot and shoe manufacturer and jobber in rubbers. When the Daoust, Lalonde firm formed their company



W. M. ANGUS

in 1897 he took charge of their stock, and remained with them till 1902, when Mr. J. I. C. Chouinard left the retail shoe business to go into the wholesale boot, shoe and rubber jobbing, and engaged him as manager.

In 1904, A. L. Breithaupt, president of the Berlin Rubber Manufacturing Co., Limited, appointed him selling agent of "Daisy" brand rubbers, in the province of Quebec.

He remained with this company until the amalgamation of the different rubber companies, when T. H. Rieder, who was then appointed general manager of the Canadian Consolidated Rubber Company, employed him as salesman for their various brands of rubber footwear.

Mr. Rieder, shortly after his appointment as president of the Ames-Holden-McCready system, engaged Mr. Quesnel as assistant manager of the Quebec division, which position he ably filled until his recent promotion to the managementship.

Mr. Quesnel is well and favorably known to the shoe trade of the entire province of Quebec, and his appointment as manager has been most favorably received.

Mr. W. M. Angus, who was recently appointed general sales manager of the Ames-Holden-McCready System, was born in Montreal, and entered the employ of Ames-Holden & Company in 1891 as a stenographer. He became interested in shoes both from the standpoint of production and selling, and was eventually transferred to the sales department under H. B. Ames (now Sir Herbert Ames). When Mr. Ames retired, Mr. Angus took his place in charge of sales.

He was subsequently appointed manager of the branch at St. John, New Brunswick, and was in charge of the business in the Maritime Provinces for eighteen years. In March, 1919, he became manager of the Quebec Division of the Ames-Holden-McCready System, which necessitated his return to Montreal. During his administration the Ottawa and Quebec branches of Ames-Holden-McCready, Limited, were opened. On November 1st last, Mr. Angus assumed his present position, for which he is exceptionally well qualified.

WINTER WEATHER MAKES TRADING BETTER

(Continued from page 40)

it is more manifest than ever that everyone should take the greatest care possible to avoid doing anything that would shake the confidence of the business world. Some weeks ago it appeared to some that we were on the very verge of a business precipice. Because of the need of the peoples of the earth for clothing, shoes, household furnishings and other things many steadfastly refused to believe that there could be any great slump or duration of dullness in business for some time to come, and their faith has been justified, in part at least, by the fact that things are still hanging on. We may be still near a precipice, but if so we must have become inured to it, because nothing dreadful has yet happened to business, and we seem to have solid footing still if only we hold fast and refuse to be stampeded into doing anything rash. There is no great unemployment yet, and factory men in every line are doing their best to hold together their organizations, with the hope and expectancy that things will be brighter by the first of the New Year. There can be no great expansion of trade as long as the money market is in its present position, but everything should be done up to the limit of capital possibilities in an effort to maintain the business structure. If operations are kept going as best they may, and workers have a better conception of their duty to their employers and to the country at large, there will be more produced for the same amount of capital, and so make a dollar buy something like what it ought to. In any event any slump that may occur now, or in the near future, is not likely to be of long duration. It is admittedly a time for readjustment, and it is not to be expected that the readjustment of the trade of the whole world could be satisfactorily done without causing at least a temporary upset.



Tetrault Methods produce astonishing values

This organization, composed of men admittedly in the van of the industry, has developed all that is best in style.

Concentration upon production has secured highly capable operators, working under conditions unexcelled for economical production.

Intelligent buying has placed us in a most fortunate position.

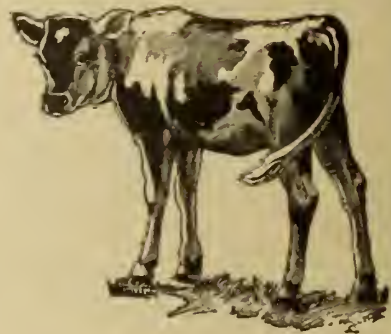
Close attention to the details of your business is insured by well organized departments.

These features of Tetrault methods have placed Tetrault Values in an enviable position.

Ask and be convinced before you buy elsewhere.

Tetrault Shoe M'f'g. Co.
LIMITED
MONTREAL

—Largest Shoe Manufacturers in Canada—



**PATENT COLT
PATENT KID
PATENT SIDES**

CALF, KIP and SIDES

Black and Colors
Boarded & Smooth

Calf Linings - Elk Sides - Splits



The Extensive BEEBE line includes also:

Black and Colored Sheepskins—Chrome Sole Leather—Cotton Findings

LUCIUS BEEBE & SONS

129 SOUTH STREET

BOSTON, MASS.

Tanning Industry Still Reports Dullness

Flurry in Hides at Chicago Recently Has Not Yet been Reflected in any Improvement in Leathers—Great Bulk of Stuff Sold Believed to have Gone to Tanneries with Former Connections with Packers

THE recent flurry in the hide market at Chicago did not do much to start things going in the tanning industry, according to reports from a number of tanners seen by THE SHOE AND LEATHER JOURNAL. It seems to be the opinion of the Canadian tanners, at least, that the great bulk of the sales made were to tanneries with former connections with the packers, and which are still believed to be associated with them in some more remote way. The first reports received in Canada were that there had been a movement of approximately half a million hides, but later it was shown that there were closer to a million sold. Two of the largest tanners in the United States were said to have taken the first few hundred thousand hides. The price paid was around 15 and 16 cents a pound.

When the announcement was made that there had been a considerable movement in hides at Chicago it was generally thought that there at last had been a turn in the dullness and that others would be immediately in the market for raw materials for leather. It was expected by some that the bottom had been reached and that from that point on a steady movement would be noticed. There is little evidence available yet to show that this is so. With the price of hides below the pre-war figures it appears to many that they cannot recede in value much further. There does not appear to be many tanners of that opinion, or if they are of that opinion they do not need any more raw materials. They probably have as much leather in their warehouses or in process as they care to have at this time.

A number of dealers in hides and skins were seen by THE SHOE AND LEATHER JOURNAL and when asked as to the probable condition of the stocks in the hands of the tanners and leather dealers, they said that there must be considerable in the warehouses. They point out that it is expensive to close down tanneries and say that it is not done unless it is imperative. Some tanneries have been closed down or practically closed for some months. This, hide men maintain, is evidence there is considerable leather already made up.

As to the outlook in Canada for the hide men they frankly admit that it does not appear too promising. "We accepted everything we had contracted for," said one man, "and that is more than can be said of some men in the business. We have taken our losses or are prepared to take them, and are getting ready to start all over again. Not admitting anything for ourselves," he continued, "we know of men interested in hides and skins who are worth a good deal less than they were ten years ago."

"I have just shipped a carload of hides at twenty cents a pound less than I paid for them," said another dealer. "We're taking our losses and saying little just now. All we hope is that the shoe retailer, the shoe manufacturer and the tanner will take their medicine the same as we have to take ours, and then we will be all ready to do business again." When asked as to his opinion of the movement in hides at Chicago this man said: "Well, there was a pretty good movement all right, but a big piece of it went to tanneries in which the packers are interested. There is not much moving."

Another dealer in hides and skins said, when asked about the present outlook, that it was none too good. "It doesn't do for one to be talking too much about hard times. I can't see much improvement in business generally, but neither

do I see anything that would set me to thinking that there is ruin ahead. Things are quiet and that's about all there is to it. Things are quiet from natural causes. It was to be expected that there would be a let-up to the boom period. The novelty, I think, of buying high-priced goods became a bit stale. Thousands of people who, for a few years, enjoyed the better things of life, simply because they got better wages and could afford them, finally came to see that they were not getting anywhere. They saw that they were paying a high price for such little joy as they could extract from the knowledge that they were wearing expensive attire and mingling in the pleasures of those who could always afford to enjoy life. High priced shoes and clothing were among the things people getting high wages went in for at first. They have now decided to get along with cheaper things or make the more expensive ones last a great deal longer. The retailer felt this change of attitude on the part of the public first, but in time it worked around to other business interests. It is working hard right now on the hide market. That's the way I see things," he concluded.

Visiting a number of tanners there was nothing learned to suggest that there had been much improvement during the last two weeks. "There has been no change in the situation that we can see," was about the most familiar remark that was heard in visiting the tanning interests. "Oh, we sell a little leather, now and then, yes," said a representative of a large tannery. "The shoe manufacturers feel that while they are not getting anything like the number of orders they should be getting at this time of the year, they must have something to keep the small staffs going. Most of them are only retaining a few of the best hands, but these workers must have something to do and so the manufacturer comes along and buys a little leather, just enough to do for a few days at a time. Manufacturers are beginning to worry now as to how they are going to handle things this winter. They haven't enough orders to buy up their leather and they are beginning to believe that there will be a considerable rush of orders after Christmas, and they want to be sure they will be able to get what stock they want and get it on short notice. No one can tell now whether or not they will be able to get it. If this rush for footwear does take place after Christmas there is bound to be an improvement in the leather situation," he concluded.

Everyone is hoping that business will be better after the holidays, and the fact that retail shoe men are holding back their orders would seem to be sufficient ground for this hope, but no one is prepared to say just what will happen before spring. Everything seemed to lead back to the retailer and his customers, so another round of the stores was made. Out-of-town stores had been canvassed earlier and this time the Toronto retailers were seen. The first one visited was checking in a new shipment for footwear, and before the reporter left there was another traveller in the store with his samples opened out. Asked as to whether or not he was buying yet the retailer said he was forced to buy right along. He was not ordering much at a time but he claimed that he had his stock down to pretty good shape. Asked as to what he was doing about spring placing he said he was simply not doing any.

Other retailers visited had pretty much the same to report though few were buying as much or as often as the first man seen. Not all of them would claim to have their stocks down to a conservative basis, but it was quite evident that during the past two weeks there had been a wonderful improvement in the numbers of pairs of shoes sold. Those who cancelled much stuff in the summer certainly ought to be needing goods soon. Looking at the situation from the standpoint of what the retailers have on their shelves there is little room for pessimism, but there is nothing to show that the retailer will buy much in the face of the present unsettled condition of prices, even when he does get his stock reduced to the point where he ordinarily would buy heavily.



Now Is The Time

Slushy side-walks or icy side-walks mean big business for the shoe repairer. You'll get more than your share of this business if you do your repairing with

TENAX SOLES

and

Maltese Cross

"SCOOP"

Rubber Heels

Besides giving long wear they are Light, Comfortable and Waterproof. Recommend them; they'll satisfy.

Gutta Percha & Rubber, Limited

Head Offices and Factory: TORONTO

Branches in Leading Cities of Canada

Manufacturers Claim Rubber Prices Justified

Retailers Differ and Say that the Time is Inopportune and that There Will be Difficulty in Selling—Both Sides of the Question Given

THAT there is some likelihood of there being a shortage of rubber footwear by next spring, especially of tennis goods, was intimated the other day by one in a position to know. Retail shoe merchants are not placing many orders for spring delivery and it is doubtful whether or not the makers will keep men on that kind of work while there is any uncertainty as to the market. It is pointed out that unless orders are placed soon and in sufficient quantities workers may be switched over onto other lines of rubber goods for which there is a greater and steadier market. Just how far manufacturers would care to go in this direction remains to be seen, but in the case of the tennis goods there seems to be a probability that something of that sort might happen. The market is more or less precarious anyway, and some seasons are much better than others. The weather has a great influence on the use of tennis goods and so a rainy season that reaches into late May or June is seldom a good season for the selling of tennis shoes.

The prices of tennis footwear went up rather sharply for spring delivery, and in the face of the fact that so many other things are now showing signs of receding in price, or have already come down, the retailers of these goods felt that the advance was an additional burden upon their sufficiently handieapped trade. They claim that the goods will be hard to sell at the new prices and that there is much more danger of having stocks left over after the season has finished than there ever was before. It is an additional risk, they say, and many of them are withholding their orders as long as possible. A canvass of a number of retail stores did not reveal anyone who would say that they positively were not buying for spring, but a great many expressed themselves as being in no hurry and that what they ordered would depend largely upon conditions of trade in other lines a little later on in the year.

On the manufacturers' behalf it is claimed that there is very slight hope that the prices will be revised downward for some time to come. It is pointed out that the manufacturers have to buy or contract for their supplies months ahead of their needs, and that like everyone else during the boom times bought heavily of the high priced materials. Raw rubber is down and canvas duck is not so expensive as it was, but the manufacturers claim to have bought before the price changed, and while they are prepared to take a certain amount of loss they say they can hardly be expected to take the full loss. That is to say, they feel that when they are being held to contracts for materials, which they made before the drop in price and which, in some cases, have not yet been manufactured, they do not feel that they should revise their prices to the point of basing them on the new costs of raw material. The prices, as they stand, they claim, are based on the actual costs of production, and as the profits are not large they are inclined to think that the prices are fair.

It is further urged on behalf of the manufacturers that when the market was on the way up the costs varied so that there was sometimes a very small margin of profit. They took orders based on a certain estimated cost of production, and perhaps before the goods were started there was a change in the wages of the men employed or a rise in the costs in some other direction; but as the goods were ordered at a certain price they had to be delivered at that price. There

was no getting away from the order. Then when there appeared to be a slump in business ahead, and when it looked like if retailers were not going to be able to sell heavily the manufacturer could do nothing but take the risk because he had all his raw materials contracted for months in advance, and, as he is apt to point out, his contracts are contracts and he can't cancel them.

Taking the manufacturers' arguments as facts it would appear that they have had justification in raising the prices lately, but the retailer, in many cases, is inclined to scoff at these statements. He claims that the manufacturer seized the chance to raise the price of his wares when he saw an advance in raw materials ahead, no matter what the actual costs of the goods on hand were. He will say that the manufacturer is just as human as any one else, and that it is too much to expect that he would let his goods be sold at a small profit when he knew that to replace them would cost him more than he was asking for them.

This theory looks all right until examined closely, says the manufacturer. It cannot be denied that large profits were made in some lines of business on the rising market. It was not generally counted a grave crime to so take profits. Many retailers took the profit time and time again. They averaged the price up as they went along. They have to average it down now. The manufacturer, however, was in a little different position. More things entered into his business to upset his calculations and to confound him generally. Besides the various materials that he had to buy which entered into the footwear, there was the labor, not only in his own plant but in all the various branches where the raw materials were made, transportation problems, selling problems, marketing and other things which operated on a much larger scale than in the case of the retailer.

At any rate when investigation was made into what the manufacturers have contracted for, and how they have based their costs for the next season's deliveries it became quite apparent, they say, the prices being quoted now were about as good as would be quoted any time between now and the end of the next tennis season, or till the season has at least well advanced. When the raw materials now on hand, and that which has been contracted for, has all been made into footwear and the footwear has all been sold, then there will be some chance of a little lower prices. This seems to be the opinion of those in the trade who ought to know the trend of affairs.

TIME FOR STUDYING SELLING METHODS

(Continued from page 39)

model was tried. This proved satisfactory and the customer began pulling out his money. "That'll be nine-seventy-five," said the clerk. "Nine-seventy-five? Why, how can that be? They are in the window marked eight-ninety-five." "That is not the same shoe," said the clerk. "Oh, well, I thought you said it was the same." "No, it was you who said it was the same shoe. I didn't say an'thin' at all." "Well, now, I thought those shoes in the window looked very nice for that price, but I—I—I don't know whether I like these so well. They are all right I guess, but they are a little more than I wanted to pay for a pair of shoes to-day." "Yuh can't get shoes like them for no eight-ninety-five anywhere. The shoes yuh got are a whole lot better shoes than those in the window." "Well, I guess I will take them now, anyway, seeing that they seem to fit." The sale was made, but the question is would there ever be another sale made in that store to that same man?

The eastern representative of the Newport Shoe Co. of Toronto, E. A. Elmer, has been doing a nice business in Ottawa and towns east. He is quite optimistic with regard to the outlook.



Attractive Christmas Show Cards made by Miss Hanna, of R. Neill Limited, Peterboro, Ont.

A CLEVER ARTIST

If any one thinks a young woman cannot do window trimming they are mistaken, and while there are some young women who can do window displays there are very few, either men or women, who can do both window trimming and show cards. However, Miss Hanna, of R. Neill Limited, Peterboro, Ont., does this dual work and does it exceptionally well. Miss Hanna's artistic temperament serves her splendidly in this capacity, and the store has received the most flattering comments on the splendid window displays it has had at various times. To dispel any further doubt of her ability we have great pleasure in showing herewith several specimens of show cards which are the creation and handiwork of Miss Hanna's brain and brush.

BACK FROM THE OLD COUNTRY

Mr. Ed. R. Lewis, the well-known leather man, doing business at 45 Front street, Toronto, returned the other day after a few weeks' absence in England. Seen by THE SHOE AND LEATHER JOURNAL Mr. Lewis reported that things were none too bright overseas. "I found the people more or less in the 'dumps,'" said Mr. Lewis. "Business is slow and there are a great many men out of work. Both the business men and the workers seem to have resigned themselves to their fate, and are weary trying to better things. They seem now to be content to let things take their course, taking the attitude that if things are going to be bad they will be bad, and that is all there is to it. They seem to have become fatalists."

According to Mr. Lewis there are thousands of Brit-

ishers who were in Canada before the war, and who have been home during the war or since its termination, now coming back to Canada. Having experienced the joys of the Canadian climate they are no longer content to live on the other side. Mr. Lewis himself was not greatly enamoured with the country. The climate is too cold and damp, he says. The kind of cold they have over there gets under the skins. While he did not wish to appear to be "knocking" the country, Mr. Lewis said he was surprised at many of the old-fashioned customs still followed over there. The sight of a lamp-lighter going along the streets with his ladder and taper was one of them, and wooden shoes was another. Children, it seems, are wearing clogs in England as well as in Holland. The visitor tells an amusing incident of himself in this connection. He was going down the street with a friend when he heard somewhere behind him a noise which he mistook for a horse on the pavement. He dodged into a doorway to get out of the way, much to the amusement of his companion, as the noise was being created by a number of children coming down the street wearing wooden clogs.

"The Englishman certainly knows how to make leather, though," said Mr. Lewis. "I saw some pretty good stuff over there. The shoes they make are also substantial things. They are of good quality and well made. Of course, the styles are not just the thing for over here, except the English brogue. The women are wearing a very low, stubby boot over there," concluded Mr. Lewis.

An increasing demand is reported for boots and shoes in the South Sea Islands, but the market must be very limited.



HENWOOD & NOWAK INC.
95 SOUTH ST. BOSTON, U.S.A.

AT THE FRONT "Famo" Glazed Kid

WHEREVER good shoes are known and genuinely stylish leathers appreciated, there you find FAMO KID at the front.

FOREMOST in cutting economies, in style effect, and in durability, it stands pre-eminent as the all-round practical leather to bring credit to your product.

HENWOOD & NOWAK, INC.

Tannery at Wilmington, Del.

General Offices: 95 South St., Boston

SALES FOR 1919

\$1,498,324.00

How has this been accomplished?

CO-OPERATION is the word.

The People—who bought and wore	<u>AMHERST SHOES</u>
The Dealer—who carries	<u>AMHERST SHOES</u>
The Company—which makes	<u>AMHERST SHOES</u>

While each may have had motives of personal gain, and may not have considered “the other fellow,” it is nevertheless true that there has been co-operation, conscious or unconscious, purposed or contingent. Each has played their part and all have reasonably profited.

This is Co-operation for Mutual Advantage and emphasizes the root idea and purpose of all successful business enterprise.

Say “AMHERST” at your Storekeeper’s and get supplied.

Amherst Boot and Shoe Co., Limited

AMHERST - HALIFAX - REGINA

The Shoe Repair Man

MEETINGS OF THE TORONTO SHOE REPAIRERS

The last two meetings of the Toronto Shoe Repairers' Association were unusually good ones. At the one before last, four new members were received and a discussion on the best way to meet excessive competition brought out some very interesting points. Among them, the most important was that price cutting was not the best but possibly the worst method to adopt. It resulted in misunderstandings, bad feelings and suicidal policy for all parties concerned. The get-together idea was the best remedy. A mutual understanding whereby each would look upon the other as a fellow tradesman and not an opposition. Let the competition be keen in quality of work and a friendly rivalry in building good will, but not in knocking each other or slashing prices.

After the business of the evening a social time was spent with music and coffee and sandwiches were served and greatly enjoyed. The meeting broke up about 11:15.

The next regular meeting brought a full house. Circulars had been sent asking the members to come and help decide how a competition in repairing could be conducted between members of the Association. After considerable discussion it was shown that it would be a very impractical thing to hold. There were many objections and difficulties and was finally shown it could not be made a success. It would create jealousies and hard feelings possibly, in addition to being almost impossible to conduct in a manner that would be fair to competitors. It was decided to drop the scheme.

Mr. Prior, a member of the association who had been away to England, was present for the first time, having just arrived home. He was given a very warm welcome, and it will be remembered the boys gave him quite a send-off when he left some months ago to visit his old home. He replied by giving an account of his visit and mentioned having met Mr. Chamberlain in England, where he has a manufacturing business. Mr. Chamberlain, while in Toronto, was an active member of the association.

The feature of the evening was a splendid musical program. Mr. Ozard, who is a member of the Association, has organized a good Hiawaiian band, the members of which were all present and gave some numbers that were vigorously encored. In addition to these selections there were several other numbers, including a couple of songs from Mr. Bawden, a piano solo by Mr. Banigan, guitar solo by Mr. Ozard, and a general sing-song in which everybody joined most heartily. This was possibly one of the best regular meetings the association has had for a long time.

STILL USING OLD METHODS

Every one admires the man who keeps up with the times even when he has reached the age of sixty or even more than that. And there are repair men who are at this time of life, and are keeping right up with the times and methods that are profitable and progressive. But, unfortunately, there are others who think that because they cannot obtain labor that is exactly as good as they are in the matter of repairing they will not hire any help, but will keep on doing their own work alone. They also hold the idea that there is no work so good as the old method of hand sewing, and all hand work and any mention of putting in finishers or stitchers makes them wrathful. So they sit and peg away and

sew all day, and they take in old scale money. We have in mind now a shoemaker who is certainly an excellent workman. And he employes three or four real good hand-work men. He jollies himself along with the idea that for the kind of work HE turns out and for HIS customers nothing but the old way will suit. This is a mistake. About one man in a hundred or two of customers may want his work done the old way. But the big majority does not care a rap of the best shoe maker's hammer on earth HOW his work is done so long as it is done well. The HOW is not bothering him. And the quicker he gets it the better he likes it. If this man of whom we speak would only loosen up, and get these old fogie ideas out of his 63 year old head, and put in a finisher and stitcher and see just how much more money he could make he would kick himself for all the years and good money he has wasted and missed just because he did not keep young and keep progressive, and keep up with the times. Keep your mind young, even if your body does grow old. How does this hit you, Mr. Repairman, who is reading this right now! And this is not an advertisement either. Remember a one-man business can never expand beyond one-man's work.

NOTE:—Since writing the above article the following article appeared in the "Shoe Dealer and Repairer," which shows that these slow to take hold of machinery fellows do not all live in Canada:

The writer knows of one repairer who was in the business for more than 21 years before he took on any machines. He probably had some old-fashioned ideas, but he finally got over them, for now he has a line of machinery and he makes the statement that, since taking on the machines, he has never been caught up in his work. This means that he has had all the work he could attend to for more than six years, for it was six years ago that he equipped his shop with a line of machines. This repairer would not stay very long in business now without these machines. He himself makes the statement that he could not stay in business five minutes if he did not have machines. This is the machine age, and all repairers should take on as far as possible other machines, if these will help cheapen the work to the consumer; who is the one to get most benefits from the advanced and advancing machine methods of to-day.

Some repairers set the outsole stitching line close to the upper all around the shoe which originally had an extension edge. The stitching line thus set next to the upper was being held by the intact part of the welt and the outsole seam was naturally a stronger one, but as the shoe was of extension style kind the extreme edge portion was left unprotected from opening up during wear. In shoe factories it is the rule to set the outsole seam so that the edge trimming operation shall be performed in close proximity thereto, so as to have a closed edge during wear. After the edge-setting operation the leather will work and tend to spread out so that the edge finishing result will be thereby destroyed, since the edge will open up and show badly.

Wherever it is possible it is advisable to have a call for and delivery for shoes to be repaired. Many people do not like to carry shoes to a shoe shop to be repaired. A little extra added to the price will cover the time and expense of this extra work. Try it.

ADVERTISING FOR SHOE REPAIR MEN

Shoe repairmen are fast awaking to the benefits of advertising. There are extensive plants to-day doing really big business in repairing that a few years ago were one-man concerns, and these plants can attribute their success to

SHOE REPAIRING

THE "LIKE NU" WAY MAKES YOUR OLD SHOES LOOK LIKE NEW



I'LL TELL THE WORLD THE "LIKE NU" WAY MAKES YOUR OLD SHOES LOOK LIKE NEW!

What the "Like Nu" Way is

This is the Williams way—the only scientific way of repairing shoes. Instead of putting on a half sole and heel, we put on a new sole from heel to toe. In this way there is no break under the foot, the sole is stronger, lighter, more resilient, and will outwear the half sole. The cost is only a trifle more, but the life of the shoe is lengthened fifty per cent. Have it done the "Like Nu" Way once and you will never go back to the old way.

GET YOUR OLD SHOES REPAIRED NOW—THE WET, SLUSHY DAYS OF LATE FALL AND EARLY WINTER ARE NEARLY HERE.

Do not risk pneumonia and the "Flu" by going around in broken shoes this Fall. A few dollars spent now may save a large doctor's bill.

TRY THE WILLIAMS SERVICE—SHOES CALLED FOR, REPAIRED AND DELIVERED AT SHORTEST NOTICE

Call us by phone and our driver will call for your shoes and deliver them to you in a short time almost like new. No extra charge for this delivery service.

ALL REPAIRS DONE ON THE MOST MODERN MACHINERY BY EXPERTS

SHOE REPAIRING

THE "LIKE NU" WAY MAKES YOUR OLD SHOES LOOK LIKE NEW



LISTEN FELLERS! THE "LIKE NU" WAY MAKES YOUR OLD SHOES LOOK LIKE NEW!

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advertising. Of course these concerns give the service or the advertising would not have made them successful. But a man may do ever so good work and give ever so good service, but if he does not advertise and let people know what he is doing, and extend his business he will remain in the one-man class all his life.

Just how to advertise a repairing business may be a difficult proposition for some men. Nor is it possible to lay down any set rule that will apply to every locality or every business. Newspaper advertising is good in a small town, but in the city, unless one is located down town, it will prove expensive. The man who may be located at the edge or side of a large city will find newspapers that cover the entire city will be quite high priced for him, because he will be paying for territory covered by the paper from which he cannot hope to draw any business. In some cities there are small weekly papers covering certain districts like the North End, West End, etc., such papers as these can be profitably patronized in the section in which one may be located. For example, if one is in the west end he can patronize the West End paper, and so on. Should you be situated down in the heart of the business districts, then it may pay to use the big papers, especially if you have a quick service.

Another good method is a regular circularizing of your district with hand bills or circulars making a straight appeal to the people living around you. These circulars should contain a certain amount of educational matter about repairing. WHY shoes should be repaired. This will take in economy, the new methods of doing work that makes shoes look as well as new ones and wear almost as long. Your SERVICE, which will include TIME, DELIVERY (if you deliver your work), QUALITY of stock and PRICES.

A little talk on these points changed around each time you issue a circular will draw plenty of work for you.

Billboards may be used if your business is large enough for them. It will be necessary for you to be located down town to utilize these economically or else have a big section from which you may draw trade in your own vicinity.

As intimated above, your shop and work and service must back up your advertising or it will be money thrown away. This will mean first of all a CLEAN shop, then BEST WORKMANSHIP, and work delivered, either over the counter or to the houses at the time PROMISED. These are the three most important things. The prices will largely adjust themselves. People never object long to paying good prices if the service is up to what they desire. And it is well to ask good prices, for if you do you will finally secure a number of customers who are of the good-price type, and you may also use the fact that you ask good prices because your work consistently commands it.

We know of one concern that does considerable advertising, and the result is that it is growing. We show a couple of circulars that it issued recently. Just how these were distributed we do not know, but presume they were delivered by a delivery service to the houses in the district in which the shop is located. They are about 10 x 12 inches. The reading matter in these circulars is real good. It gives reasons why one should have their shoes done by this "Like Nu" way. It tells of the delivery, it also intimates that the cost will be a little more than ordinary processes, which is a good idea, for one might expect to obtain this new method at the same price as the old if some mention were not made of the fact that it costs a little more to do a pair of shoes by this new way. It also explains that the extra cost is compensated for by the extra wear and comfort obtained from shoes done this way.

It is just possible that much of the good effect of these circulars has been greatly counteracted or lost by the use of the two cuts shown. These are rather hideous creations, greatly out of place on a circular of this kind, if the circular is intended for house distribution. They give the impression that coarse work is being done. The reading matter is



A more suitable illustration for the advertising shown in first illustration.

all good and businesslike and serious in tone. Rough illustrations of this kind are all right in a series of cartoons like the Joneses, Jiggs, Polly and many others and are very enjoyable as such. But to take pictures of this type and place them with real good, serious reading matter is as much

out of place as bringing some rough animal into a parlor. A picture in keeping with this reading matter would have been one of a woman standing with a pair of nice shoes in her hand, admiring them, and saying something: "No one can tell them from new shoes." "How lovely. Just as good as when they were new." Or a man sitting reading a paper and his wife showing him how nicely her shoes, or his, had been repaired, and at a great saving of money, and they are just as good as new havin' been done the "Like Nu" way.

These pictures are coarse in execution and slangy in expression, "I'll tell the world" and "Listen Fellers" are not in keeping with the tone of the reading. Remember there is a place for these kind of cartoons, but not with serious reading matter that will enter good homes. The posture of the lower picture is very much out of keeping with itself. The attitude of the body is one of anger while the expression of the face is one of great joy. Did you ever see a man



"No one could tell these slippers from new ones. I had them repaired the 'Like Nu' way."
A more suitable illustration for these ads.

get into this attitude when he was laughing? Jumping and stamping the feet are symbolic of anger. Just why these two cuts were used with the same reading matter is hard to understand, for it means extra expense.

We show a couple of illustrations that we think would be more appropriate for the reading matter used in these circulars.

A DIE FOR ADVERTISING

Why not use a die to advertise your shop? That's not a new idea with us. We do not know who first thought of it, but it's a good idea. Have a steel die made with the following words "Repaired by Watson & Co." Now right away we hear you ask where you will use it, and right away we reply, on the shank of every pair of shoes you repair. But you will still object that you are stamping the shoes of customers. We do not care. Some day the customer will turn that pair of shoes up to look at the bottom, and that

stamping will stare him in the face. It will tell him where he had the work done, when he wants more. It will be a perpetual advertisement and the initial cost of the stamp is about all the cost there is. The stamping on to the shank is the work of a moment, and it will more than pay. Now, who will be the first real progressive shoe repair man to try this out?

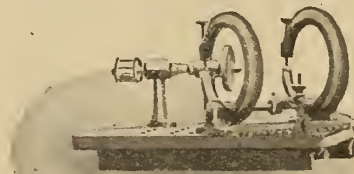
HELPFUL HINTS FOR REPAIR MEN

Trim the old inside shank edge under and in so doing you will be able to retrim the edge at that portion of the shoe; otherwise the edge has to be reset without trimming, as the outsole stitching is in the way of the trimming cutter. This applies to welt shoes especially, but McKay shoes could be so trimmed without objection, and perhaps with more ease, since it is in the nature of McKay shoes to be quite close along the inside shank. When the edged has been originally trimmed too close there is no other way but trimming under, and to prove that this kind of trimming is entirely practical, look at some of the welt shoes, after being made in shoe factories, and you will notice that many are thus trimmed.

In trimming rubber heels some trimmers apply water to the edge to overcome sticking of the rubber to the blades. But water will cause the knives and the whole machine to rust, and for that reason oil of the cheapest kind is often substituted for water.

On the other hand, some repairers simply rough-round the edge of the rubber heel and then proceed to shape on the scouring wheel. This method saves on oil, and although a little more time is required, the method is, in my opinion, the better one to adopt. You see, the shape of a rubber heel is always straight down and then the heel trimming machine is not absolutely necessary, as is the case when leather heels are being trimmed.

This Skate Grinder Saves Money



The "Universal" Skate Grinder will fit any make of Machine

The patent notched base reduces friction, making it easier to handle.

As the base is moved across the face of the wheel all grit particles are brushed through perforations in the stand into drawer fastened beneath. No grit to blow or fall upon bearings or brushes of machine.

Order before the season is further advanced.

Prices and photographs on application.

We also make the well-known Universal Finisher for repair shops

READY TO SHIP

**Universal Shoe Machinery
of Canada Limited**

186 QUEEN ST. MONTREAL

AMONG THE SHOE MEN.



There is a reported change in the business of Roy & Mercier, of Quebec, P.Q.

Edward Howe, of Arthur, Ont., has been making some changes in his business in that town.

There are some changes reported in the business of Simon McLeod of St. Therese de Bainville, Que.

Geo. Cowling, of Canada Shoes, Limited, has been ill for some time with typhoid fever but is fast recovering.

There is a reported change in the business of L'Economique Shoe Manufacturing Co. of St. Raephael, Quebec.

Travellers report that the cold weather and recent snow storms in various localities has caused a rush for rubbers.

E. C. Lindsay has joined the staff of Maxwell Burn & Co., Toronto, shoe findings, and is covering western Ontario.

J. P. Quesnel has recently been appointed manager of the Quebec division of the Ames-Holden-McCready System.

N. J. Bordeau has been registered at the King Edward Hotel, Toronto, showing samples of Galt Shoe Co.'s lines.

Canadian shoe patents have been issued for various manufacturing methods of shoes to the following: Burns &

business in the West very much improved during the last few weeks. Since the crop has begun to move dealers are more inclined to buy.

J. Jones is the new credit manager of the Ontario branch of the Ames-Holden-McCready System, and is located in the Toronto office.

W. M. Angus, a shoe-man well known in Quebec, has been appointed sales manager of the Quebec division of the Ames-Holden-McCready Co., Montreal.

J. L. Trethewey, who represents the Brandon Shoe Co., Limited, of Brantford, reports from the west that he is meeting with good success placing spring orders.

J. S. Moore, well known to the shoe trade in Ontario as "Andy," is now with the Ontario branch of the Ames-Holden-McCready System working out of Toronto.

The American consul at Belgrade is said to have been advised recently that the Jugo-Slavic government was in the market for two million kilos worth of leather.

W. Edwards, representing Getty & Scott, has been at the King Edward, Toronto, showing samples of this firm's many lines in children's, misses' and women's shoes.

A. E. Copeland, of Midland, has been elected president of the O.H.A. Mr. Copeland is an enthusiastic hockeyist as well as a manufacturer of shoe packs, larrigans, etc.

Jas. Heffering, who is the Toronto and Ontario representative of the Tetrault Shoe Manufacturing Co., was in Ottawa and other eastern Ontario localities last week.

Wood & Smith, two young shoe men of Hamilton, Ont., are opening a new store on King east in that city. Mr. Wood was for some time with A. Richards and Mr. Smith was with Fred L. Kicklely, two shoe retail shoe men of Hamilton.

W. B. Fryer, the popular sales manager of Scott, Chamberlain, London, was at the King Edward, Toronto, recently, and went from there to Hamilton and other Western Ontario towns.

Here's a new one. High heels have been scored for their unwholesome results to the wearers, but now a French physician comes along and says high heels prevent consumption. Well, well.

Ed. P. Lewis, leather wholesaler of Toronto, has returned from a trip covering several weeks in England. Mr. Lewis visited all the principal cities where shoe and leather businesses are located.

C. L. Owens, of the Owens-Elmes Co., Toronto, whom we reported being in hospital after an operation, is now at his home and progressing very favorably, and will be at business in a few days.

W. D. Detweiler, of Sault Ste. Marie, was at the King Edward, Toronto, last week. Mr. Detweiler was on a buying trip. He says he has no complaints to offer about business in the Northern city.

Geo. Williams, of the Tred-Rite Shoe Co., Otterville, was a business visitor in Toronto last week. Mr. William reports that their lines of Tred-Rite shoes are becoming very popular with the trade.

The Grosch Felt and Slipper Factory in Stratford is very busy. Work is given out to about 125 families in Stratford, who do sewing which is exclusive of the work done in the factory. They make about 1,600 pairs daily.

Peter Slayer, who conducted the Albany Shoe Store on



HOWARD C. BLACHFORD, Toronto
Secretary of the National Shoe
Retailers' Association of Canada.

Osburn, Rochester, N.Y., and Antoine Lefavre, Montreal, Que.

It is reported that the Canadian Electro Leather Industries will erect a tannery at McKay Creek, B.C., at a cost of \$30,000.

A. A. Ordendorff, of the Talbot Shoe Co., St. Thomas, Ontario, was at The King Edward, Toronto, showing the company's goods.

Mr. Levinson, of Hamilton, who has a large retail shoe business in that city, has been sick for some time but is recovering nicely.

Raymond Gravlin, of the White Shoe Co., Toronto, has just returned from a buying trip in Quebec city and other shoe centres of the east.

G. H. Ferguson, who covers from Port Arthur to the coast with the Newport Shoe Co.'s samples, says he finds



A PERFECT WHITE STITCH

is assured when you use our McKay and Goodyear

Mahogany and Chocolate Welting

These colors (in which we specialize) are guaranteed to be absolutely fast. Get acquainted with them. Send us a request to-day for prices and samples.

BROCKTON WELTING CO.

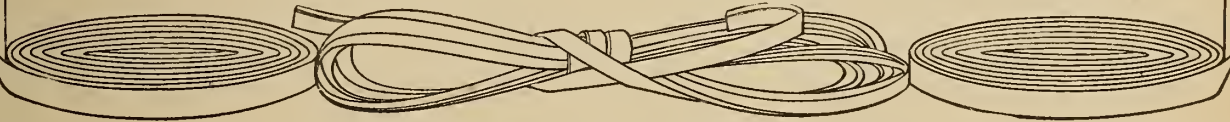
—INCORPORATED—

69 Crescent St., Brockton, Mass.

Department of HILLIARD & MERRILL, Inc., 210 Broad St., Lynn, Mass.

SALES OFFICES: BOSTON, 185 Essex St.; PHILADELPHIA, S. W. Cor. 5th and Arch Sts.; CINCINNATI, 410 East 8th St.; MILWAUKEE, 258-260 Fourth St.; ST. LOUIS, 1419 Olive St.; ROCHESTER, N. Y., 22 Andrews St.; NEW YORK CITY, 33 Spruce St.

FOREIGN REPRESENTATIVES: ENGLAND, Messrs. Pearson Robinson & Arterton, 4 Albion St., Leicester.
FRANCE, Louis Dubois, 47 Rue des Petites Ecuries, Paris.
GREECE, Hercule P. Issidorides & Co., P. O. Box 12, Athens.



Goodwill is one of your biggest assets. A sure way of strengthening your goodwill while assuring yourself of a steady, rapid turnover of stock is to sell and recommend

WILLIAMS SHOES

These stylish, rightly made, comfortable, serviceable shoes never give a customer the least chance of complaining. On the other hand they please him so well that every sale means a REPEAT. You can't go too strong on Williams Shoes.

WILLIAMS SHOE LIMITED

Brampton, Ontario

Bloor street, Toronto, died recently at his sister's in Peterborough, Ontario. He was suffering from neuritis but was not thought to be dangerously ill when he went to visit his sister.

A fire is reported to have taken place in the shoe business of D. Glossop, of Perth, Ont., whereby he suffered loss.

W. A. Moore, of the Beardmore Co., is said to be an authority on rabbit stew and rabbit pie. If you want any information—write him.

There is a report that in New Bedford, Mass., a purchaser of a pair of shoes found some jewelry in the toe of one of them. After all there is some advantage in purchasing "hand-me-downs."

The business of the late Thos. H. Rumford, of Georgetown, has been sold. Mr. A. Rumford, who has been looking after the business since the death of T. H. Rumford, has returned to Toronto.

P. C. McCallum, one of the oldest employees of the Davis Leather Co., of Newmarket, died recently in that town. Mr. McCallum had been with the company ever since it was formed at King City, Ontario, a number of years ago.

It will be interesting to know that the rubber business in Canada employs in the neighborhood of 11,500 people and \$43,000,000 is invested in the industry. This includes other lines, such as tires, as well as the boot and shoe part of the business.

A repair man in New York is reported to have the smallest store. Looks as if he is entitled to the claim. The store is 46 inches wide, 5 feet deep and 7 feet high. Makes a noise like a telephone booth, doesn't it? For this he pays seven dollars each month.

THE SHOE AND LEATHER JOURNAL has just been told of a man who found Canadian-made shoes on the shelves of a New York retailer, marked "British made." They were at that, but wouldn't it be just as well to let Canada have the credit? They were good shoes.

The National Shoe Retailers' Association of Canada have put a proposition to the shoe manufacturers and other important business houses to build a suitable building for exhibition purposes that may be utilized the year round for fairs, exhibits and displays, conventions, etc.

R. E. Wilson, Toronto city representative of the Newport Shoe Co., has been meeting with great success; he says he has booked some large orders from some of the best retailers and a number of fair sized ones from dealers who do not usually order largely at this time of year.

Ed. McIntyre, the well known Toronto and eastern Ontario representative of Brandon shoes, does not expect to go out with spring samples before the first of the year. He has been out on several sorting trips recently. The other Ontario men will likely start about the same time.

Warren T. Fegan, Toronto, past president of the National Shoe Retailers' Association of Canada, is receiving the congratulations of his friends. Over in New York City a little granddaughter arrived at the home of his daughter. Quite naturally Mr. Fegan is very proud to be a grand papa of a babe born in the U.S.

Mrs. L. M. Neitzke, a daughter of the late W. B. Hamilton, of the W. B. Hamilton shoe manufacturing Co. of Toronto, who was living in Germany at the time of the war, has been successful in having her interest in the company restored to her after having been in the hands of the public custodian during the period of hostilities and since the signing of the armistice.

William H. Shee, a shoe-cutter of Toronto, who died recently, left an estate valued at \$9,131, which includes his former residence at 381 Ontario street, valued at \$4,000 cash, bonds and insurance, \$4,850, and household furniture \$250. After various legacies have been paid the residue will be divided among the deceased's three daughters, Hannah S. Lewis, Ethel L. Shee and Adelaide V. Bell.

What fun municipal elections scare up. The mayor of Ingersoll, Ont., now that elections are near, has been charged with accepting a pair of shoes (the first pair made by a bonused company in that town) without paying for them. It seems that they were presented to him by the company, but he being a wise municipal politician foresaw what a terrible offence the acceptance of this would be, so paid for the shoes. Still he has a great deal of explaining to do. Someone said this is small-town politics; but Ingersoll is not a small town.

A CHALLENGE

Art Wilson, one of the partners of the Robert Wilson Shoe Store, Hamilton, Ont., is some real good sport. And he is some athlete as well. He has a couple of real live bowling teams and a basketball team that he thinks can trim any like organization any place. But just for the present he is after the scalps of the team of the Regal Shoe factory, now known as the Corson Shoe Manufacturing Co., of Toronto. Mr. Wilson has a five-pin team and big pin team and issued the challenge for either or both teams, so the Regal fellows must either accept this or hand the championship over to the Hamilton Wilsonites.

He also has a basketball team for which he issues a challenge to any team in Canada, no matter where the players are, in the shoe game or not. Now who will take this Hamilton sport up and accept this last challenge?

CONVENTION HALL CONSIDERED AT MONTREAL

There has been a meeting called to be held at the Windsor Hotel, Montreal, to consider the advisability of obtaining a suitable building, either new or one to be remodelled that will be adaptable for conventions, fairs, exhibitions, etc., similar to the Shoe and Leather Fair and Convention held in Montreal last July. The great expense entailed in fitting the Coliseum for that convention is felt to have been too great, and a permanent building would do away with much of this. Since the burning of the Westmount Arena, Montreal has been without suitable quarters for such gatherings. It is desired to interest all societies in this project and the manufacturers will also be interested in the plan.

CANNOT DO WITHOUT HIS TRADE PAPER

Gentlemen,—

Enclosed please find check for \$5.00 (five dollars) on account. I don't know how much I owe but I can't do without my trade paper, as it sure is helpful. The shoe repairing out west is sure booming busy as bees. I have recently installed a Goodyear stitcher, electric heated. I also have finishers, tap roller, skiver, sole cutter, and everything needed in a modern shop. If the repairers want to be up to date they have to keep pace with the retailers, as the days in the retailer's game when shoes were tied together with string have passed, so the old shoe shop up the alley has passed. Up to date I have another returned man and a young lad, and we do an awfully big business. I use as an advertisement a slip which I am enclosing. I put one in each parcel that I wrap up. A clean shop is about the best ad a fellow can have. I am always interested in the shoe repairers' page, and will be glad to give any information I can. I have been shoe repairing and making for the last 17 years, learned it in Bedfordshire, Eng., started at 12 years of age; came to this country 13 years ago, got a business and doing "jake."

With best wishes to the JOURNAL, I remain,

Yours truly,

D. WADE.

MYLES SHOE CO. LIMITED

*Beresford
Shoes
for Men
Unexcelled*



Mention "Shoe and Leather Journal" when writing an advertiser

The Greatest Business Asset

Keeping Good Will of Customers—Helping to Make Market for Goods—Keeping Down Overhead by Increased Sales—Starting Right for the New Year—By JAS. M. MONTGOMERY, Vice-President Richard Young Company, New York

THE greatest business asset is not cash, accounts receivable or merchandise, but the **GOODWILL OF CUSTOMERS**. This can only be secured in most cases by years of fair, honorable treatment and courteous consideration. Hence, it is costly and hard to secure, and as an asset cannot be computed in dollars and cents. It makes, however, for a steady and increasing business.

The newspapers have broadcasted very radical declines in raw and finished products, and consumers generally are demanding reductions in retail prices, and have determined to withhold buying until these are secured.

Manufacturers have been running their factories, not because of the sales made, but in most cases to use up raw materials on hand, and have the finished article ready when buying is resumed. In consequence, the factories have been working longer than conditions would justify based upon sales.

Trade is deadlocked and the key is in the hands of the retailer. It is generally understood that retailers have decided to withhold reductions until after the Christmas holidays in the hope of unloading stocks purchased at high prices. The buying public are equally determined that they will not purchase except sparingly until reasonable reductions are obtained. To retain the goodwill of customers, it would seem necessary for every one to concede and bear their share of the depreciation which is inevitable, to bring prices down to a sane and reasonable level.

It is very doubtful if many of the retailers realize that they are slowly strangling the "golden goose" represented by their customers as long as they withhold buying from the manufacturers, necessitating the shutting down of plants and curtailment of labor. Thus, the buying power is being daily decreased, and in the course of a few months, the retail trade will be greatly affected.

One large department store in the West has recently made a 15 per cent. reduction without advertising the fact. It only took their customers, however, a few days to realize this, and the result has been the largest business in the history of this store.

Some individual customers at times are unreasonable and unfair, but the demand for lower commodity prices is universal and must be met. It is inevitable, and the longer postponed, the greater the loss!

It has been the experience of the past, and will no doubt continue, that advances are first made in commodity prices and wages follow, while commodity prices invariably decline first. Here and there, individual concerns throughout the country have made concessions to their advantage, many taking the broad view that what is best for all is best for them.

If for no other than selfish reasons, it would seem wisest for retailers to start selling immediately by making reasonable reductions, for the consumers are ready and willing to buy when they do so, and not till then.

First, to satisfy and hold customers, which is the greatest of all assets.

Second, immediately start buying on an increased scale.

Third, start the wheels of industry moving.

Fourth, put money in circulation and pay debts.

Fifth, dispose of high cost stock at less reductions than later on.

Sixth, replace advantageously and at prices at which it can be sold profitably.

Seventh, decrease overhead by increased sales which will largely, if not altogether, make good any loss.

Eighth, permit a retention of all valuable employees.

Ninth, show a healthy financial condition on January First.

Tenth, start the New Year with an up-to-date stock on hand.

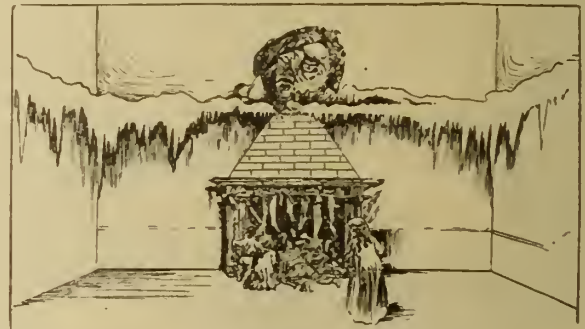
If the retail trade generally will act as above, they will start the wheels of industry going, stem the tide of unemployment and do their share for the general welfare of the country.

IMPORTATION OF HIDES NOT PROHIBITED

A despatch from Ottawa about ten days ago stated that hides, skins, etc., were to be prohibited from coming into Canada from different parts of the world, naming most of the countries of both hemispheres. A later dispatch, however, does not go so far as that. It reads as follows:

Reports to the effect that an embargo has been imposed on the import of foreign hides into Canada are absolutely unfounded.

The new regulations are designed simply to prevent disease. They require foreign hide shipments to Canada to be accompanied by a certificate stating that anthrax, foot and mouth disease, etc., are not prevalent in the districts



An attractive Christmas window

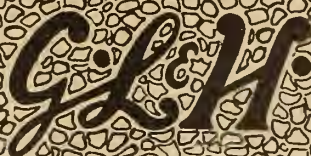
from which the shipments originated. Uncertified shipments, it is proved, shall be shipped in sealed cars from port of entry directly to destination points, where suitable disinfectant facilities exist, and there disinfected.

The regulations do not in any way restrict imports.

SAY IT WITH SHOES

A very handsome holiday window card may be made of the **SHOE AND LEATHER JOURNAL** cover by either using the cover design as it is or making up the card a little differently. The picture of the young lady may be cut out and pasted at one side of a quarter sheet card and a design sketched around it, with wording something like the following: "SAY IT WITH SHOES. Give Father, Mother, Brother, Sister or Sweetheart a Useful Holiday Gift. They will appreciate your thoughtfulness."

The late popularity of the brogue shoe has been responsible for the bringing out of a brogue glove. The glove is now being shown on Fifth Avenue, New York, and is made of goatskin, hemstitched, and resembling in its rugged workmanship the brogue shoe. The stitching is pronounced to impart an appearance suggestive of the perforations of the brogue shoe. It is an English importation.




Gagnon, Lachapelle and Hebert McKays for Women are the utmost in value. The jobber looking for Spring lines that will sell freely even in the present market will do well to consider our line to-day. The best values we ever showed.

Our leather line of McKays for Women are sold at close prices for the medium class of trade. Their prices make them leaders throughout Canada.

Our special values in Canvas Shoes for Women, Misses, Children and Infants have built one of the largest businesses in these shoes in the country.

Don't delay further in ordering if you expect delivery before Easter.

Gagnon, Lachapelle & Hebert

55 KENT STREET, MONTREAL

Employment Exchange

Bona-fide advertisements of Situations Wanted or Situations Vacant in shoe and leather trade inserted free of charge. Space limit—one inch.

WANTED—Experienced, first-class, energetic traveler for high grade line of shoes. Apply Box 917, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—A good second hand 6 or 7-foot Beam Sole Leather Dieing-out Machine, Parson or U.S.M. Co. make. Give description and best cash price. Apply Box 916, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

SALES MANAGER—Wanted for Ottawa Branch of large wholesale shoe house. State fully experience, age, salary expected and when available, in strict confidence. Box C.E.L. 14, SHOE AND LEATHER JOURNAL, 510 Coristine Building, Montreal.

SHOE AND RUBBER SALESMAN—For Ottawa territory. State experience, salary expected and when available. Box C.E.L. 15 SHOE AND LEATHER JOURNAL, 510 Coristine Building, Montreal.

TRAVELLER, with good connection in Alberta and British Columbia, wants full line of shoes from manufacturer. Salary and commission. Ready to start trip in January. Send full particulars to Box 915, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto, Ont.

WANTED—Experienced Shoe Salesman for Sample Room of Toronto Wholesale House. Excellent opportunity for advancement. Apply Box 914 SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

HIDE BUYER WANTED by Canadian Tanner. Must be exceptionally capable, with thorough experience inspecting and buying hides, Wet, Salted and Dry. Apply Box 912, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Line of shoes or mitt and glove samples from manufacturer for either wholesale or retail trade, for all western provinces or portion. Address, E. A. Dagg, Manufacturers' Agent, 447 Pender street west, Vancouver, B.C.

MANUFACTURERS' AGENT, with fifteen years' experience, wants to act as representative for some reliable manufacturers of good lines of Boots, Shoes, etc., for the Province of Quebec, on 5% commission basis. Knows lines well—35 years of age—Married. Writes and speaks both English and French. Member of Montreal Board of Trade also Chambre de Commerce, District Montreal. Best of references. Only A1 firms wanted. Apply Box 913, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

BUSINESS IMPROVING

The factory of the Newport Shoe Co., Toronto, is running full time with full quota of help. Mr. Chamberlain states the reason for the increased business is that retailers are beginning to realize it takes time to make shoes. They also realize they will need shoes for spring business, partic-

ularly the new styles of low cuts which are in demand at the present time. He further says that during the war the production of fine turned goods was greatly lessened but the demand remained about normal. Now that production in these fine turn goods is being increased, and the demand is still great, the sales are increasing and orders are coming in good.

ESTABLISHED 1863

THE KING BROTHERS COMPANY, LIMITED, WHITBY, ONT.
Manufacturers of CHROME, COMBINATION AND BARK TANNED SIDE UPPER LEATHERS

OOZE, FLEXIBLE AND WAX SPLITS FOR HOME AND EXPORT TRADE

You will be interested in our 1921 line of Felt, Cloth, Jersey and Corduroy Gaiters and Leggings. Samples and price list on request.

Special Lines in stock for immediate delivery. Ask for Gaiters and Leggings with "Fit-Right" Label.

The Colonial Manufacturing Co.

73 Adelaide Street West, Toronto, Ont.
Phone Adel. 995

INFOOT BRAND
BRITISH-MADE

Infants' Footwear

SOFT-SOLE SHOES

in Kid, Silk, Poplin, Wool, etc.

HARD-SOLE SHOES

Sizes 1-6, Black and Tan Leathers

INFANTS' FOOTWEAR LTD.

London, England

GREENE-SWIFT BUILDING
LONDON . CANADA

A fine Women's Welt,
8½" high, 1¾" Cuban
Heel.

Made from Fine Kid on
a last with excellent
fitting qualities.



Large Volume Results in Moderate Prices

Our large production coming from a factory that has no "frills" in its organization has given the trade extremely good values.

We make a complete line of Welts, McKays, Turns and Stitchdowns for Men, Boys, etc., and Women, Misses, etc.

Our Welt, McKay and Turn departments are in separate buildings. Just as distinct in location and workmen as if in different towns.

Good shoes at moderate prices and delivered on time—if you place soon.

Dufresne & Locke, Limited
Montreal, P.Q.

USMC

MADE IN CANADA



CUTTING DIES for ALL PURPOSES

SHOE
HARNESS
RUBBER
ENVELOPES
PAPER BOX
LEATHER AND PAPER NOVELTIES


We Guarantee Satisfaction
A Trial Order Will Convince

United Shoe Machinery Company of Canada, Limited
MONTREAL

TORONTO
90 Adelaide St. West

KITCHENER
46 Foundry St. South

QUEBEC
28 Demers St.



OSHAWA CANADA

<p>CHROME PATENT SIDES DULL CHROME SIDES BRIGHT BOARDED SIDES RETAN STORM LEATHER CHROME TONGUE SPLITS</p> <p>TAN CHROME SIDES MAHOGANY CHROME SIDES ROYAL PURPLE CHROME SIDES ELKS, various colors WHITE BUCK</p>	<p>The High Standards Persistently Adhered to In The Production Of Robson Leathers Make Them Outstanding In Appearance and Superior In Durability.</p> <p>Robson Colored Sides Feature the Shades That Are Fashion's Choice.</p>
--	--

ROBSON LEATHER CO. LIMITED

MONTREAL OSHAWA QUEBEC

Now is the time to make arrangements for
your

Christmas Printing

We can look after the printing of your
Christmas

BOOKLETS, FOLDERS,
CALENDARS, ETC.,

and give them a distinctiveness that will
attract attention.

*Catalogue and Publicity
Work of All Kinds.*



ACTON PUBLISHING CO., LIMITED

Printers, Designers and Publishers

545-549 King Street West, Toronto Lemoine and St. Nicholas Sts., Montreal.

You can have
CONFIDENCE



in Palmer-McLellan
CHROMOIL



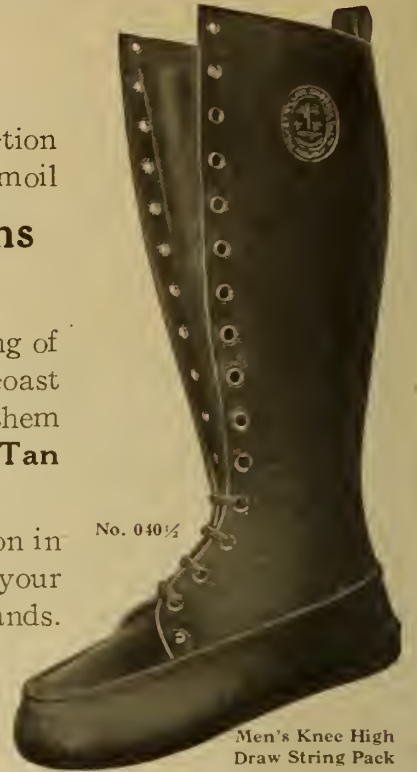
98X
Men's 12-inch Leg Farm Shoe
Sole and Tap

There is such complete satisfaction given to the wearers of our Chromoil

Shoepacks, Larrigans and Farm Shoes

that no other line is so deserving of your confidence. From coast to coast trade and public alike acclaim them as the **Superior Line of Oil Tan Footwear.**

Be ready for a Big Selling Season in this reliable line by keeping your Chromoil stock right up to demands.



No. 040 1/2

Men's Knee High Draw String Pack

Palmer-McLellan Fredericton, N. B.



Yamaska Brand Shoes

When you sell shoes it is certainly worth something to have the confidence that they will stand up—give dollar for dollar value. We have specialized in the manufacture of staple shoes for over fifty years with quality and service the forethought.

The result is you can sell YAMASKA BRAND SHOES today with full confidence that every sale will mean a customer completely satisfied.

LA COMPAGNIE J. A. & M. COTE

St. Hyacinthe - - - Quebec



A Great Combination

Parker's Felt Box Toes will, as the trade has learned, stand up under severe abuse.

The Perfect Fibre Counter is a top notch product.

Many manufacturers are finding that it is to their advantage to use both of these specialties in their shoes.

Selling Agents for Perth Felt Co., Perth, Ont.

Also carrying a full line of Supplies:—Blackings, Dressings, Box Gums, Fish Glue, Dry Paste, Polishing Wax, Sewing Wax, "Waxol" Patent Leather Repairer, "Carbicon."

Parker, Irwin, Limited

11 West St. Paul St., Montreal

SOLE SELLING AGENTS FOR PERFECTION COUNTER, LIMITED

When a Tanner wants a Color, he wants a color that is PURE, UNIFORM, RELIABLE, CONVENIENT, PERMANENT AND ECONOMICAL

The dyes offered by L. B. Holliday & Company, Limited, are noted for their fast qualities, and are adaptable to a wide variety of uses, covering every requirement of the Tanner

Chrome Leather Black G.
Chrome Leather Tan 2G.
Chrome Leather Brown G.
Basic Tan O.
Basic Dark Brown P.
Magenta Powder
Methyl Violet 2B. Conc.

French Black 2938
Chrysoidine R. Conc.
Bismarck Brown R. Conc.
Fast Red A.
New Phosphine R.
Auramine O. Conc.
Orange 11.
Ponceau G.

Brilliant Bordeaux 2B.
Acid Prune V.
Naphthol Blue Black 10B.
Naphthylamine Black H.
Light Acid Brown L.
Dark Acid Brown L.R.
Nigrosine W.S.

SAMPLES ON APPLICATION

STOCKS MAINTAINED

L. B. Holliday & Company, Limited

HUDDERSFIELD, ENGLAND

CANADIAN OFFICE AND WAREROOMS: 27 ST. SACREMENT ST.,
Cable Address; "DYEWARES," MONTREAL
Telephone: MAIN 8105 MONTREAL, P.Q.

Evans' Kid in Good Shoes

THIS season the greater portion of good shoes shown are kid.

In fact in shoes of all grades, Kid has the call.

Many of the better manufacturers are cutting Evans' Kid because it gives their trade just a little better value.

Any merchant can have his shoes made of Evans' Kid by specifying so in his order.

EVANS' KID is famed throughout the trade for its beautiful finish. Any maker will supply shoes made from Evans' Kid if you ask for them.

John R. Evans Leather Co. Limited

214 LEMOINE STREET

::

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MONTREAL

SHOE STORE SUPPLIES OF EVERY DESCRIPTION

OVERGAITERS, LEGGINGS, BOUDOIR SLIPPERS
PACKARD'S SHOE DRESSINGS

Travellers are now on the road with a full range of Samples

The following will represent us in their various territories—Viz.:

Western Provinces		
G. F. Wadsworth - R. J. McAllister		
Western Ontario	Eastern Ontario	Ottawa Dist. & Eastern Townships
I. T. Owen	W. W. Cowan	James Leddy
Quebec City & Eastern Quebec	Lower Provinces	Northern Quebec
J. B. Crochier	A. W. Gardner	Leo. De Delles
City of Montreal		
Richard Wadey		

L. H. PACKARD & CO., LIMITED

Montreal

We Are Satisfying Some Of The Most Particular Shoe Men With Our Pattern Service

In the short space of a couple of seasons, many of the best shoe men in Canada have entrusted their pattern designing and making to us. We have pleased them because we will stop at nothing in maintaining our reputation. The manufacturer interested in better pattern service will be interested in our story. A letter will take us to you, if you say so.



◆ ◆ ◆

Conaway-Wadsworth Pattern Co.

Limited

223 MCGILL STREET
MONTREAL, QUE.

Rooms 11 and 12
GUS LOSSMAN, Manager

"DEPENDABILITY"

A WATCHWORD throughout our organization that applies alike to the quality of our materials and of our service.

SOLUBLE COTTON
PATENT LEATHER SOLUTIONS
AMYL ACETATE

COTTON SOLUTIONS
SOLVENT THINNERS
ETHYL ACETATE

REFINED FUSEL OIL

Prompt Shipment from Chicago or Boston

VAN SCHAACK BROS

CHEMICAL WORKS
3358 AVONDALE AVE - CHICAGO - U.S.A

Mention "Shoe and Leather Journal" when writing an advertiser

KROWNALL DRESSING

FOR VICI AND IMITATION OF VICI LEATHER

Made in various degrees of body to fit any quality of smoothness of leather.

This dressing is very bright, very black, and imparts to the leather a soft, pliable feeling, and the leather, when dressed, will not have the appearance of being coated.

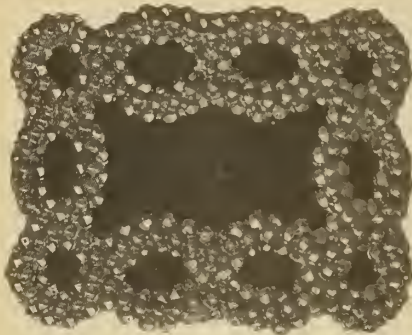
Manufactured by

BOSTON BLACKING COMPANY

152 McGill Street

MONTREAL

CANADA



No. 5321

“DALCO” Buckles of Distinction

The buckle illustrated shows one of the latest patterns in Cut-Steel Effects. They possess all the brilliancy and fine cut points of the high grade imported buckles, and positively will not rust. Will retail for popular prices. Our booklet showing all the best patterns in metal, beaded and rhinestone buckles should be in the hands of every retailer.

Make Pumps and Ties Easily Salable

All “Dalco” buckles supplied with fillers and patented “Dalco” device ready for attaching to shoes. Simplifies work for the merchant and makes possible the instant changing of buckles by the customer.

A proven success for a year

DALRYMPLE-PULSIFER COMPANY

Haverhill, Mass.

R. B. GRIFFITH CO.

Sole Distributors for Canadian Retail Trade

HAMILTON, ONT.



"Perfect" Counters

**"PERFECT"
COUNTERS**

Perfect in
Every Particular



**"PERFECT"
COUNTERS**

Used in the
Better Shoes

The vast increase in the number of fine shoes using Fibre Counters is due only to the fact that the good fibre counter is now recognized as giving entire satisfaction. "Perfect Counters" will stand up under any test employed.

Perfection Counter Limited

699 LETOURNEUX AVE., MONTREAL

Sole Selling Agents - - PARKER, IRWIN, Limited, Montreal

C. A. Spencer & Son Co.

183 ESSEX ST., BOSTON, MASS.

Manufacturers of

Acme Brand Quebracho Extract

Deliveries in Barrels and Tank Cars

QUERMOS

A Special Extract for
Retanning Fancy and
Colored Leathers



**CAMESCO
SULPHONATED
OIL**

SULPHONATED NEWFOUNDLAND COD OIL

Branch Offices: 11 Tithebarn Street, Liverpool, England
Cable Address: "CASPEN," Boston
Telegraph Address: "HESPWILL," Liverpool

Shoe and Glove Leathers

GLOVE HORSE

Creemore
Boulevard
Smoked
Alaska
Pearl Grey

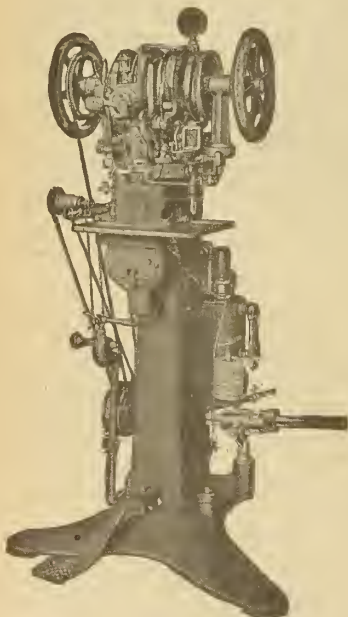


SIDE, NECK & HORSE SPLITS

Creemore
Boulevard
Black
Alaska
Smoked

PFISTER & VOGEL
85-87 South St. Boston, Mass.

Landis Outfits are Money Makers



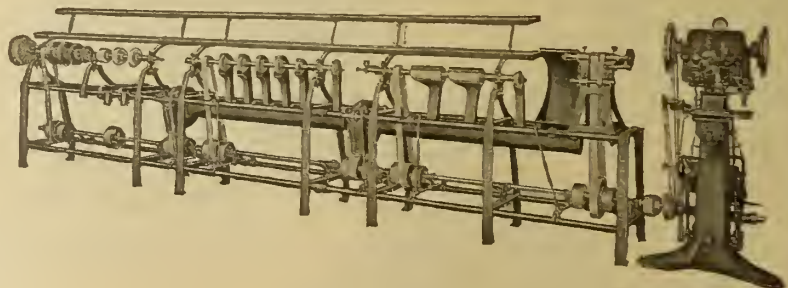
Landis No. 12 Shoe Stitcher
Sold Outright. No Royalty

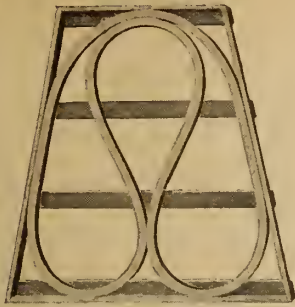
Equalize the increased cost of material by installing machinery to do your shoe work.

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

We have many models of Stitchers and Finishers. Write for complete Catalogue with price and terms.

Landis Machine Co. No. 1515 25th St.
ST. LOUIS, U.S.A.





Splitting Machine Belt Knives

Made in Classes:

- Lime Splitting
- Pickle Splitting
- Chrome Tan Splitting
- Vegetable Tan Splitting

When ordering, state class wanted.

J. W. Aulson & Sons, Inc.
Salem, Mass., and Waukegan, Ill.

36"-57"-72"-84"-106"

Montreal Heels



IN THESE DAYS WHEN THE MANUFACTURER IS TRYING TO GIVE MORE OR BETTER FOR THE SAME MONEY, MANY ARE TURNING TO **LOG HEELS**. THEY GIVE BETTER HEELS FOR LESS MONEY.

Samples on Request

Montreal Heel Co. Limited

J. E. DUPRÉ, Pres.

321 AIRD AVE. - MONTREAL

BEVINGTONS & SONS

42 St. Thomas' St., Southwark, London, S. E.

TANNERS AND LEATHER FACTORS

IMPORTERS OF AMERICAN LEATHERS

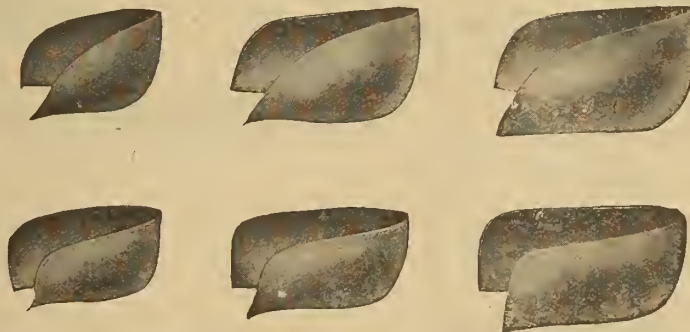
SOLE LEATHER, PATENT LEATHER
AND GLAZED KID

Buyers on Commission of Indian Tanned Goat and Sheep at London Sales

FAIRE BRO^S & CO., LIMITED

RUTLAND STREET, LEICESTER, ENGLAND

Manufacturers of **STIFFENERS**



TO BOOT MANUFACTURERS

Our well-equipped modern factories are adapted to meet all your requirements in high grade

SOLID GRAIN STIFFENERS
GRAIN BACKED STIFFENERS

In all sizes.

SOLID SPLIT STIFFENERS
TWO PIECE SPLIT STIFFENERS

Men's, Army, Women's, Children's and Golosh Shapes.

THREE PIECE SPLIT STIFFENERS
LEATHER LAYER STIFFENERS

BE SURE AND SEE OUR SAMPLES BEFORE RE-ORDERING.

IT WILL PAY YOU TO DO SO

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Ross & Shaw

Successors to Chas. F. Ross

Sole distributors for Canada of

Armand Bastien } Indian Lorette,
and Bastien Bros. } P.Q.

Jack Buck, Elk and Moose Moccasins, Snow Shoes,
Chrome Tanned Shoepacks and Indian Slippers

Also the famous Indian Moccasins that will not harden.

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The Collection Service, which has been proved most satisfactory by all users of it, is

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Over 70 Years Record of Efficiency

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*Hide and
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Rotterdam . . . Holland

Cable Address: FICQ, ROTTERDAM

CLARKE & CLARKE Limited
Established 1852

Manufacturers of
SHEEPSKINS
Of all kinds

Our sheepskins have been the standard for quality and colors in Canada for over thirty years

Clarke & Clarke Limited
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553 St. Valier Street, Quebec
RICHARD FRERES, Agent



TORONTO HEEL CO.

MANUFACTURERS OF

All styles of Heels in Leather and Composition

WE ARE ALSO MAKERS
OF THE HAVERHILL

Write for Samples and Prices. These will interest you

THE
TORONTO HEEL COMPANY
13 JARVIS ST. TORONTO

COLONIAL HIDE COMPANY

PACKER and COUNTRY HIDES.

Switches and dewclaws off, fleshed of excess meat. Thoroughly cured and out of our first salting.

Well banked, shaken of salt, suitable tare, giving an excellent delivery.

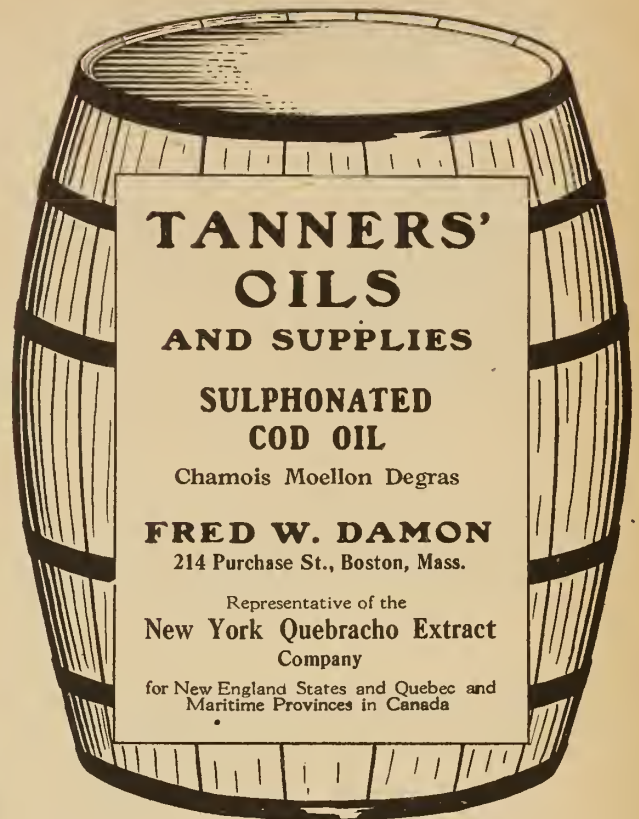


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SHEEPSKINS

FOR

SHOES GLOVES

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BAGS AND SUIT CASES

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Cabinette Wooden Heels for Ladies' Shoes

+++

Manufactured by

CANADA CABINETTE HEELS
Limited

2732-2736 St. Hubert St., Montreal, Canada
Calumet 1959

Tanners' Oils & Greases

Sulphonated Cod Oils
Sulphonated Neatsfoot Oils
Sulphonated Castor Oils
Acid Fat Liquors
Moellon Degras



MADE FROM CANADIAN PRODUCTS AND
MANUFACTURED AT FARNHAM, QUEBEC.



Salem Oil & Grease Co.,
of Canada, Limited
Farnham, Quebec



*From drawing made by
H. Handelman and Staff
of Artists
52-56 N. Randolph St., Chicago.*

MORSE - REDDEN (INCORPORATED)

50 South Street,
Boston, Mass., U.S.A.

SOLE LEATHER

Backs—Bends—Shoulders
Bellies and Heads

Cut Lifts Top Stock—Heel Stock
Rough Splits—Sock Lining Splits

Careful attention given
the foreign trade.

Cable Address : "MORREDCO."

We Make a Specialty of All Kinds of

FELT

for the SHOE TRADE

Upper Felt	Lining Felt	Sole Felt
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SUPERIOR LINE OF FELT FOR BOX TOES
THE BEST FELT FOR EVERY PURPOSE

Write for samples of our Special Innersoling
Artificial Leather for Shoe Purposes

Write us for Samples and Prices

Boston Felt Mfg. Co.

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Boston, Mass.

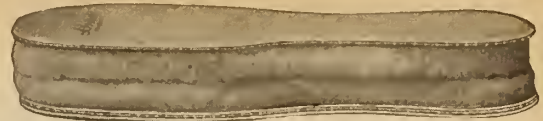


"SELWEL" Cemented Heel Lining Repairer



"WARMTREAD" Cushion Insoles made of "Korxole" and White Cushion Felt

Increased Profits and constant Repeat Orders from Satisfied Customers is the Result of Handling our



"SILVERITE" Lamb's Wool Soles

"SHOE FINDINGS THAT SELL"

These cuts illustrate only a few of the Findings Specialties we manufacture.

Write for Catalog and Price List



"SELWEL" Stitched Heel Lining Repairer Stitched with a smooth zig-gag stitch.

L. G. & S. S. COMPANY
81 High Street Boston, Mass., U.S.A.



Modernize your store front. Make your windows work for you. Build up trade with ARTISTIC fixtures.

Send for our catalog. Lots of helpful hints FREE.

Artistic Wood Turning Works

Formerly Polay Fixture Service.

515 N. Halsted St., Chicago, Ill.

GOOD PATTERN DESIGNING

IS AN ACQUIRED ART

Fitting the lines of a last is not a Mechanical Operation but a Matter of Skill—a result of years of Study and Training

PATTERN MAKING demands Rare Judgement to give Style and Graceful Lines and assure conformity to the Original Last Outlines

FITTING QUALITY DEMANDS ACCURACY

WHEELER & CUMMINGS

179 Lincoln St. Boston Mass U.S.A.

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We are Headquarters for all Finishes, Grades and Kinds

Sheepskins Skivers "Ryco" Matt Kid

RICHARD YOUNG CO.

36 and 38 Spruce Street - NEW YORK, U.S.A.

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CABLES: HIDES LEICESTER.
CODES: MARCONI, BENTLEY, LIEBER.

Belgrave Gate, Leicester, Eng.



“ALL ABOARD!” Direct through Connections from **“HOOF TO BEAMHOUSE”**

Only stops to improve quality and selection. Depots at all principal Hide centres including
CHINA, INDIA, JAVA, BRAZIL CUBA, COLOMBIA, COSTA RICA

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International Hide Merchants

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NEW YORK CHICAGO

“We deliver what you buy”

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DO IT NOW!

Order your winter supply of

USMC Hub Pastes

Before the cold weather sets in, because Hub Pastes are subject to frost.

Put up in convenient kegs of approximately 10 gallons or in barrels of approximately 30 and 60 gallons.

We supply Pastes and Powders for all purposes and shall be pleased to quote prices

United Shoe Machinery Company of Canada, Limited
MONTREAL

TORONTO
90 Adelaide Street West

KITCHENER
46 Foundry St. South

QUEBEC
28 Demers Street



There is no "bunk" about this — No-where else will you find the style, the shoemaking and the prices we offer.

Our fine McKays are selling in greater favor than ever. Everywhere the styles are favorably commented upon, and our rock bottom prices have brought us a good share of the season's business.

Clark's Fine McKays for Women are building business on merit.

CLARK BROS., LIMITED

St. Stephen, N.B.

Permanent Sample Room: 20 Windsor Hotel, Montreal

SHOE & LEATHER JOURNAL



A
Merry
Christmas

Say it
With
Shoes

ACTON PUBLISHING CO. LIMITED

TORONTO

MONTREAL



May
 Genial Old Christmas
 Be Very Generous
 With His Joy
 For You and Ours.

May
 Nineteen Twenty-One
 Be a Good Fellow,
 Open-hearted
 With His Happiness
 and Prosperity



The Breithaupt Leather Co. Limited

Manufacturers of the Standard of Canadian Sole Leathers

SALES OFFICES

Kitchener Toronto Vancouver Montreal Quebec

TANNERIES AT

Penetang Hastings Kitchener Woodstock Burk's Falls



Mention "Shoe and Leather Journal" when writing an advertiser

The Largest Fibre Counter Makers in the British Empire



Our thanks to the trade that in a most trying year has favored us with more than the average proportion of their business.

May you one and all enjoy the Christmas Season to the full and find happiness and prosperity in the years to come.

DUCLOS & PAYAN

Tanneries and Factory:
St. Hyacinthe

Sales Office and Warehouse:
224 Lemoine Street
Montreal

REPRESENTATIVES:

For Ontario:—E. R. Lewis, 45 Front St. East, Toronto
For Quebec City:—Richard Frere, St. Valier Street, Quebec

Perth

womens welts

PERTH



No. 674½—Dark Brown Russia Calf Brogue Oxford made over a new English walking last, carrying flat Military heel.

The present demand for good shoes at lowest possible prices must be taxing to the utmost the ingenuity of progressive shoe dealers. At this time particularly it is well to bear in mind that the Perth Shoe Company specializes exclusively on Women's Goodyear welted shoes. It will be to your interest to get our revised prices before completing your Spring purchases.

Perth Shoe Company, Limited

PERTH :: ONTARIO

Mention "Shoe and Leather Journal" when writing an advertiser

Greetings— from Ottawa

TO our many friends in all parts of Canada in this industry, to those whom we know well through close, friendly business contact, and to those whom we are not fortunate enough to know so well, we take the opportunity offered by this season of peace and goodwill to extend our warm, hearty Christmas Greetings.

May the year to come hold
much happiness and
prosperity for you.

A.W. AULT
COMPANY LIMITED
OTTAWA ONTARIO

A FULL LINE ALWAYS IN STOCK

“Big Jim” absolutely Solid Leather Pegged Shoes
“Bedford” Fine Welts for Men.



Greetings From The East

There is something warm and friendly about the spirit of Christmas that takes possession of us. We could not, if we would, resist the opportunity to reach our hands across Canada to all our friends in one glad, hearty

Merry Christmas

May the New Year be a happy and prosperous one to you all.

MacKenzie, Crowe & Co.

Limited

BRIDGETOWN

N.S.

Shoemakers for over a Century to the Particular Men and
Women of Canada



In times rather difficult, our friends have favored us with a goodly share of their patronage, for which we wish to take this opportunity to express our thanks.

We are happy, too, to extend to all the Shoemen of Canada in the heartiest spirit of good fellowship our

Christmas Greetings

May one and all find increasing happiness and prosperity awaiting them in 1921 and in the years to come.

J. & T. Bell, Limited
MONTREAL, QUE.

Toronto Sample Rooms: Room 206 Stair Building, No. 123 Bay Street
C. E. FICE, Representative

Manufacturers for Canada of Dr. A. Reed Cushion Sole Shoes



Greetings

May the coming Christmas Season
bring you, our friends, more than its
accustomed good cheer.

May it bring joy to your heart and
health to you and yours.

And may the approaching year bring
with it an increased measure of happiness
and prosperity.

Clark Bros. Limited

ST. STEPHEN : N.B.

PERMANENT SAMPLE ROOM:

20 Windsor Hotel, Montreal, P.Q.





Here's a new selling proposition that enables you to meet conditions that the times and the trade require.

We say it with sincerity that you'll not find better "looking" shoes than these on the market, and there's a satisfied customer with every pair, because there's "quality" there too.

Concentration of our efforts lets us offer you these shoes with our **STANDARD OF WORKMANSHIP** at prices that mean "popularity."

This is wishing you Christmas and New Year prosperity in a substantial way.

*This is not an in-stock proposition,
but deliveries can be made quickly.*

Write for Particulars

The **TALBOT SHOE CO., Limited**
ST. THOMAS, ONT.



This is an opportunity we are glad to use to express our thanks and appreciation to our friends in the trade. They have dealt even more than fairly by us.

In a year that has been a trial to many, we have been favored with more than a goodly share of business.

Let us, too, at this time wish you all, from Sydney to Victoria, a real old-fashioned, jolly

Merry Christmas

The Miner Rubber Company
LIMITED

SYDNEY	CHARLOTTETOWN	ST. JOHN	
	QUEBEC	MONTREAL	
OTTAWA	TORONTO	HAMILTON	LONDON
WINNIPEG	REGINA	EDMONTON	VANCOUVER



Stock No. 6008
 DAVIS ROYAL PURPLE CALF
 Whole Foxed Laced Bal.
 Single Sole Width D
 Last 22 Sizes 5—10
 Carried in Stock at the right price
 for strictly fine shoes.



Shoes in Stock at the Factory Eliminate all Your Risk

Probably you ordered light for spring. You may, too, need high shoes now for sorting. By our methods, either way, you run no risk. Our In-Stock department enables you to fill at any time *without delay*.

We want it clearly understood that every shoe we offer is for your better trade—fine shoes, well made on fashionable lasts.

TWENTY LINES NOW READY

No. 6006. Gun Metal Calf, Whole Foxed Bal., Single Sole, D Width, Last 22, Sizes 5—10. Just as illustrated.

No. 6004. Davis Royal Purple Whole Foxed Bal., Single Sole, C Width, Last 60, Sizes 5—10. A straight French Toe. A classy Shoe. Write for sample pairs.

WRITE FOR CATALOGUE AND PRICES
 TEN WOMEN'S AND TEN MEN'S LINES IN STOCK

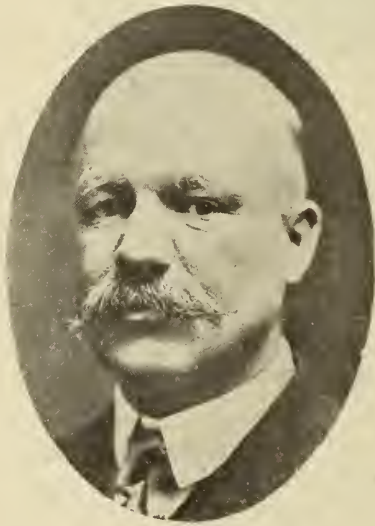
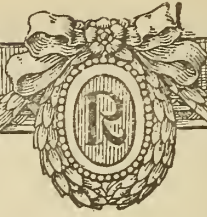


MADE ONLY BY

EAGLE SHOE COMPANY, LIMITED
 587 Beaudry Street

MONTREAL, CANADA

Mention "Shoe and Leather Journal" when writing an advertiser



Though, because of the distances that separate us, we cannot personally greet all of our good friends in the trade, we are glad in expressing our thanks for their friendship, to take advantage of this opportunity to wish you all a truly

Merry Christmas

James Robinson Company

Limited

184 MCGILL STREET

MONTREAL



THERE is much in this life to be prized above the dollars that can be wrung from the battle of business.

One is often tempted to be envious of the money of the wealthy, forgetting how little joy the gold may have brought its temporary custodian.

Might it not be worth while for us as an industry to take advantage of this holiday season and the New Year to put just a little more consideration into all our dealings with those to whom we sell, with those from whom we buy and with our competitors?

James Robinson Company
Limited

134 MCGILL STREET - MONTREAL.



*One is always glad to do the unexpected
for one's friends, for true friends are
more precious than rare jewels.*

This year has been one that has brought out all that is best in men of the industry.

At its close, we feel that we have gained much—for we number many more among our friends.

To those we have been able to serve and to the many we hope yet to become better acquainted with, we extend a sincere wish that this may be surely a

Merry Christmas

The Miner Shoe Company
LIMITED

Montreal

Ottawa

Quebec

Toronto

Agents for the Celebrated Miner Rubbers



Mention "Shoe and Leather Journal" when writing an advertiser

Our Warmest Greetings



O. EATOUGH

We are glad to take the opportunity that this Christmas Season affords of extending to our many Friends in the Canadian Trade the old greeting of Good Cheer. May you have a Right Merry Yuletide, and throughout the whole coming year may it be your lot to enjoy health, happiness and the fruits of business success.

SIR H. W. TRICKETT Limited
WATERFOOT, ENG.

J. S. ASHWORTH
Canadian Representative
16 Manchester Bldg., TORONTO

O. EATOUGH
Managing Director

1920

Our Greetings
and
Best Wishes

May the Christmas of 1920 exceed in joyfulness any Christmas that has come to you before and may the New Year's Sun of Happiness never have a cloud to stop its rays from lighting your path every moment of the year.

Factories at Milverton and Stratford, Ontario

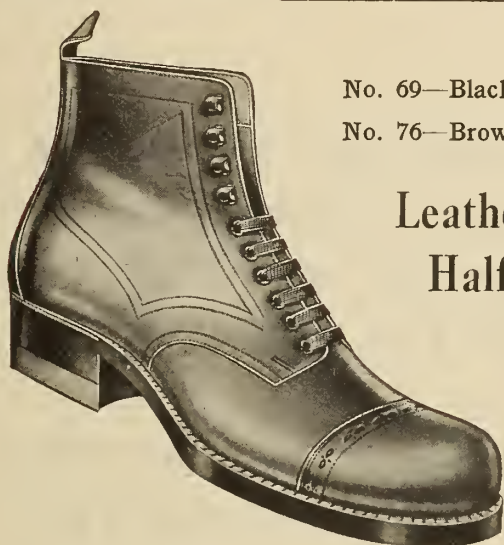
The Grosch Felt Shoe Co.
LIMITED

1921

Christmas Gift

\$50.00

\$50.00



No. 69—Black Goodyear Welt Blucher

No. 76—Brown Goodyear Welt Blucher

Leather Slip Soles
Half Rubber Heels
SOLID

Act quickly as the order ends in one week
No Room for Doubt—No Time for Delay

The first well rated business man ordering a case or more of these lines will receive our cheque for \$50. No restrictions. No strings on this offer. Orders must be signed, and the successful name will later be published in this journal. *Regular Case Lots only.*

The Midland Shoe Co.
KINGSTON, ONT.



Cummings' Specialties

First let me thank the readers of the Shoe and Leather Journal for the more than fair share of their patronage during the year just closed.

Let me couple with the expression of appreciation my sincere wishes for a Merry Christmas.

And may the New Year usher in a period of unbounded happiness and prosperity for each of you.



Nathan Cummings
153 Peel St.
MONTREAL



Tetrault Values produce good business

— No half-way measures have marked Tetrault's programme.

— We have gone the limit in lasts and patterns.

— We scoured the market for the best values in materials.

— We went to rock-bottom in reducing price.

— Results? A factory turning out shoes that enable the jobber to interest and sell the merchant.

Get Tetrault Welts from your nearest jobber. He has a full range.

Tetrault Shoe M'f'g. Co.
LIMITED
MONTREAL

—Largest Shoe Manufacturers in Canada—

Greetings:

Our sincere Good Wishes
to the entire trade



The Columbus Rubber Com-
pany of Montreal, Limited

BRANCHES

Montreal - Winnipeg - Calgary - Ottawa



CUTTING SOLE LEATHER COSTS

is done by regularly using

HILLIARD & MERRILL CUT SOLES

No waste due to unexpected variations. Each lot true to standard from first to last, no matter which of our many grades you buy. Whatever kind of cut soles you use, you pay for uniformity. Do you always get it? In H. & M. Cut Soles—Yes!

SEND FOR PRICES AND SAMPLES

SOLE LEATHER

We also furnish Backs, Bends and Shoulders

HILLIARD & MERRILL

INCORPORATED

Main Office: 206-210 Broad Street, Lynn, Mass., U.S.A.

BROCKTON WELTING CO., Inc., Dept. of HILLIARD & MERRILL, Inc.
69 Crescent Street, Brockton, Mass.

SALES OFFICES: BOSTON, 185 Essex St.; PHILADELPHIA, S. W. Cor. 5th and Arch Sts.; CINCINNATI, 810 Sycamore St.;
MILWAUKEE, 258-260 Fourth Street; ROCHESTER, N.Y., 22 Andrews St.; NEW YORK CITY, 33 Spruce St.
FOREIGN REPRESENTATIVES: ENGLAND, Messrs. Pearson Robinson & Arterton, 4 Albion St., Leicester.
FRANCE: Louis Dubois, 47 Rue des Petites Ecuries, Paris.

1920

1921

Greetings from Williams

We wish you a Christmas made cheerier by pleasant associations of a successful business year. May your hopes for the New Year come to a splendid fruition in Health, Happiness and Good Fortune.

The past year has not been the least trying period in our industry and at its close we heartily thank our friends in the trade for their loyalty toward us, looking forward to a still closer co-operation during the coming year.

WILLIAMS SHOE LIMITED
Brampton, Ontario

*"There is but
one Slater
Shoe"*



THE passing of the year finds the slate continued clean. Slater Shoes have gained in the favor of both Merchant and Public, and for the measure of business which has been ours, we thank you.

May your Holiday Season be a Merry One.

The Slater Shoe Co. Ltd.

MONTREAL, CANADA

A Clean Slate For 60 Years



The Season's Greetings

Again we greet our many business friends, wishing for them a Merry Christmas and a New Year of unalloyed happiness.

At the same time we emphasize that

COLLIS CALF

will be just as meritorious and popular during 1921 as it has been in the many years past.

The Collis Leather Co.

Limited

Makers of Collis Calf

AURORA

-:-

ONTARIO



Christmas Greetings

WE desire to extend our very best wishes to our many customers and friends in the trade for a season of unalloyed pleasure and a New Year that will be crowded with joy and happiness.

In the year to come we shall endeavor to maintain the principles of "Value and Service" which alone can merit your continued support.

The Davies Footwear Co., Limited
60-62 Front Street W.
Toronto



May Christmas
be merry and the
New Year both
happy and pros-
perous.





A Merry Christmas

These are the good old words that have carried the message of good cheer to thousands, and so we join in wishing our many friends and customers all the good things that Christmas can bring and a New Year flooded with prospects and prosperities that will bring you untold happiness.

THE INDEPENDENT LINES
will still be good ones to which
to tie during 1921.

The Independent Rubber Co.
Merritton, Ontario





For a goodly share of business given us in times of stress, we would express our sincere thanks to the trade of Canada.

Wishing all of our good friends a very Merry Christmas and Bountiful Prosperity in the coming year.

La Compagnie J. A. & M. Cote

St. Hyacinthe

Quebec





Our message to the Shoe Trade at this season is one of Joyful Greetings coupled with sincere appreciation.

We look back upon the past year with gratefulness at the treatment we have received from our friends in the trade and we look forward to the future hoping to be able to play a still more important part in your business association.

May Joy be yours at Christmas Time and Prosperity make you Happy in the coming year.

JOHN LENNOX & CO.

Hamilton, Ontario.



Our business relationship
has been most pleasant
and we take advantage of the
present season to extend to
you cordial greetings and
sincere good wishes for the
New Year.

J. A. SCOTT

W. A. LANE

Citadel Leather Co., Limited
MONTREAL, P.Q. QUEBEC, P.Q.





The Season's Greetings

Into the Library of years has gone another volume—Vol. 1920, and we hope it has been an interesting book for every Canadian in the shoe and leather trades—with bright experiences on every page and blessed with a happy ending.

Let us all begin the writing of our new volume determined to make it a continued story of pleasant friendships and helpful associations so that when reviewed in comparison with our previous works it will show a steady development in the "Art of Living."

From a business point of view we shall do our part, meeting our customers on the 50-50 plane of right dealing and by continuing to turn out our products equal to those of previous years, and so help you to increase your volume of business.

Getty & Scott
Limited
GALT :- ONTARIO



Please Accept

Our Best Wishes



That your 1920 Christmas shall be fuller of gladness than any you have known, and the New Year bring to you more business and more happiness than any year that has passed.

1920-1921



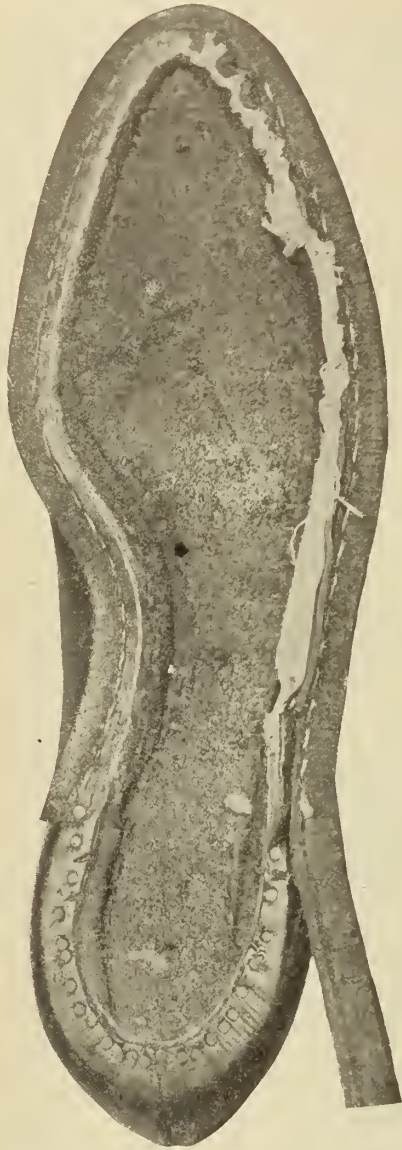
BEARDMORE & Co.

TORONTO, ONTARIO
37 FRONT STREET E.

TANNERS

MONTREAL, QUEBEC
59 ST. PETER ST.





A SHOE
Properly Welting
 AND THE BATTLE IS
 HALF WON!

It is at this stage in your manufacturing process that Quality is Imperative.

Get the combination of innersole, thread and **welting** right, and you have built the foundation of a serviceable shoe that brings you repeat orders.

We advocate **quality in welting**, we discourage the penny-wise economy that looks for job lots and inferior selections at a fraction of a cent saving.

Buy standard **No. 1 Double Shoulder Welting**—the welting that is used by Canada's class-"A" shoe manufacturers:

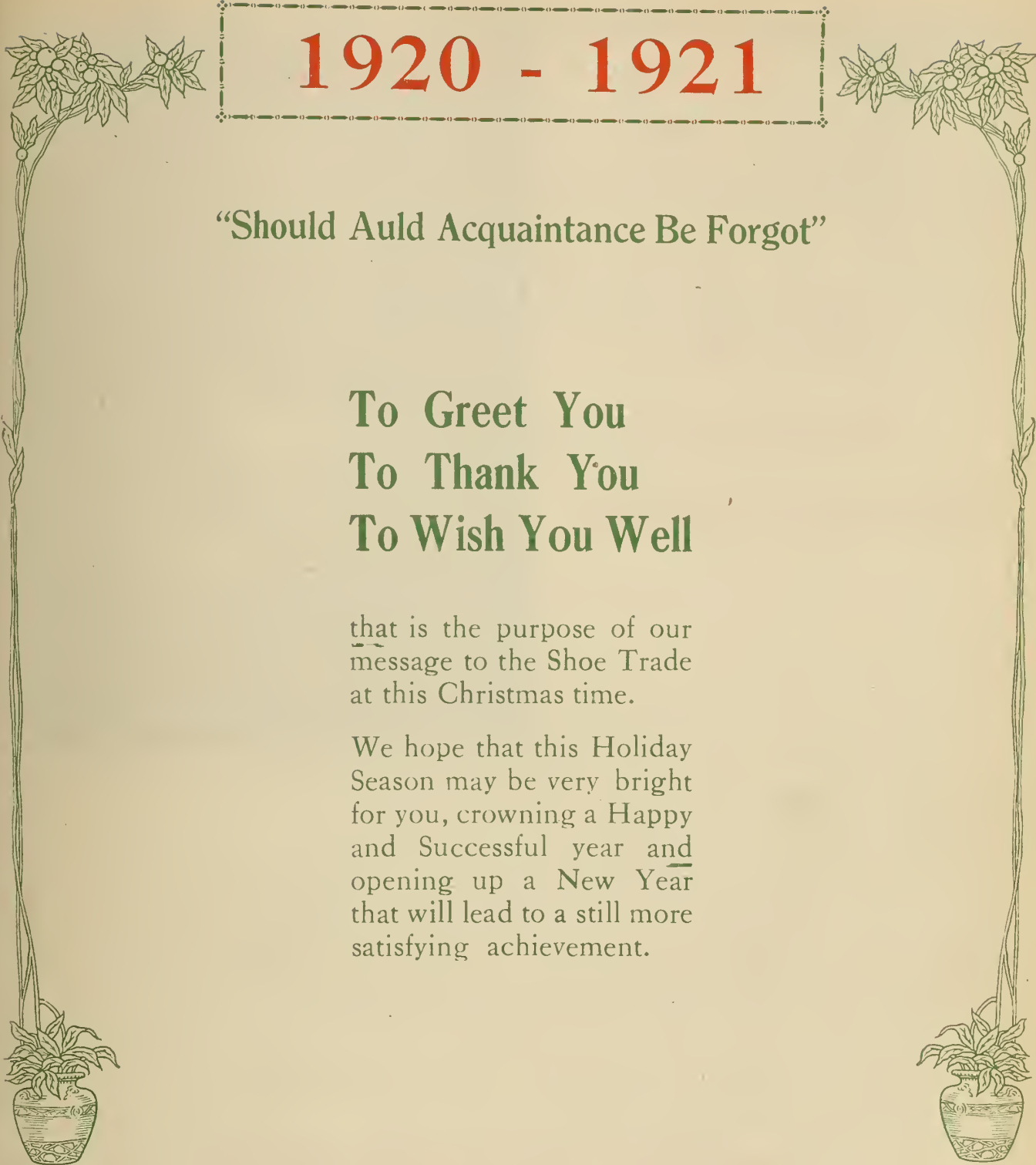
BARBOUR GROOVED ENDLESS WELTING



NEW YORK, U.S.A.

Manufactured by

BROCKTON RAND COMPANY
 BROCKTON, MASS.



1920 - 1921

“Should Auld Acquaintance Be Forgot”

To Greet You
To Thank You
To Wish You Well

that is the purpose of our message to the Shoe Trade at this Christmas time.

We hope that this Holiday Season may be very bright for you, crowning a Happy and Successful year and opening up a New Year that will lead to a still more satisfying achievement.

J. A. McLAREN Company Limited

Wholesale Shoe Distributors

30 Front Street West

Toronto.



All the Season's Compliments



May the joys of 1920 Christmas be so indelibly impressed upon your memory that you will not be able to erase them and may every day of the incoming year be so happy and prosperous you will desire them to last a century, is our wish to you.

Sisman's EVERYDAY SHOES are the great prosperity bringers to the retail trade.

The T. Sisman Shoe Company, Limited

THE "BEST EVERYDAY" SHOEMAKERS

Aurora, Ont.



Mention "Shoe and Leather Journal" when writing an advertiser

WHITE

SHOE COMPANY, LIMITED

TORONTO.



W H O L E S A L E S H O E D I S T R I B U T O R S

1920



1921

May Christmas Morn dawn with
new joys and happinesses for you
and may the New Year be big and
rich with Prosperity and Gladness
such as has not come to you before
is our wish for our many friends
this Gladsome Season.

White Shoe Co., Limited

9 Wellington Street W. : Toronto



Mention "Shoe and Leather Journal" when writing an advertiser



The Season's Greetings

There is no good wish for your Supreme Happiness and Joy at this season that we withhold from you. May your 1920 Christmas be richer and more blessed than any before and the New Year be one round of happiness and prosperity that shall know no bounds.

W. B. Hamilton Shoe Co.
TORONTO *Limited*

Established 1846.

Model
SHOE

W. B. H.
SHOE
ALL SOLID LEATHER

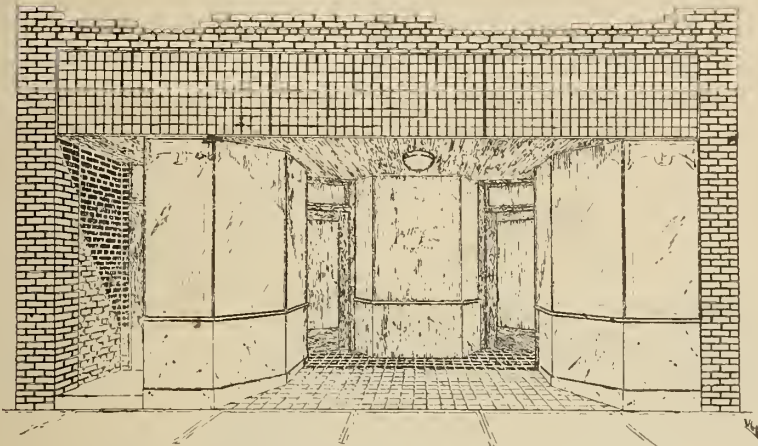


When the Joy-Bells of Christmas Ring

We hope their message of good cheer will be sweet music to you, and when the New Year's Door swings back may you enter a realm of happiness and prosperity that will never be checked.

If we knew how to wish you more
we would not withhold it.

CHAS. TILLEY & SON
90 RICHMOND ST. WEST TORONTO, ONT.



A Zouri Safety Set Store Front

When you entrust your store front problem to us we give you what is best suited to your needs. You do not get a freak front designed largely to sell store front materials. We give you a front designed to sell your goods, the first requisite of any shop front.

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The CONSOLIDATED PLATE GLASS COMPANY
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BARK, CHROME, RETANNED

SPLITS

WAX, FLEXIBLE, OOZE

We Solicit Your Enquiries for Leather that has Stood the Test of Time

OUR AGENCIES

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KINGSTON, ONTARIO



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It's a bag that can be all day in the rain without a drop of water leaking through.

It's a bag that has the smart, graceful appearance of the most expensive imported travelling bag—is made all in one piece without seams or rivets—can be wiped clean with a damp cloth—and combines durability, service and reasonable price.

It's a bag you can stock in sizes for men and women.

It's a bag you can sell with every confidence in the fact that it will give lasting satisfaction to you and to your customers.

Write for full information as to sizes and prices of Naugahyde Bags to our nearest service branch.

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SERVICE BRANCHES

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REGINA	SASKATOON	CALGARY	EDMONTON	LETHBRIDGE
	VANCOUVER and VICTORIA			

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TO ADVERTISERS

The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

A Personal Greeting

To the remnant of the "Old Brigade" to whom the first Christmas Message of "The Shoe and Leather Journal" was issued thirty-two years ago, and who laid so well and truly the foundations of Canada's great shoe and leather industry, we extend our Warmest Congratulations and Hopes for many Happy Returns of this Bright and Joyous Season.

To the great and mighty "New Brigade" who have built so broadly and adventurously upon the foundations laid by their predecessors, and who have just passed through the most strenuous and trying year in the history of the trade, we express the hope that Christmas may bring to them its Fullest Complement of Satisfaction, Peace and Happiness.

To friends new and old of "The Shoe and Leather Journal" we extend our Heartiest and Sincerest Good Wishes for a Joyous Christmas and a Hopeful and Prosperous New Year.

James Acton

Stray Shots From Solomon

Wisdom Crieth Without;
She Uttereth Her Voice in the Street

There are plenty of Scrooges to whom Christmas is like sunshine to a bat. They croak their mean protests against its extravagance and foolishness as they scurry into their habitations of darkness and selfishness. The world needs Christmas to save it from itself. If Christ were just a myth and Christianity a superstition we would still be the richer for the song of the Angels at Bethlehem, and the story of the wise men bringing gifts to the manger. If Christmas has become stale take a good look at yourself. You may be certain that the trouble is with you and not with Christmas. If you have been leading a mean narrow life, use the opportunity to do something decent before the numbered days of 1920 come to an end. Put to the test the words of Him who is greater than Solomon—"It is more blessed to give than to receive."

There are temptations these days to merchants and others to turn sharp eorners. Like the man in the parable we are apt to go justify breaches of business law, if not of the moral, by asking the question "Who is my neighbor?" When you find a man making his neighbor the excuse for crookedness you find one who is the meanest kind of a crook. Weakness and meanness make a combination that is hard for the Devil to beat. "Buy the truth and sell it not." The man who sacrifices his manhood because someone stands ready to benefit by his steadfastness is after all only a hollow make-believe. These are days when a man finds his principles tested to the limit. Many of those who came through the profiteering period unscathed are tempted to-day to listen to the casuistry which governs its business principles by the actions of others. It is hard to stand by and see our competitors benefit by a "scrap of paper" policy. But honesty is not a "policy."

"Through idleness of the hands the house droppeth through." There is many a business that is being slowly swamped by small leaks. There is too little regard amongst employees for the flying minutes, the proper use of which means much in a year to the establishment. Ten minutes wasted by a half dozen hands in a store means a whole hour a day, three working days in a month, and thirty-nine days in a year. But this amount of time and more is frequently squandered in the most wanton manner, not only by employees but often by employers themselves. People who would faint at the thought of stealing money seem

to have little compunction about pilfering time. The man who gives light weight or short measure, is pilloried as a seoundrel, but the fellow who holds back his time may teach a Sunday School class, or be president of an Endeavor Society, and think the two things compatible. The "Greater than Solomon" said "Render unto Caesar the things that are Caesar's." A man owes it to himself, as well as the firm who pays his salary, to give full measure in time and attention to the business in hand; anything short of that is fraud. The business man who idles away opportunities for making money or improving his prospects, is on no higher plane than the clerk who does not earn his salary. Down in the West Indies the shiftless negroes are accustomed to piously attribute all their troubles from the failure of the banana crop to a dripping roof to "Gor-a-Mighty." There are lots of lazy, slovenly business men who blame everybody but themselves for misfortune that is as certain to follow neglect as eolie is green apples.

The "Woman at the Well" forgot what she came for. She "left her waterpot and went her way into the city and said, "Come see a man which told me all things that ever I did; is not this the Christ?" Some of us are so taken with our earth pots that we do not see the bigger things of life. Like the woman we are inclined to resent this interference of Christ and Christmas with the daily round of getting and self seeking. For the cup of cold water she gave she received a well of water springing up within her into everlasting life. We need this living water of love in the world a hundred fold more to-day than ever before. The flow has been dammed by greed, jazz and callousness that have followed the war like vultures the course of its armies. If ever the message of Christmas was needed it is to-day. Turn your back on the waterpot and help to spread the message of gladness and hope. Get out of yourself and shout "Merry Christmas."

Of all the mean hypocrites who sneer at goodness and truth the smallest is the fellow who earps about Christmas giving. What if it does seem to be overdone now and then? What if it becomes perfunctory and meaningless occasionally? You will find nine times out of ten that the man or woman who scoffs at Christmas or its customs has something hidden away in his life that will not stand the brightness and sunshine. Old Santa Claus with his ruddy cheeks, his rotund body, his alfalfa whiskers and his pack is the embodiment of the saving virtue of humanity. If some of the diseased misanthropes who scoff at his kindly mission could only get into their peanut souls a little of his spirit, the world would be better. The spirit of Judas Iscariot walks forth every Christmas and whispering the miserable question "Why this waste of money?" Christmas gives us a good opportunity to make a choice between Judas and his Master.

Shoes that are Selling in American Centres

Cloth of Gold and Silver Slippers being Sold for Christmas Presents—Artistic Patterns and Color Combinations Competing with Strap Effects for Women's Wear

A SURVEY of the leading styles in footwear being sold in the larger centres of the United States shows a considerable range, running all the way from strap effects in satins and suedes to ten-inch boots. There is also a wide range in the preferences for heels, Chicago reporting about sixty per cent. military and forty per cent. Louis heels being sold for ordinary wear. Blue satin slippers are reported as being sold in increasing numbers in a number of cities, including New York and Washington. Blue suede is also coming into vogue in these cities and some new cuts in dainty shoes are being shown.

At New York.—One of these pumps is of blue sued^e covered Louis heel, cut-out at throat with an underlay of blue kid, blue kid small tongue. The same pattern is shown in black suede with satin underlay at throat and tongue. On Fifth Avenue is shown a new one strap slipper of gray suede, gray kid perforated diamond tip, perforated strap and collar of gray kid, covered Louis heel of gray kid.

While gray suede in strap effects have taken a strong hold on public favor, the call has turned to a combination effect, patent leather with gray suede, in most cases the patent leather being used for the vamp with the gray suede for the quarter. In other cases the combination is reversed with suede for the vamp and patent leather for the quarter. This combination is also being shown in panelled effects and cut-outs. For instance, with patent leather vamp, gray suede quarter, panel in quarter of patent leather, gray suede strap and covered Louis heel. Some time ago several of the big merchants introduced the henna shade in suede showing it in strap effects. Now comes henna satin in one strap slippers which is being used more as an attraction than anything else.

While not new, as many retailers have been showing them for some time, others have now joined the procession and are extensively featuring strap slippers with ornaments placed in the centre of the strap. In some cases beaded effects are used, in others metal buckles, while others are using rhinestone ornaments. The buckle on the strap has a dressy effect. It not only enhances the beauty of the shoe itself, but it also lends itself readily to additional sales and profits when sold as a separate item.

Diamond tips are being introduced on several strap styles, and some manufacturers are even showing them on high shoe patterns, as well as on oxford effects carrying the Louis heel.

Inasmuch as the diamond tip has been out for some time, it looks particularly pretty when shown in combination effect; for instance, a gray suede slipper with a diamond tip of patent leather, patent leather strap and collar. Black cordovan for men's shoes is meeting with increasing favor and many buyers believe it will be among the best sellers for the coming year.

At Chicago.—Downtown and also a few neighborhood merchants are having a big run on satins and suedes, and this is probably one reason why low shoes continue so popular. Strap effects in these materials are in excellent demand, and so are pumps and modified colonials with rhinestone ornaments for dance and evening occasions. Louis heels are gaining favor as the season advances, not only in low cuts for women, but also in high shoes. There has been

an unusual demand during the past week or ten days for Louis heel low shoes of every description. Extreme novelties in boots which were brought out a month or so ago, and which were expected to play such an important figure in fall selling, are going fairly well, and no doubt wholesalers will get out from under nicely on them.

"Business has been fair with us," said one retailer, "and we are selling both high and low shoes to women. In high shoes brown kid models are selling best, and these with military heels. In low shoes many calf brogues are selling. Our low shoes are about \$2.00 less than the high, and together with wool hose the combination is about the same price as the high shoes, and women are buying liberally of both. The men's business for the past two weeks has been much better than the women's. The plainer models in men's shoes are selling about three to one compared with the perforated brogues. Older men prefer the plainer models however."

At Washington.—"Some of the new afternoon high shoes are made with a suede vamp and satin uppers, laced, of course," one paragraph sets forth. "These shoes are particularly suitable for wearing in the street with an elaborate afternoon costume. The shops have many very attractive woollen stockings for women to wear with low shoes. A good many women got used to this manner of footwear last winter and learned to like it. There are, of course, many spats or gaiters. They come in all shades of tan and brown, as well as in gray and black. Some of them have little bands of fur at the top—a fad, of course, but one worth noting. Black moire slippers are in good style. Blue satin slippers have appeared. There has not been a noticeable use of blue shoes by American women, although it was predicted from Paris. But these blue satin slippers are exceedingly attractive and are worn with blue afternoon frocks."

At Philadelphia.—Many merchants are thankful that colder weather has ushered in a stronger call for the oxford wool hose combination. Black and browns are the favorite colors in women's shoes, and with the younger set the medium brown, pebble-grain calf skin brogue oxford, plentifully perforated and decorated, is making a decided hit. Sales of spats are on the increase, and there is little question of the predominance of the pearl gray which can be worn with black or any of the various shades of tan leathers.

At Boston.—Women's high shoes are being shown and bought in large numbers, for it usually takes a little cold rain or snow to stimulate purchases on this class of footwear. With dry weather, even though it is cold, many women wear spats or boot tops with pumps and feel quite complete, but on a snowy or rainy day at this time of the year, and after the ground has become thoroughly cold and damp, the women folks as a rule begin to think more forcibly of the logical place in their footwear wardrobe of a pair or two pairs of boots. A new number, and a very popular one, is the imported English hose; these are all wool and come in almost weird patterns. A pretty effect was produced in a medium gray with a white and lavender figure. These stockings sell at \$2.99—they are a \$6.00 hose. Hosiery sales take place at one store in Boston about every ten days and so important a part of the business has hosiery become that both sides of the front part of the store are now occupied by this department.

At Los Angeles.—Apropos of high prices take a look at these: A short time ago, when regular novelties were not moving well at \$22, the store put in a little bronze strap shoe which it was necessary to sell at \$24. It hit the fancy of the right people and they came for it like flies at molasses. One of the biggest sellers in the stock this fall is a brogue oxford at \$21. This number is of tan matte kid, light and flexible, yet all dolled up like the brogueist brogue.

(Continued on page 77)

Shoes for the Right Purpose—Good Idea in Selling

Salespeople Should Know all Their is to Know about Shoes and be Able to Show Why Certain Footwear is Best for Certain Uses

A CARDINAL principle of selling is to know what it is that is being sold, and by that is meant not merely a superficial knowledge of the article's usefulness or purposes, but a thorough understanding of its make, finish, materials, style, etc., so that the salesman can always be at least one lap ahead of the customer in discussing the features of the article being offered. There is nothing which so impresses the prospective buyer as when the salesman, in reply to a question regarding some feature of a pair of shoes, for instance, is not only able to answer plainly and satisfactorily, but is also able to add just a little more information. It will show that the salesman knows his goods and what he says about them will have a great deal more weight with the customer. Any hesitancy or equivocation will be taken as ignorance of the subject or, worse still, as hedging. The salesman must not let the customer think that he is just there to hand out shoes at so much per pair and collect a profit for his employer. He must impress the buyer as being there because he is fitted for the position and with having been trained to the point of knowing thoroughly the virtues of the goods he is selling.

Knowing what you are selling means a great deal more than just being able to memorize the stock numbers and knowing which are kid, calf or patent and which are blucher and balmoral. It means that you know the difference in style, swing, last, etc., and be able to tell every little feature on every shoe that is just a little bit different from any other shoe. It involves the study of a sample of every piece of footwear kept in stock and the reasons for keeping each in stock. Every clerk in a store should know when he takes a shoe out of the box just why that shoe has been bought, and why it was thought that it could be sold to a customer. Wearing and fitting qualities are important. While no one cares to make any predictions as to the length of time any shoe will wear, if the clerk can cite an instance where a certain pair of shoes wore a certain customer, or himself, for a certain length of time, it is something definite for the customer to go on. It is a good selling point.

The stock on the shelves of any retailer of shoes has been bought, if the merchant can lay claim to being any kind of a good merchant at all, for definite reasons other than just to sell again. Every pair has been stocked to meet some certain demand or to fill some certain need, or perhaps to introduce some new features. Before the goods are placed on the shelves every clerk ought to be made familiar with not only the goods, but with the reasons for their being on the shelves. Every pair of shoes on the shelves is there because of some definite thought in the mind of the buyer. That thought ought to be passed on to the salesman. A merchant in buying has to consider about how many pairs of each size or width he will sell to his particular customers. Clerks should know how many of each size have been stocked.

Now if the salesperson knows as much as can reasonably be expected of him concerning the shoes that are being handled it will be much easier to sell shoes in a way that will give a greater amount of satisfaction to customers. To illustrate: A man comes in whom the clerk knows to be a mechanic, who usually buys a pair of shoes which are

neither too light nor too heavy, and which look pretty well when they are new. The clerk knows that what the man wants is a pair of shoes which he can wear for a while as his "best" shoes and later, when they get a bit skuffed, he can wear them to his work and have a serviceable pair of shoes. Cheap shoes can seldom be relied upon to serve this dual purpose and if the clerk is to serve the customer so that he will remain a customer, shoes at a higher price must be sold. The customer must be convinced, through a sales talk on the quality and workmanship of good shoes, that he will get better value for the money spent if he buys a pair of shoes which are a little more expensive. There is only one other way, and that is to sell the mechanic two pairs of shoes—a pair of fine shoes for wearing in the evening and when not working, and a pair of heavy work boots. If the work engaged in is rough this is much the better thing for both the buyer and the seller, because fine leathers will not stand certain rough usage, no matter how well the shoe is made, while the heavier leathers, made for that very purpose, will stand up for months of the roughest usage. It is usually a question of how heavy a shoe a man cares to wear to and from his work. If he does not mind wearing the heavy work boots he will always keep two pairs in use—a heavy work shoe and a finer pair for other wear.

The question of fitting women with proper shoes for street and house wear is a very important feature. No woman wants an ugly pair of shoes, no matter how substantial or comfortable they may be. If she must have heavier shoes for street wear she wants to have them stylish and neat. Street shoes must have a fairly heavy sole to be comfortable for walking on pavements. There is room for much education on this point yet. There are still many women who seem to think that to get stylish shoes they must get thin-soled shoes. Few women, however, who have worn a pair or two of heavier shoes for street wear ever go back to thin-soled ones for that purpose. The same thing applies to shoes that are worn in the home while working about the house, except that when used for such purposes they should be oxfords or pumps which are easily and quickly taken off or put on. Nothing, however, can replace the dainty, thin-soled oxford or pump for evening wear and for all dress occasions. No woman ever had too many pairs of these dainty shoes, and in these days when slippers must match the gown to be really fashionable there is a good field for the sale of satin pumps which can be dyed. A house which has made a specialty of this business informs THE SHOE AND LEATHER JOURNAL that many of the leaders of fashion have been having their pumps dyed.

An inspection of the feet of dancers at a dance reveal the fact that many girls are dancing in ordinary oxfords, some with quite stiff soles. This would suggest that the market has not been over supplied in dance slippers. The comfort of the dance slippers ought to be emphasized as well as the economy of wearing them instead of the ordinary light shoe. A heavy person should wear thicker soled shoes. These may be sold to women of ample proportions without bringing the matter of their weight to notice. A quiet suggestion that heavier soled shoes are more comfortable, is usually sufficient. Care must be taken here not to offend. There are times when every customer who comes into the store will seem to want the same style of footwear. There may be a very good reason for this. There may be a style on the market that is becoming popular. We cite the brogue as an instance. In such cases the customer's preferences must be recognized. When there is a run on any particular line of shoes it is needless and unwise to suggest this line to customers who are undecided. If there is a run on them they will be sold out soon enough and you may later have to disappoint someone. Rather try to direct attention to some other equally good shoe.

Here are a few suggestions of a shoe man as a guide to

(Continued on page 77)

Acid Test Being Applied to Present Merchandising

Right Now and for Some Time in the Immediate Future Business Men of all Classes will Need to Stress Every Selling Factor and Apply More Intensive Methods of Getting Business

NOW is a trying time for anyone in business. The real adjustment following the war has just set in, and how far it will carry trade and commerce towards the abyssmal depths of some former periods of business depression can only be conjectured. No one thinks that the present slump will attain anything like the proportions of, for instance, the great panic of 1907. In that period it was the final stringency of money that was said to have caused the panic. Other causes have been blamed for other depressions. Every period of business depression has a different primary cause, perhaps several primary causes. The remedy is always the same—hard work, thrift and business sagacity. Each cycle of hard times finds the business world in a little further advanced state of development. Methods and practices are developing all the time, becoming more and more scientific. Each depression, therefore, finds the business world more capable of resisting the pressure downward. Great things were learned and unprecedented was the dissemination of ideas dealing with factory practice and business methods during the years of the war. If anyone discovered a better way of performing any given task or a more economical method of making or distributing something the idea was passed on to others that all might do everything possible to help win the war. All these things are being made use of every day now, and have helped many to better understand and control their businesses. As a result, industry is in better condition now to stand up against a period of depression than it ever was before.

There were several contributory causes to the present contraction of business, all of which have been discussed in these columns before and need not be enumerated here. Suffice it to say that the depression has set in and is already upon the country. Depressions may be at least partly controlled. Confidence, as has been so often said, is the controlling factor. Give a sufficient number of people a high enough degree of confidence to go about their business as usual and not worry about the future, and almost immediately the future becomes clear and there is nothing left to worry about for anyone. The great task then that lies before the business world to-day is to establish that confidence. Example is better than precept. Anyone preaching the doctrine of confidence to his associates or to his neighbors should show an example by doing something that will demonstrate that he believes what he preaches. It is not suggested here that anyone revert to the orgy of spending that has characterized the past few years. There is a middle course. Buying can be done judiciously and up to a point where it represents a fair percentage of requirements. The task is to buy just as much as can be bought without taking undue chances. When individual orders begin to show volume at the factories the buying will be reflected in the increase of employment and in retail sales.

There is another side to the question. Every buyer means a seller, or the other way around. The situation is really up to the seller. He who has goods to sell should take stock of every factor that enters into the selling of them. At such times as the present most people are inclined to accept the situation and worry through by trimming their

expenditures to meet the curtailed selling. A man who sells his labor will necessarily curtail his expenses when there is no market. He will not, however, let it go at that. Usually he gets out and hunts for a new job. He may walk from one factory or workshop to another or even from door to door; he may advertise for work, something he never does while he has work. The aggressive salesman will find employment again long before the fellow who loafers around complaining that there is no work to be had.

It is just the same with the selling of anything else. When it begins to look dull, stir up the selling force, brighten up the advertising, increase the advertising appropriation if necessary, seek new channels for business and leave nothing undone to find a market for your wares. It did not take the retail trade long to realize that this was the only way to combat the falling market. They immediately set about jogging up their salesforces, making attractive window displays and increasing their advertising. The greatest advertising campaigns in the history of the retail trade are being staged this fall. A glance at any newspaper will show that the retailer is pushing his sales campaign to the limit and using more newspaper space than he ever did before. He has the right idea. He wants to keep things moving. If he was backed up in the same spirit by manufacturers and others doing business they would soon have things going again. The retailer knows that his advertising expense is not really an expense at all, but an investment. If properly done advertising will pay for itself many times over. One of its strongest features is in making the advertiser known. Anyone caring to test its benefits might just ask the first person they meet to name five or six different kinds of soap. Then ask him how he came to name those particular brands out of the thousands that are on the market. He'll say he has seen them advertised. Let the advertising drop, however, and the name dies. The writer went into a store about a fortnight ago, and asked for an article which used to be advertised in every newspaper. The manufacturer of the article in question is now dead and the business has passed to other hands. The clerk's reply to the request was quick and to the point. He said: "Oh, yes, we used to carry that and sell a lot of it too, but you know they quit advertising it, and the sales fell off and so we discontinued handling it. Is there anything else I could sell you?" Practically the same conversation took place in four other stores concerning the same request.

When asked the other day what he thought of the present situation, a man who is noted for his grasp of business problems, said: "There is nothing to be worried about. There have been quiet times before. There is nothing basically wrong with business just now. Everybody realized prices were too high and that things had to come down. We are all trying to get back to normal and in doing so we are creating an abnormal condition. It is easy to throw business machinery out of gear, but as long as nothing is broken or badly damaged in the operation the wheels will soon turn again. In good times keep plugging away and in hard times, or when they are approaching, plug all the harder. Keep the machinery of business moving as fast as possible all the time, is the theory I have towards business."

Keep plugging away; extend your business if you can; keep everyone on his toes; don't, above everything else, draw in your feelers after trade as long as there is a hope that someone might want to buy.

Many a shoe retailer would do a larger business if he came out of his shell a little and mixed with his fellow mortals. Not every one cares to be a lodge man or to belong to the curling club, but the more of these things a retailer can enjoy the wider will be his acquaintance, and if he works it right his bare name in connection with any establishment will be sufficient to bring a good volume of business.

A Christmas Visitor

An Unexpected Meeting of Old Pals Under Unique and Unusual Circumstances—By A. T. L.

WITH a sigh expressing relief and satisfaction at work well done, he stepped back and looked over the finished Christmas tree. Its trimming was an annual occasion of happiness, and he allowed no hand but his own to touch it. It stood in a corner of the comfortable library. On it was festooned vari-colored electric lights, small candles, the regulation small figures of Santa Claus, an appropriate amount of imitation snow, and a number of small parcels. At its foot were piled the bundles, too large for hanging on the tree, wrapped in white tissue and gaily decorated with seals and red ribbon.

After a moment's contemplation, he sat down in his big chair before the fire, lit his pipe, and gave himself up to his thoughts. He was tired, for Christmas Eve to a retail shoe man, marks the end of a long, busy day.

As on previous evenings such as this his thoughts carried him back to the little town in the east. He thought of the jovial old Sam Johnson, in whose store he had served so long; of Mary Johnson, the only child, whose wish was law, not only to the shoeman but to the two clerks; of Bill Chapman, the other clerk, his close friend, but keen rival for the affections of Mary; of the close race between them, and how it had finally ended. His memories brought back Christmas Eves of past years, when he had drawn pictures of the celebrations in his own home to come, with Mary and himself filling the stockings hung in a row by the fire-place.

Fifteen years previous, John Ferguson had come to the growing town of Westville. With a little money, but abundant courage and confidence, he had opened a small shoe store. Through careful management and up-to-date methods, he had built up a business that returned him a comfortable living, and located him as one of the leading business men of the town.

It was midnight. An hour ago he had answered the last chery "Good-night, Mr. Ferguson. Merry Christmas!" as his clerks left. He had locked up the store, and come upstairs to the apartment where he had by preference established himself. Since then he had been absorbed in his task of arranging the Christmas Tree.

Rising, he walked to the window, and stood looking out at the night. The sky was studded with stars, and held promise of a typical Christmas Day, while the feet of the occasional passer-by, hastening homeward with his bundles, scrunched on the snow, and gave evidence that the youngsters would have their fill of Christmas sleighing and skating.

As his eyes fell towards the narrow lane running alongside the building, they were attracted and held by a deepening of the shadows. He gazed a moment longer, then turned and crossed to the telephone, calling a number, he spoke rapidly and briefly to the party on the line, and hung up.

He resumed his seat in the chair, and sat looking into the fire. But he was no longer pensive. He appeared to be listening intently. For some time the silence was broken only by the distant steps in the street, or by the occasional passing sleigh or car.

Finally a dull sound was heard below. Quietly he opened a drawer, took out a revolver, and cautiously made his way down the stairs to the store. In the dim light of the office, a muffled figure was working at the door of the safe.

"Hands up!" said Ferguson. "That's the proper salutation, isn't it?"

The intruder crouched by the safe, his hands in the air, and said nothing.

"You have the Christmas spirit to some extent, but you appear to have twisted it the wrong way about. This is the season for giving, not for taking. However, I think I know a party for whom you would make a first-rate Christmas box from me. We'll ring him up and ask him to send for you. First, I'll just appropriate that gun on the floor, which is a bit too handy for you. Kick it over towards me."

The visitor did as he was bid.

Ferguson then stepped to the phone to call the police. After trying in vain to get an answer, he concluded that central was not at fault, as usual, but that the line was dead, the wires cut.

"You think of everything, don't you?" he said. "Well, suppose we try upstairs. Come this way." And he ushered the burgler to the stairs, and up to his apartment.

There he found the telephone out of commission also.

"That's unfortunate," said Ferguson. "However, we'll sit here a while till I can decide how to dispose of you."

Up to this time the thief had not uttered a word. He was busy looking over the comfortable room, with the tree glistening in the corner. The log fire in the grate cast a dull light through the room, shone reflected from the doors of book-cases along one wall, and threw into relief the big centre table and comfortable chairs. On the polished floor were heavy rugs, while the few pictures on the walls gave evidence of taste as well as an accommodating purse.

"You do yourself pretty well, don't you, John Ferguson? This isn't much like your old quarters in Bridgeton."

"What do you know about Bridgeton and my quarters there?"

"Plenty," grinned the visitor. "Don't you remember me, John? It's fifteen years since I saw you, but I'd know you in a minute."

Ferguson looked at him closely.

"If it were not for the circumstances, and if you had a shave, a hair-cut and a decent suit of clothes, you might almost pass for—but it's impossible!"

"I might almost pass for Bill Chapman? Well, that's me, old pal. I must apologize for my working clothes." And he grinned again.

Ferguson gasped.

"You didn't figure on meeting your old side-kick when you came pussy-footing down stairs? Well, it's more dangerous, but when you're lucky there's more money cracking safes than selling shoes. And when a feller has a family he's got to get the jack somehow."

Ferguson sat through this as though stricken. This tough-looking customer really was his old companions Bill Chapman. As he remembered him, Bill had been a good-looking, easy-going young fellow; a bit wild, perhaps, but with the wildness of youth that should have gone with passing years. He would take a drink with the boys, or play a game of penny ante; he was in demand for all the parties and gatherings that made up the life of the young people of Bridgeton. And Ferguson had always considered him his keenest rival for the regard of Mary Johnson, as whose slaves they had been glad to serve.

Ferguson, himself, had been a quieter type. He also had been a regular member of all the parties, but had not taken as prominent a part as Chapman. Even in those days older people in speaking of him predicted a sound, if not brilliant future for him.

And here he was, established in his comfortable home, while Chapman prowled the streets and cracked safes for a living.

"Man," he finally burst out, "how did you come to this? You're a fine one to be talking of family. What will happen to them when you are behind the bars? Surely this

can't be true, that you, Bill Chapman, are a thief, with that little woman waiting back east for you! I thought you were on the road, selling shoes."

"That's what they all think," returned Chapman. "But, as I said, my commissions in this game are bigger, and I'm willing to take the risks."

"But what now, since you've come to the end of your rope?" asked Ferguson.

"Aw, say now, John, you wouldn't turn an old pal to the cooler would you? Think of all the times we've had together back home in old man Johnson's store. And think of Mary—"

"Stop!" cried Ferguson. "Don't bring her name into this. God knows I thought you loved her, and when you won, I wished you luck as the better man, and pulled out. And now think of the position she will be in! You aren't man enough to stand on your own feet, but must shelter yourself behind her."

There was silence for a few moments. As Chapman's gaze moved about the room and fell again on the Christmas tree, his eyes brightened.

"You know how it is these days, John. Here I am trying to get enough to keep my wife and kids, in the only way left me. You know what it costs. That tree all fixed up for your kids is far better than anything mine have ever seen."

"My own!" exclaimed Ferguson. "I wish it were for them. That makes me feel the more bitter towards you. Since you won, and I left Bridgeton, I have not been able to forget. To make up to myself, I fix up a tree every Christmas for my employees and their children. To think what I could have done had I brought Mary with me. And there she is left to the tender mercies of such as you. Oh, it's damnable!"

"Well, what you gonna do about it?"

"Oh, shut up, man. Let me think."

After a moment he asked, "Whatever got you into this game, anyway, Chapman?"

"Well, I'll tell you, John. I did get a job on the road, and was doing pretty well. Finally, I was put on a territory where I hit only the high spots, and passed the tank-towns. I met up with a pretty lively bunch of boys, and—well, you know the old story—wine, women and song. We played cards with a pretty good limit, and I went in the hole. One thing led to another, and pretty soon I had to borrow some money I had collected for the firm. Before I could pay it back they got wise and I lost my job.

"I didn't seem to locate another job worth while, and meanwhile a smooth bird I hooked up with took me in with him on this safe-cracking game, and after a bit of practice I started on my own.

"The folks at home don't know about it, and as I send money regularly, and visit home occasionally, they still think I have a good job. Surely you wouldn't turn me in, and pull the world down around Mary's head!"

"God help me! I don't know what to do. You are just a common robber, and my duty to society is to have you put away, but—"

Just then a weird whistle sounded under the window.

Chapman's bearing underwent a change. "Now, it's your turn, Ferguson! Hands up!"

He had produced another gun, and had Ferguson covered. "You won't have to decide that question. That whistle says that my pal has cracked your safe. My spiel was just a stall to keep you busy. So I think I'd bid you good-night, and join him. Merry Christmas, John!" And he backed towards the door at the head of the stairs.

"I'm afraid that door was locked after us as we came up," said Ferguson. "The door into the apartment is also locked, in case you had thought of going that way," as Chapman edged over towards it.

"I rather think your game is up, Chapman. And

you'll have nobody to blame but yourself for what may happen to you. I was just considering how to let you get away, but you have blocked that by your change in bearing."

Just then footsteps approached the door leading into the apartment, and a knock sounded on the door.

"Just before you entered and cut the wires, I was looking out the window. It seemed to me I saw somebody stealing along the alley, so to prevent any trouble I phoned a friend of mine on the police force to come around this way, and keep his eyes open. If I am not mistaken that is he now. He has come up the back way, and from the scuffling out there I think your pal is with him. Just let me open the door."

"Keep away from that door!" growled Chapman. "And give me the other key or I'll put a hole in you!"

Another knock at the door. Then the handle was rattled vigorously.

"John! John!" a voice called.

"Come in!" said Ferguson.

"The door is locked!"

Ferguson shook himself and looked around. The Christmas tree was still lighted, but the fire was out, and he was cold. The room was empty!

Rising, he went to the door, and unlocked it.

"My goodness!" cried his wife. "Have you been here all night? The children want to come in to see the tree."

All Ferguson could do was to hold his wife by the shoulders, look at her, and say "Mary! Mary!"

"Whatever is the matter, John?"

Ferguson rubbed his eyes uncertainly, and looked around the room.

"I've had the worst dream, Mary," he said. "It seemed that I did not have you, nor the children, and this tree was to comfort a lonely old bachelor by giving happiness to his employees. Bill Chapman had won you, instead of myself, and had gone to the bad, and turned burglar—and it seemed so real—"

Just then there was a patter of feet, and John, junior, and Mary, junior, burst into the room.

"Merry Christmas, Dad! Merry Christmas Mom!"

John Ferguson put his arms around his family, and bowed his head with a prayer of thankfulness. His heart was full of gratitude for the happiness that had been showered on him.

Out of his dream, however, came one thing. Every Christmas since that time, a tree is prepared in the store itself, and for an hour or so of Christmas Day the employees and their families all gather and exchange their gifts and greetings. This spirit of Christmas reflects itself in no small measure through the year in the relations of Ferguson and his co-workers, in exemplification of the principles of "Peace and Good Will."

The tenth annual convention of the National Shoe Retailers' Association of the United States will be held from January 10th to January 13th, inclusive, at Milwaukee, Wis. Great preparations will be made for the convention, the building secured for the purpose being of the best of its kind in the whole world. The convention will be held in what is known as the Auditorium, a two-million-dollar structure. The main arena in the building is 330 feet in length by 180 feet in width, is on the ground floor and is constructed in amphitheatre style. A number of other immense arenas are also under the same roof. Special arrangements are being made for the entertainment of ladies at the convention.

One line of "over-size boots" made in Lynn measures two inches above standard measurements around the top.

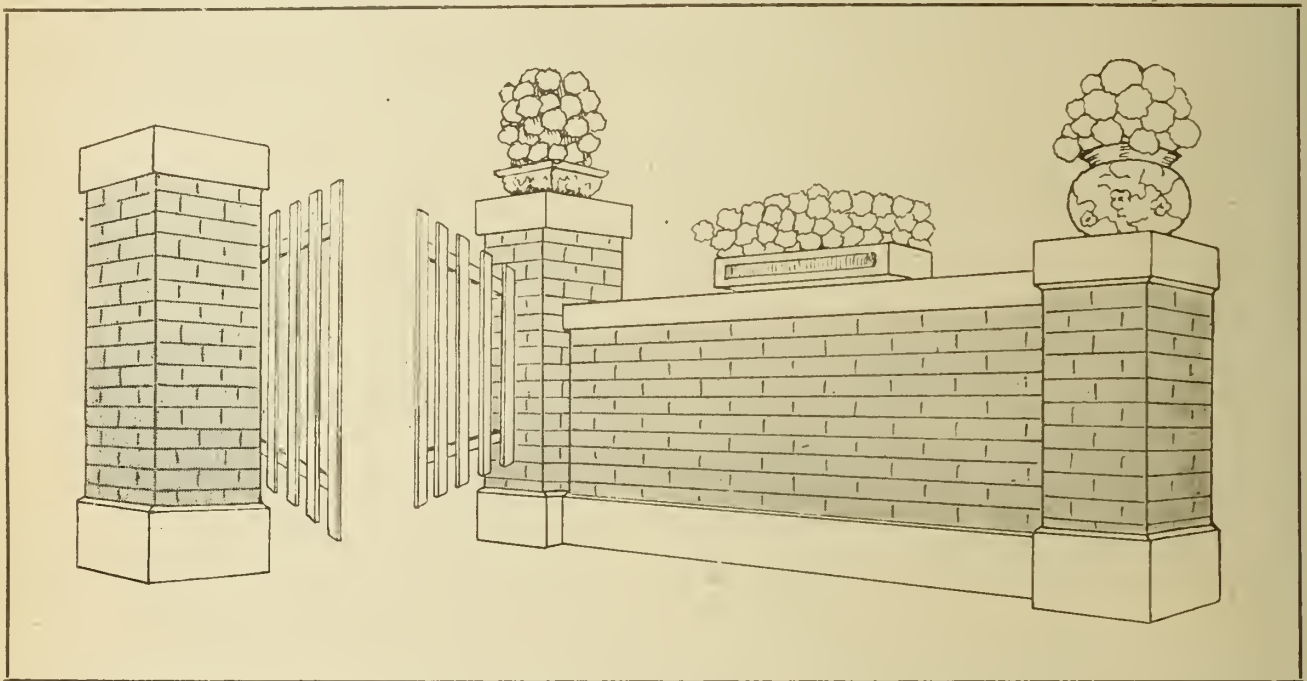
A Window Back for Any Occasion

A Background Designed to be Easily Constructed—Can be Made With Packing Box Lumber, Wall Board and Wall Paper

AMONG your New Year's resolutions let there be one that you will give more attention to your window displays than you have done in the past. Here is what a shoe retailer in the western states says about window displays: "My idea is that a high class shoe store well located could do more towards impressing the buying public with beautiful, frequently changed window displays than any other way. For instance, we might advertise fine merchandise, etc., but if the window display is unattractive the public might pass on in disappointment. My idea is to

suggest three sets of fixtures for their windows. This is a great mistake. These same merchants would not object to selling a customer three pairs of shoes. Then why not have a change of window fixtures? It will give the window a new air and appearance that will make it doubly attractive. If people see the regular old fixtures, no matter how much the lines shown may be changed, it has a certain amount of sameness that detracts from its effectiveness. Sets of fixtures that strongly contrast are best. For example, a set of ivory finished fixtures will contrast effectively with a set of mahogany. Of course the backgrounds should harmonize with these finishes. These will give a newness to a trim that will make the window look as if it were completely new.

The back we show herewith is a most elaborate appearing one, but very easily made and not expensive at that. It is one recently used by Fred Foley, of Bowmanville, Ontario, and was photographed, but as the photo did not give a good view of it on account of the reflections in the window we have re-drawn it, for one can work better from a drawing than from a photo when following directions. It



An attractive, yet easily made, background

put a very great deal of the advertising budget into the windows, and thus be enabled to change the entire trim, including the furnishings, backgrounds, show cards, etc., frequently. We do this twice a week, and it is to this feature I attribute a great deal of our success."

We know there are many who will say this is applicable only to big stores in large cities. We are not willing to agree with this. The principle is just as applicable to small stores in smaller towns and cities. What applies with success to large stores applies with proportionate success in smaller places. We have in mind a store that opened in a town of about eight or ten thousand a few years ago. The man was an adept at window trimming. He proceeded to put in windows that made the people in that town talk. It proved to be one of the best ads he could have had. He changed the windows frequently, but he was well repaid for the time and small expense, for after all, trimmings are obtainable these days so moderately that the outlay for trimming a window is not excessive.

And while we are talking of trimmings let us say something about fixtures. Too many look upon fixtures as an expense, and would hold up their hands in horror did anyone

looks to be very difficult to make, but the real truth is it is not.

There will be some windows for which this design will not be suitable, but there are also a great number in which it can be utilized to great advantage. It also appears larger in the drawing than it need be. Of course, it should be understood that it will not be tapering as shown in the design. This perspective view is given to show the end of the design. The wall will be all the same height and the pillars may be the same height if desired, but in this you may be guided by fancy or by the height of your flower pots which you purpose placing on the posts.

The material needed will be a few strips of two by seven-eighth inch stuff for the frame work, and boards about four, six and eight inches wide for the base and caps of the wall and posts. The widest boards will be for the base and the narrow ones for the caps of the wall and posts. It will be well to make the frame work of the posts first. These may be made like packing crates and covered on three sides with wall board. The base-boards and caps are next nailed on. The caps and base boards should be covered with a grey stone colored wall paper and imitation brick-work wall

(Continued on page 77)



Astoria
SHOES

Yuletide Greetings To Our Friends in the Trade



IN the strenuous times that the past year has visited upon our industry your patronage has been a steady, gratifying thing. We would take the opportunity offered by this Christmas Season to express our appreciation of your loyalty, gladly wishing you a full measure of Christmas Joy and a New Year of Happiness and Good Fortune.

SCOTT-CHAMBERLAIN, LIMITED
LONDON, ONTARIO

"Nothing but Leather in Astoria Shoes"

Laura Secord

New New



These are the Styles that are running our factory at full capacity. New Samples ready January 15th. Five New Styles and at prices that will look like pre-war times.



Style A.—One of the many simple yet very attractive styles that we are making, in all Leathers and Satins, this number has sold particularly well. The same pattern is also made with Baby Louis or Cuban Heel, and extension sole, Imitation Welt.

Style B.—It is one of the most attractive styles which is spreading the popularity of the Newport line. This Cross Strap Pattern is a splendid example of Newport Quality and artistic workmanship, and made in Satin or Suedes, also with Brocaded or Satin Quarters and Suede Vamp, will meet the demands of the most fastidious buyer.

Style C.—A "Chic" little one strap with 2 pearl buttons, is a delightful creation and shows to advantage in such combinations as Suedes and Satins or Patent with brocaded quarters, also made up in any leather.

Style D.—From the days of Cleopatra, women have ever craved for the adornment which only the possession of beautiful shoes can satisfy. This pattern makes up wonderfully well in black or brown Satin and Suedes.

Style E.—For the matron or elderly woman who desires more snap in her footwear than the ordinary low heel style offers, this particular pattern, without sacrifice of style or beauty, answers every requirement—comfortable, serviceable, saleable shoe with a 14 8 Cuban covered heel, and made in fine black Kid or Patent leather, makes an ideal shoe for house or street wear.



The Newport S
Toronto

51 WOLSELEY ST

port WS

The Newport Shoe



Company, Limited
= Canada
PERSON AVENUE

May You Enjoy—

that which we wish for every member of
the Shoe Trade this season

A Very Merry Christmas

and may all the Good Things that you
hope for in the New Year come to you
and make you Happy and Prosperous.



Together with our Best Wishes we are
glad to express our appreciation of the
favors accorded us by the trade. Though
newcomers on the market the reception
given Yale Shoes is convincing proof of
their reliability and a recommendation
for dealers to feature them during 1921.

The Yale Shoe Manufacturing Co.
Limited

Makers of Fine McKays for Men and Boys

GALT

--

ONTARIO

Relieve the Saturday Night Congestion in Shopping

Here is a Suggestion that Should be Welcomed by Retail Merchants, Especially Shoemen Doing Business in Smaller Cities and the County Towns

A CORRESPONDENT has sent THE SHOE AND LEATHER JOURNAL a clipping from the Shoe Economist which he believes embodies a good suggestion, and requests that it be passed on to our readers. It is reprinted with the belief that it will apply more especially to those towns known among merchants as "Saturday night towns," and if acted upon by the public generally ought to prove a popular move from the standpoint of the selling forces. The article follows:

"One of the many serious problems that still beset the retail shoe business is how to handle the Saturday rushes, and give good store service, with satisfaction to every customer.

Don't be Impatient

Buying a pair of shoes sounds simple enough, if you have the price, and it's a job that can be put off until the last minute, say at noon, or Saturday, when the shoe store is busiest, and then you come in and expect the undivided attention of a salesman, and that immediately.

When the average customer goes to the barber shop he will wait each day, from 10 to 30 minutes to hear them say "next"; but the shoe man must give instantaneous attention and service.

Buying a pair of shoes doesn't happen to the same customer each day, or every week, and it shouldn't be a hurried job, for the customer's interest, if not for the dealer's. A comparatively medium-price shoe properly fitted is a better proposition for the consumer than a high-grade shoe poorly and hurriedly fitted.

It does require some little time to measure and select the proper last and correctly fit both feet.

A special hardship is imposed upon the retailer in furnishing extra salesmen as well as an additional expense that could be avoided if the trade was more equally divided during the week, and the customer received the attention of regularly employed salesmen and not the service of 'Saturday men,' who, as a rule, are inexperienced, and nowhere near as capable as the regular men, and not as interested. Why do people put off buying shoes until Saturday, or at noon time when some of the selling force is out to lunch?

Buy During the Week

Retail shoe customers should be educated to go to the stores during the week, and those working in offices at noon time, if it is not convenient to go before or after business hours. Not many would go before office hours, for most of them sleep until the last minute. Women especially should be educated to go to be fitted to shoes in the morning, during the week days, other than Saturday. As a matter of fact, women who are not employed in offices or stores require more attention than those who are employed.

In these days when store service is becoming more and more important and fast selling is a prerequisite to success, more and more attention is being paid to demands for having clerks on the floor during the fast-selling hours try the flying-squadron idea of a group of clerks working five hours without

lunch period. This is simply the making use of an efficiency principle, which does away with a maximum of idle time on duty and enables employees to work straight through at top speed with the best total results."

It is our guess that the reason so many people wait till Saturday night to buy shoes, or anything else for that matter, is because they have to wait until they get their pay, and as most employees are paid Friday or Saturday they take advantage of the first evening when the stores are open. There are cases where employees are paid on Monday, but this does not relieve the Saturday rush, because Saturday night is usually the only night on which the stores are open.

A MARITIME VETERAN

Down in Windsor, N.S., the people are proud of a veteran shoe retailer who has celebrated his forty-second anniversary of being in the shoe business in that place. It is C. Henry Dimock, a well known and prosperous merchant of that city. Mr. Dimock has not confined all his energies to the shoe business, he has found time and money to invest in the plaster business, and Windsor plaster is a widely known and widely used product. He is a very public spirited citizen and greatly liked by the people of his city. Windsor has a habit, you know, of trying to burn itself out every once in a while. Mr. Dimock suffered once very badly but he profited by the loss, so when he rebuilt he put in a fire wall that defied the next fire and he came through dry shod. And he handed out a few oil coats to the firemen who fought the fire, so that they, too, would be a little drier while fighting the fire. No sir, neither the fire and light committee, nor the council ever received a bill for those coats. Mr.



C. HENRY DIMOCK

Dimock is a live citizen. He has also taken the SHOE AND LEATHER JOURNAL for thirty or more of the forty-two years he has been in the shoe business down in the sea provinces.

Cutstock manufacturers of Lynn, who sell goods all over the country, say there is a marked tendency for shoe manufacturers everywhere to put more solid leather shoe stock into their shoes. Leather is cheaper than for many a year, while leatherboard is higher, selling as high as \$125 a ton against \$40 a ton before the war.

Shoe Making in Other Lands

Canadians Will be Interested in Seeing How Other Countries Make, Repair and Sell Shoes—The North American Continent Seems to be Well Advanced in the Art

FROM time to time this JOURNAL has called attention to the fact that shoe making is a very ancient craft. In addition to that it is a very universal one. There are few people in the world who do not use some kind of footwear. Even those living in tropical and warm climates find it expedient to wear shoes at sometime for protection from things other than climatic conditions.

The splendid group of photos shown with this article gives a really up-to-date conception of modern methods practiced in very many parts of the world to-day. It will be intensely interesting to note how very primitive some of these methods are. There may be some surprises for some of us, too. Probably very many people have a misconceived idea of what the Eskimo people are like. We are not liable to think of them as being very far advanced in the art of manufacturing. We think of them as a people living in snow huts, etc. But the Eskimo woman in No. 5 shows that her wares would meet with ready sale if offered in any part

of Canada where high grade shoes are known and worn. This scene is in Sitka, Alaska. This sight is a surprise to the visitor of that far north country when he first arrives.

No. 1 shows a shoe shop in Ueskub, Macedonia. This is a typical shop and the class of people who frequent these stores are shown in the picture.

No. 2 shows how they do repairing in Bengal Orissa, India. Can you imagine a Canadian coming anywhere near this "Attitude" in conducting his repair plant? Note, too, the modern shoes he has to fix.

No. 3 shows a number of shoemakers at work in the streets of Constantinople. The business in this particular quarter seems to be thriving. We wonder if these fellows get \$2.50 for half soling and deliver in autos.

No. 4 is a scene in Cairo, Egypt, in a shoe section. That sounds like a department store, doesn't it? But it is a section of the city and not of a store. It should be understood that these photos represent largely the custom of the natives. For example, in Cairo, Egypt, there are many real shoe stores modelled after the French method of conducting business. Europeans and the better class of the native Egyptians deal with these people.

No. 6 is two Geta Makers of Japan making wooden shoes which are worn by the Japanese.

No. 7 is the interior of a shop in Holland. In this shop wooden shoes are to be had at from \$1.50 to \$150.00 a pair. The big shoe held in one of the men's hands looks like the daddy of them all.

No. 8 shows a Chinaman selling shoes in the street



Shoe Makers and Repairers from all corners of the earth.

These are straw sandals and are worn extensively in China to-day. We are not aware that they have a Shoe Travelers' Association in China, but it might be well to go to a meeting of the Canadian Association some time and introduce a motion that the Canadian travellers adopt the Chinese plan of selling and delivering shoes. Oh, what fun that would make.

The centre picture, No. 9, shows a typical Canadian shoe repair shop. It is the splendid shop of Mr. S. Burnett, the recently re-elected president of the Toronto Shoe Repairers' Association. Mr. Burnett is a specialist in shoe making, devoting much time to the making of shoes for deformed feet. He has one of the most up-to-date shops, and this picture shows only the back portion. He has in the front a real nice store in which he sells foot specialties and the various findings to be had in any well conducted shoe repair plant. His place is not the largest of its kind, but is one of the best arranged and most accessible for a small plant that one would wish to see. He does a good business, and it is increasing all the time.

This group is interesting indeed, for it gives an opportunity for the shoe makers of Canada to compare their methods with those of other lands. It will show that we have made an advancement in this art to a point where it will be many, many years, if not centuries, before these people will reach it. We are aware there are many big American concerns that are pushing trade in modern machinery into all corners of the world, and even the shoe making and repairing business is among the lines affected, but the one big obstacle in the way of this trade becoming popular among these people shown in these pictures is their poverty. It cannot be doubted that the real reason these people do business in the streets is because it is cheaper, and they do not have the money to rent or own a business. If you think we are free from such a class in this country another thought may change your mind. We have the "pedlar" with us to-day, and have had him for many years, and a pedlar is a street merchant, pure and simple. That is he "pedals" because he does not want, or cannot have, a building in which to conduct his business. Sure, in this country and in practically all advanced countries there is little or no shoe making done on the streets, but in all large cities there is a certain amount of trading done on the streets that is the same in character as that conducted in shops and stores.

ENGLISH IDEAS OF PROFIT-SHARING

As there are Canadian firms, both retailers and manufacturers, who have tried the profit sharing plan this report of how the subject is considered in England will be of interest.

Since Mr. T. C. Taylor addressed the Northampton Chamber of Commerce on Labor Co-Partnership and Profit Sharing as reported in the last issue of the "Journal of Commerce," an important conference has taken place in London under the auspices of the Labor Co-Partnership Association. Mr. Taylor's scheme in brief, it will be remembered, after giving invested capital a fair interest, is the division of profits on an equal percentage basis between capital and labor. That is to say, after paying wages and interest and all charges, and placing a proper sum to reserve, the balance is divided pro rata, each £1 of wages received during the working year taking the same amount of profit as each £1 of capital invested. Instead of the workers receiving their portion of the profits in money it is paid in personal shares, which can only be held so long as the holder is an employee. When he leaves his employment, the company buys his shares from him at their face value. The worker can, however, dispose of his shares at any time to any other employee. These shares rank for dividend with the other shares of the company, but they carry no voting

power. On examination, this excellent scheme which has successfully stood the test of twenty-eight years' experience proves to be not co-partnership in fact. It is profit-sharing, but labor in the scheme is merely a sleeping partner, and a sleeping partner is simply one who shares profits. For the rest the restrictions and regulations are necessary limitations owing to the need of protecting workers from their own unthriftiness. In a word, Mr. Taylor's free gift of a portion of his profits is given under conditions which protect the workers from robbing themselves of the advantages.

The London congress of the Labor Co-Partnership Association adumbrated something altogether different. There the speakers were probing for a real co-partnership, a co-partnership in management and a perfect equality of treatment. It is perfectly childish to suggest that labor is competent to take a share in management but is not to be trusted with its dividends when it has got them. This is where we think there was a need of clear thinking. Partners in a business do not have a hold on each other's drawings after they are actually made. Labor will not be placated by being treated as an equal of capital in the management of the business but as an inferior in spending its own money. No attempt can be successful which gives management in one direction and withholds it in another. Labor is either competent to participate in the management of a business or it is not. If it is, to attempt to control its expenditure of its private possessions is ridiculous. As there is not one employer in a thousand who would be content to hand over the management of his business to his employees it is obvious that any such schemes as those suggested at the Co-Partnership Congress will not be willingly adopted by capital.

For the present any scheme of profit-sharing must be voluntary. The effective participation in management of businesses by labor will not be granted by employers to any great extent until the whole outlook on the subject is radically changed. If and when labor has control of the Legislature it may be imposed, and then we may be sure that it will not be labor, but the officialdom of labor that will have the voice, and between the workers and their officials there is a vast difference. A change in the relations of capital and labor cannot wait. Something must be done at once. Much must be conceded quickly or eventually all will be taken. Regarding the necessities of the times, the temper of the people, and the state of industry, it is evident that concessions must be made now. Although, as the speaker at Northampton said, the precise scheme is not as important as the spirit which is at the back of it, we think that the plan which is in operation at his works, and which was enthusiastically received by the Northampton audience of business men, would be acceptable and would be worked without friction in practically every business in the country. It is a generous scheme, and its advantages, as soon as it starts going, appeal to the workpeople. Its tendency is to convert a highly commercial undertaking into a family venture: and we can imagine nothing more likely to re-establish, and re-vivify industry than the adoption of this conception in all business undertakings.

SPEAKING OF HIGH PRICED SHOES!

On thirty-ninth street, New York, there is said to be a man who collects anywhere from \$40 to \$100 for every pair of shoes that he makes. A list of his customers reveals the fact that it is not the men famous only for wealth who buy his shoes. Almost all his customers are well known men of affairs, scientists, diplomats, statesmen, actors, hotel managers and men of letters. Everyone of them, it is said, has won his own way to fame or position by his own efforts. They are men who are accustomed to giving the very best in their own lines of business, and either from habit of mind or temperament seek only the best for their own use among the things that others produce.

Cause of the Slump as Seen Overseas

Opinion of Englishman Well Up in Leather Business in Old Country Given—Present Depression is Not Peculiar to Canada—Factors Have Not the Same Weight in Different Countries

FOR the last few months everyone in business in Canada has been trying to fathom the reasons for the present depression in trade. The question has been touched upon in these columns in almost every issue. It has been discussed in other trade papers just as frequently and in newspapers, clubs, public meetings and in various other ways. While the arguments all agree in a general sense here and there one may hear a retail merchant blaming the slump on one or two particular sets of circumstances; chiefly it is on the weather and the luxury taxes. It is well when discussing this matter to keep in mind the fact that the depression is not peculiar to Canada or even to this continent. It is felt in Japan, Norway, Sweden, Denmark, England and every other civilized country. This is not taking into consideration such nations as Austria and Germany that have not yet recovered from the first shock of defeat, but such countries as might naturally be expected to be in a flourishing condition once their workers got back on the producing list again. It may be interesting in this connection to read the views of such a man as John T. Day, regarding the causes of the slump in business in Great Britain. While all the factors cited by Mr. Day may not apply in Canada, they will be more or less interesting. Mr. Day writes as follows in the *Shoe and Leather Record*:

"The cause and likely duration of the present state of trade are topics now most frequently discussed when business men meet. The origin of the slump which we are now experiencing is less obscure than the date of its passing, but neither problem is free from difficulty. It will, however, help us to look into the future if we grapple with the present and the past; and especially if we regard the cause of the trade depression which has so suddenly come about, not only in this country but in the United States. For this reason I will not attempt the role of prophet, except so far as to point out that most human phenomena which occur suddenly end in like manner, and that the more active they are while they last the sooner, as a rule, they come to an end. It is both useful and comforting to remember these truths, which are within the experience of everybody. Unless the world and its civilization are coming to an end, we must ultimately recover from our present plight. Precisely how and when cannot be surely foreseen by the wisest, but even the most foolish must realize that recovery is certain. For myself, I cannot believe that a fever which has stricken us so suddenly and is burning so fiercely can last very long. If it did we should die, and the world is not yet coming to an end.

"As to the causes which have led to the present position, they are many and various, and I cannot deal with all of them. They include war profiteering by both capital and labor (but in the first place by capital); general unrest following upon rising prices, leading to reduced production at a time when nearly everything was in short supply; the swing of the pendulum when the limit of upward movement was reached; the holding back of orders by the trade, and of purchases by the public, when it was seen that prices must fall—these and many other influences have helped to bring about the present position. Faulty finance and unsound theories about money and credit lie, however, at the root of our difficulties. This is most readily seen in the position of the foreign exchanges, which grow steadily wider

and wider, and tend to bring all international business to a full stop. The reaction of the foreign trade upon the home trade need not be dwelt upon; its effect is manifest at this moment in many markets, and notably in the shoe and leather markets.

On another occasion Mr. Day writes as follows:

Money is the key to the business situation, and timid bankers and frightened officials at the treasury are in the main to blame for the slump in trade which we are now experiencing.

To understand the situation it is necessary to remember that the demand for goods fell off the moment that prices began to fall. It is safe to prophesy that demand will continue sluggish, until both traders and the public are convinced that the bottom has been touched. Until then no housewife will spend a pound except for immediate necessities. Similarly, distributors, both wholesale and retail, will withhold orders from manufacturers. This rule applies to all trades. As a consequence, labor engaged in both productive and distributive businesses is laid aside, either wholly or in part. Earnings are reduced, and less money can be spent by the working classes, who are the greatest consumers. Even if the holders of the purse-strings felt that prices had touched bottom, purses will be light until trade becomes active once more. Thus we are in a vicious circle, in which a falling market chases its own tail, just as it does in a rising market. Treasury advice, and the rules which bankers accept for their guidance, conspired, a few months ago, to restrict credit: to call in overdrafts, and to refuse the renewal of accommodation which had been previously granted as a matter of course. This policy compelled the hasty reduction of existing stocks, besides slowing down production. As to obtaining capital for new enterprises, this was frowned upon, however meritorious the schemes might be. The more bank credit was restricted the more necessary it became to liquidate stocks, and the more difficult it became to stimulate production; or, in other words, to create new wealth. Thus we are now running down a sort of spiral, and it is difficult to say when the bottom will be reached.

The trouble in the boot and shoe trade is twofold. The trade depends, as all industries depend, upon activity in other trades, but it is dependent upon extraneous influences to a quite exceptional degree. That is why it is so difficult to forecast the future of its activity. During the past five years there have been no fewer than 250 new shoe factories started, counting big and little. This may seem an astonishing statement, but I have ample warrant for making it. During the same period at least twice as many more firms increased their capacity by at least 50 per cent. Taking a very moderate view of the situation, the capacity for production in the shoe factories of the United Kingdom is probably 70 per cent. greater than it was before the war. How are these factories to be kept fully employed? It is hopeless to expect such an extension of our export trade as will take all the production over the 1914 level. Much may be looked for in this direction, but, in the main, the home demand must be relied upon to fill the new and enlarged factories, and keep the new machinery running.

Now, providing adequate financial facilities had been afforded for works of reconstruction, I believe it would have been found possible to secure full employment at high wages for our entire population. This would have meant an enormously increased demand for boots and shoes. It is true that we have had labor difficulties to contend with, but they have been less troublesome than our financial worries, though we have heard more about them. The game of cat's paw has been played in relation to finance quite as much as in the labor market, and the wages of capital have been advanced almost as much as the wages of men, and with far less excuse. While this state of affairs exists industry must be partly paralyzed. Employment gener-

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Make Shoe Findings Contribute to Profits

Good Shoe Retailers are Trying to Make This Branch of Their Business at Least Pay Their Overhead Expenses

ARE you making shoe findings contribute at least something to the profits of your business? If you are not you are missing an opportunity that is really worth while. There are so many useful and necessary things embraced in the findings department that it seems strange that this department has not always been a leading one in every shoe store. That it has not been a leading department is a well known fact, but that it should be is quite evident. More and more merchants every year are coming to see the value of pushing findings, however, and they are gradually coming into their proper place. Partly because the general public is beginning to take better care of its feet, and partly because of the profits in selling findings. Within the last few years there has been a marked awakening of interest on the part of the public in regard to the necessity of taking every care of the feet, from not only the standpoint of comfort, but that of efficiency as well. Many of the senseless fads and fancies in regard to the appearance only of shoes when on the feet are disappearing and people are coming more and more to know that comfortable fitting and sensible shoes are not only well worth the sacrifice in foregoing the latest fad, but in addition are much more economical. Rubber heels, arch supports, cushion insoles, good laces and many of the other findings are becoming more popular with people who are going in for this new comfort.

There are many little devices and appliances in the findings department which the average customer knows nothing about, and the only way in which they can be brought to his attention is through the efforts of the salespeople, window displays, show case displays and advertising. It has been the custom to display these things in a separate case in the store, but an occasional window display is well worth the trouble. An advertisement devoted exclusively to findings occasionally could be made worth while, if it was gotten up in the proper way. It should show cuts of foot appliances and stress the purpose and advantage of each particular item. It should, above everything else, show clearly the purpose of every appliance mentioned.

Many people are provoked almost daily by breaking laces. They just ask for a pair of laces when they go to buy them. They know nothing about the different qualities. This should be an opportunity for the shoe man. If shoe retailers would just try to educate their customers to the fact that there are perhaps more grades of cotton than there are of leather, they would no longer believe that every cotton lace was the same. The principal qualities that make cotton fibre valuable are length, strength, fineness and color. Sea Island cotton is by far the best cotton. Its fibres average from one and a half to two and a half inches in length. It is silky in appearance and of fine color. It is from this grade of cotton that the best laces are made, and it is possible to buy this quality of lace to sell at a reasonable price and at a fair profit. It will give the customer every satisfaction. In this connection might be mentioned the importance of the tip. A lace from which the tip, or tag, easily pulls will never be popular or give satisfaction. That is a strong point with the customer, and it was probably this feature which suggested to a United States firm the idea of guaranteeing laces to the jobber, who in turn advertises that he will guarantee the laces to the retailer.

Every shoe store and shoe shine parlor sells laces, but little effort has been made to push the sales of the best laces.

The store that takes pains to do this should have an advantage. THE SHOE AND LEATHER JOURNAL is indebted to Mr. L. Levy, of Canadian Shoes Findings-Novelty Co., Trinity Square, Toronto, for the story of a young shoe clerk in a large establishment who was so enthusiastic about findings that he sold more of them than five or six shoe clerks under similar circumstances. It is said of him that one day when he had sold a pair of shoes to a man and was requested to send the old shoes around to his house, he asked the customer if he could borrow the shoes for a week, promising that in the meantime he would have them repaired. The customer agreed, and as soon as he had left the store, the enterprising clerk sent one shoe up to the repair department with certain instructions. The shoes were cordovan bals, of a neat last, and were not badly worn, but were very dirty and run down at the heels. The tops, of course, were wrinkled and the laces frayed. It was not that the shoes had been worn so much, but that they had been neglected. When the one shoe came back from the repair department it had a rubber heel on it, a new lace and had been ironed so that the wrinkles were gone. This, with the addition, of a little polish, made the shoe look almost like new again. The enthusiastic clerk then put a last in it and placed both shoes in the show window as a pair, with a ticket above reading: "This is what 70 cents will do—50c. for Heels; 10c. for Laces; 10c for Polish. Make old shoes 100 per cent. better." The display sold findings and boosted repairing.

Business in findings is said to have been fair all fall this year, and until lately showed higher total sales month for month than last year. Speaking of this feature Mr. L. Levy said that he had sold three times as many pairs of oversize calf gaiters as he had expected to sell. These gaiters have a wide top and so are comfortable on those of stout limb. Another thing that is taking well is a new shoe display book, and shoe dyes are growing more popular every day. Polish and other findings have been moving in increasing quantities, which suggests that people are also taking better care of their footwear than used to be the case. There is an amazing lack of care still, however, and much work for the shoe merchant to do in that direction. One man who has just lately discovered the value of keeping a pair of trees in his shoes at night makes the suggestion that if shoe retailers who handle high class shoes, and want to see them give every satisfaction to their customers, would only give away a pair of trees with every pair of high-priced shoes, they would not only please their customers, but do a lot towards proving the quality of the goods they sell. Shoes that are allowed to remain empty and slack all night, this man has found out, soon become permanently wrinkled and old looking.

To get back to the matter of making the findings department pay: The average store has at least one display case for findings and a fair stock back of it. Where the sales are pushed it will be found that the total net profits of the store will be considerably increased. There is good profit in findings and if the volume is developed it will help out the general sales wonderfully. It is something which is peculiar to itself. If a customer has sore and aching feet and does not know why this is so, think of the good-will created if you can fit him with an arch support which will cure his feet of that habit of getting tired and achy. He will not only thank you for the suggestion, but remain a permanent customer. It may take some selling talk to make the sale, and it requires expert knowledge of foot ailments, but these things should not be out of range of the good salesman. Selling findings will not react in any way on the store except in a favorable way if the salespeople know their business. Salespeople should be familiar with foot ailments and their remedies, and should also know the reasons for every other item in the sales department. They should be on the lookout for foot troubles and suggest ways of overcoming them. Make your findings pay your overhead costs. It can be done.

The Other Side of the Salesmanship Problem

Do Retail Salesmen Receive all the Encouragement They Should?—A Little Help from the Fellow "Higher Up" May Act Like a Lubricant on a Gritty Bearing in Pushing One Ahead

DEAR Mr. Editor,—I have read your articles on clerks and salesmanship which have appeared in your JOURNAL from time to time, and while they are good in many respects they have one little fault—they are just a little too one-sided. You seem to take a certain amount of delight in rubbing it into the clerks. The general tone seems to be that the faults are all on the side of the salesmen. Sometimes I have felt when reading some of the articles that your idea of a clerk was that all he thought of was to put in his time, rush for home at store closing, get his supper then pike for some place of amusement in which to spend the evening. Of course, I am aware the articles are about clerks and salesmen, but it seems to me that one or two on the other side of the question might do a little good, for all salesmen are not of the type the tone of your articles seems to indicate.

I am positive there are many who take great pride in their work. They read and study and learn all they can about the business. I know of one, a very young fellow, not now more than twenty or twenty-one, who left school after passing his entrance. He drifted about from one thing to another, a sort of shiftless lad who did not know nor care what he wanted to do. He shined shoes, he sold odds and ends in a sort of commercial traveller way, but never even warmed things up, much less set anything on fire. Finally he got a job as parcel boy in a big department store. Still he was shiftless. But that same kid had his eye on something all the time. Nobody knew it. He wanted to sell shoes. So one day he put it up to his boss for a transfer to the shoe department, and his boss laughed at him. Sure, that's the way too many bosses ENCOURAGE fellows. The kid was shiftless and why shouldn't the boss laugh at him? So he went back to his parcelling. Was he sore? Why shouldn't he be? He had asked for something he thought he could do, but the boss knew so well he couldn't that he laughed when the boy asked for it. But the boy would not down. He went to the fellow "higher up." He was a little better, didn't just laugh at him but discouraged him. Note that word, DISCOURAGED him. Still he kept on parcelling and doing it indifferently. So next time he went right to the manager of the shoe department and luck happened in his favor this time. The manager was just on the point of sending to the employment office for some help so he took him on. Of course he had to obtain the consent of the boy's boss and other red tape that ties things up in a big store. However, he was taken on, and from that minute he was a different boy. He took hold like a puppy to a root. He hung and he sold shoes. He was just a kid, too. He remained there for a time, then took another position in one of the finest stores in the city, and is a real salesman to-day, not more than twenty or twenty-one, but drawing a salary for each week that before the war would have paid him for a month.

The point I want to make about this boy is that he "Got there," not because of but in spite of his bosses. And there are too many salespeople and other employees who have had their hearts broken just by their bosses. In deference to many of these bosses I will admit they do it unintentionally, but they do it just the same. And then in every article you read on the subject the onus is heaped

on to the poor clerks. Your JOURNAL is not the only one that takes this stand. All big magazines take the same view. It may be that you publishers have to play to these big fellows. I don't know much about the publishing game, but I do know that the bulk of the articles I have read on the clerk and employee subject is lop-sided. Too much good-boss-bad-clerk idea.

I am a salesman, and will admit that up to date I have not kindled a blaze that has caused a fire call to be sent in to extinguish it lest it set the world on fire, and I am laying no blame on my employers, but just the same I have seen many young fellows, who have been so discouraged by their overseers, that they have not made the progress they possibly would have made had they received a little word of encouragement instead of being "sat on" so continually.

The position of a clerk, that is, his relation to his employer, makes a word from the latter a mighty powerful influence, and that works both ways, too. Consider it from the point of commendation. A customer may commend a clerk for something he has done, and while the clerk may be pleased to have the commendation, its weight and influence would not be one to a hundred compared with the same commendation from his employer. Appreciation from the concern for whom one works is worth a thousand times more than from an outsider. Considered from the point of disapproval a word from the boss cuts like a knife, unless the employee is in a position that he does not care about his job and will leave it at a moment's notice. If he needs his work he must pocket the statements, when in many cases they may be wrong, and say nothing. It is all well enough about talking back to a boss. No employee can do it effectively unless, as I said, he does not care whether he stays or quits. Then nine times out of ten the boss will wiggle out of the situation and can do it because of his position, and no employee wants to "corner" the boss. He knows it is only a question of time till he will get it again. I have seen this in big stores where there are two or three managers over a man. The employee may go over some one's head and win out for the time, but he will last on his job about two weeks, when off will come his head for something from which he cannot get from under. The powerful influence of words of disapproval from bosses have the most depressing effects; I have seen it too often in too many stores. But one need not care about the words of disapproval of outsiders about one's work. However, it's a different proposition when the boss speaks. He speaks as one having authority and not as the outside scribes, if you will permit me to badly apply a bit of new testament.

Now, this brings us to the subject of initiative. There is always much holler about clerks not having initiative. I have seen fellows with all kinds of pep and go and get-up-and-git in them and have it killed dead as a door nail with just one sneer from the boss. I have in mind a young man in our department who had a job looking after a certain stock. He did it well, too. And he took the time to think—think outside of his department. He claimed that a man could sometimes see a better move when watching a game of checkers than when playing. So he saw some moves that he thought would be good for other parts of the department. He suggested these to the boss. The latter looked at him with a sneer, and said about like this: "Say, whose running this shebang? Your job is to look after that stock over there. When I want suggestions how to run any other part of this show I'll ask for them and I won't ask you."

What about that young fellow's initiative? Killed, first shot. I shall never forget the look on his face. He made no reply. How could he? He went back to his stock. He was killed even for that. His ambition for doing anything for that firm was gone. He was saved only by leaving and getting another position, but he never got over the blow.

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Overseas Shoe Trade

A Report of the English Shoe and Leather Con'itions—Observations of the Trade in General

THE officer in charge of the Toronto office of the Department of Overseas Trade has furnished us with the following report of the shoe and leather trade in England based largely on the Fair held recently in London:

The impression gained at the International Shoe and Leather Fair, at which over 400 manufacturers were represented, held at the Royal Agricultural Hall, London, from 4th October to 9th October, by the amount of business transacted and the general atmosphere, is that the slump in the trade can only be of a temporary nature.

The volume of orders taken for immediate and future delivery could not have been attained if, as some would affirm, bottom prices had not yet been reached. It would seem that present prices, based on the lower market prices of leather, are now likely to be maintained and that any further reduction is unlikely.

From general enquiries made of some of the leading manufacturers it would seem that the total business fell considerably short of last year. This, of course, is not surprising in view of the eager, and, in many cases, reckless ordering formerly indulged in by buyers. That the transactions completed were more satisfactory and on a sounder basis there can, however, be no doubt. The actual attendance this year was greatly in excess of that at the last exhibition, a gratifying feature being the number of overseas buyers. This latter fact is undoubtedly due in some measure to the publicity given in overseas countries by officers of the Department. The maintenance of good attendance throughout the period indicates a greater care on the part of the trade in choosing the stocks to suit the public, and it is also a hint that buyers are anxious, if not to buy now, at any rate to be prepared for the demand which they feel sure will shortly manifest itself.

The demand so far as the home trade is concerned was largely for lower-priced line for general wear. Strong and serviceable footwear which can be sold to meet the present demand for lower prices, while offering a firm guarantee of quality, were in active request. In men's boots, particularly, a smart boot of the workmen's type seemed to attract chief attention, while there was a general falling off in some of the more bizarre types of ladies' shoes and a tendency to return to sounder patterns. In the more exclusive trade there was little change. Prices of ladies' fine quality shoes for evening wear and for dancing, show some decline, and a good demand for these goods and for men's evening shoes and pumps was reported.

The demand from the overseas markets was, on the whole, for good quality lines, men's and women's evening shoes, and slippers and shoes of exclusive pattern. Large enquiries for men's and women's strong footwear were received from the Continent and elsewhere, but in many cases exchange difficulties prevented contracts being signed immediately.

There seems little doubt that the supply is now equal to the demand in all grades, most manufacturers being ready to turn out all the standard lines at short notice. Many, indeed, are now open to manufacture any line which they are equipped for handling, provided the quantity is sufficient to warrant the arrangement. Some few makers of ladies' special lines are still working to complete old orders, nevertheless there is no doubt that overseas buyers can now obtain at satisfactory prices and with early delivery practically all

lines in British manufacture of footwear for which there is a constant demand in many parts of the world.

The experiment of devoting one section of the exhibition entirely to goods of British manufacture was a great success. The display was thoroughly representative of good quality British productions, and appreciations of the innovation were expressed both by exhibitors and visitors.

So great a measure of success attended this experiment that there is not only every reason to believe that it will become a permanent feature of the exhibition, but there is a distinct probability that next year will see the British section, instead of occupying one of the smaller portions of the building, installed in the main hall and constituting the chief feature of interest.

There is little cause to fear foreign competition at the moment. There are now in the United Kingdom large quantities of British tanned leather of finest quality. This position, together with the fact that arrangements are now complete for the manufacture of footwear of essentially British character, at prices based on the recent fall in leather, will ensure ample supplies of British footwear of excellent quality, and at such prices as make the position of the British manufacturer unassailable.

ANNUAL OYSTER PARTY

Down in Montreal they know how to pull off an oyster supper with frills. Under the patronage of A. L. Dupont, the employees of Dupont & Freres gave a very enjoyable supper recently, followed by a dance. A five-piece orchestra furnished music for the dancing. It must have been a foregone conclusion that this would be an enjoyable affair, for the responses to the invitations resulted in a big crowd being present. At midnight a buffet luncheon was served, after which the dance enthusiasts enjoyed more of the light fantastic. The entire evening was greatly enjoyed by every one present.

As further proof of the popularity of this supper and dance the following representatives of various firms were present: J. Dubuc, of C. Galibert & Sons Co.; J. E. Dupre and E. Desroches, of the Montreal Heel Co., Limited; J. A. Porier and H. F. O'Dell, of L. S. O'Dell; W. H. Algeo, C. W. Weary, J. A. Coleman and P. Hogan, of the United Shoe Machinery Co., Limited; J. A. Paradis, of Paradise-Vincent & Cie.; A. H. Favreau, of the Acme Paper Box Co.; H. Perras, of Duclos and Payan; H. D'Artois, of Kenworthy Bros.; O. Lafontaine, of Marlatt & Armstrong; H. Valentine, of Beardmore & Co.; E. Mallette, of Mallette & Cie.; R. E. Woodward, of F. E. Woodward & Sons; H. B. Peters and H. S. Short, of the Dominion Rubber Systems; F. Ferneyhough and W. P. Ross, of the Gutta Percha & Rubber, Limited; Percy Milburn, of the Davis Leather Co., and A. Davis & Sons, Limited; W. Cantin, of W. Cantin; J. Rochford, of Parker-Irwin & Co.; C. R. Stephanson, of The New Castle Leather Co. The following firms sent their regrets at not being able to be represented: The Briethaupt Leather Co., John McEntyre, Limited, A. G. Whitley, King Paper Box Co., International Supply Co., Bennett, Limited, C. S. Hyman & Co., Beckwith Box Toe Co., A. Racine, Monarch Blacking Co., Standard Stain & Blacking Co., P. E. Potter, V. Campigny, Citadel Leather Co., A. G. Mooncy & Co., and others.

SHOES OR GLUE?

There's a mighty interesting situation in Peabody, where the glue companies are bidding against tanners for hides and splits. They are buying splits right off the machines, and are paying six cents or so a pound for them. It is cheaper for tanners to sell some splits for this than it is to make them into leather for shoes. Also the glue companies are likely to get some of the hides that get salt stained or eaten by grubs while in storage.

Profit Sharing Plans Being Tried Out

Systems in Operation Which, While Not Dealing with Shoe Manufacturing, May Possibly be Adopted

A PROFIT-SHARING plan recently adopted by the National Cash Register Company, Limited, of Dayton, Ohio, has been put into operation at the plant of its affiliated company at Toronto. The plan is as follows: An amount equal to six per cent. of the Company's total investment, not including the value of patents and good-will, is first deducted from the total profits, which are determined by an outside firm of accountants. The remaining profits are then divided equally between the company and its employees, the share of the latter being paid in cash on the earliest possible date. The Company's share may be returned to the business for improvements or extensions of plant. For the purpose of the scheme the employees are divided into five groups: first the executives, who receive 12 per cent. of the total profits; second, the foremen, who receive five per cent.; third, the job foremen, who receive eight per cent.; fourth, all other employees of not less than six months' standing, who receive 25 per cent.; fifth, new employees, who must serve one month's probation before being placed on the profit sharing roll. Besides these benefits the employees are guaranteed the highest current wages in their class of work.

After trying a number of plans to promote increased production, including bonuses for attendance, for securing new employees and for high individual production, and profit-sharing, all of which are reported as having proved unsuccessful, the Sweet-Orr Company, manufacturers of overalls and rough working clothes, have adopted a group bonus plan at their plant at Wappinger's Falls, N.Y. The total piece-work earnings for each department were set at a fixed figure which was a little below the average earnings for the preceding six months. The company pays as a group bonus one-half of any excess of weekly piece earnings over the fixed figure, and the amount is distributed among the members of each group in proportion to the earning of each member for that week. The day workers, chiefly alley girls, machine fixers and oilers, receive the same percentage of the bonus as the operators. A committee of the employees is allowed to audit the payroll in order to see that the bonus payments are correct. Weekly bulletins are posted up analyzing the bonus, with comments of the superintendent, and signed by the employees' committee. As a result of this plan it is stated that production has increased over 30 per cent. above the old normal rate and the productive earning per employee has risen from 38.2 cents per hour to 48 cents.

DO HIGH HEELS CAUSE FLAT FEET?

We have the gravest doubts as to whether high heels will ever be abolished. It will require a great amount of talking and educating and propaganda and many other ideas to be worked before they will be relegated to the past. They have possibly been worn at various times by all classes of people for centuries, and they will come around in their style-cycle and be as popular as ever when their time comes. And it is even doubtful if they will ever go out with many people, for the styles of shoes to-day afford a scope for almost every type and kind of heel that was ever conceived by the shoemaker with imagination.

We reprint an article from a newspaper that will be of interest to manufacturers and retailers which shows what

the general public have opportunity to read these days in the way of literature on the subject of high heels. The article is said to be written by a physician, but does not give his name. It follows: A plague which has befallen more women than one might suppose is the infliction of "flat feet." You have that infliction when the arch below the instep has given way, the body of the foot has tilted over inwards, and pain has become a constant accompaniment to walking or standing.

You can see flat feet almost anywhere. Watch a woman walking in the street. She turns her feet outwards and makes progress with obvious effort. The easy gait of girlhood is gone, and, because her foot is now rigid, she rolls or rocks, or even seems to push herself along.

With flat feet women bid farewell to that erect body which is so absolutely necessary to a graceful or dignified carriage. And whatever else they may bring back with them from shopping or a walk, it is certain that they will return with aching feet.

Flat feet are due to shoes which are too narrow to give the toes the play they need to maintain the arch or spring of the foot; to the placing of the shoe heel under that arch instead of under the heel of the foot; and to the use of such inadequate support as the laceless Court shoe.

Fortunately, a cure is possible, even though it be slow. Always put your feet down absolutely straight; practise this night and morning in your bedroom with bare feet, walking on pointed toes to strengthen the muscles of foot and leg, gradually lower the heel of the shoe and put it back by degrees until it is under the heel of the foot.

For the first few months it is advisable to place the metal supports sold in the shops under the broken-down arch, but the exercises and the straight placing of the foot (and more sensible shoe) form the real remedy for this disfiguring and painful deformity.

VICTORIA SHOE MERCHANT PROTESTS SIGN TAX

In these days of multitudinous taxations in Victoria, B.C., there is a by-law taxing overhanging signs. James Maynard, who has a shoe store in that city, protested against this by-law, by allowing it to be taken to the police court. He maintains that he is discriminated against when porches are not taxed. The case was dismissed from the police court, the magistrate claiming he has no jurisdiction in the case. The following is a prepared statement Mr. Maynard read in the court:

"I have with me a copy of a by-law, No. 2107, for making annual charges for the privilege of maintaining or using fixtures on or over public sidewalks or streets within the City of Victoria, and I strongly object to paying this tax because of the discrimination in its operation. Paragraph one of the said by-law states distinctly that in addition to signs, sign boards and other fixtures, on or over any public sidewalks or streets within the City of Victoria, 'annual charges' shall be made as set forth."

"The witness has admitted, Your Honor, that no tax has been asked for or collected from merchants with overhanging porches, irrespective of how much over the city sidewalk they actually project. An overhanging porch is undoubtedly a fixture, and I submit that to collect a tax on a small sign which bears my name and to exempt from taxation large overhanging porches such as are seen in this city is a glaring case of discrimination, and the operation of the by-law is unfair.

"The fact that my name is on my overhanging sign and no name may be on the overhanging porch does not in the least explain away the fact that both are projecting over the city sidewalks. If the porch is exempt, I respectfully submit that there is no logical or moral right to tax my sign."



Blachford

Shoe Manufacturing Company.
Limited
Toronto



The "Sabot"
Style is the Stimulus

*Made in a Turn
with Louis Heel*

*Patent
Dull Kid
Black Suede
Brown Suede
Grey Suede*

Four weeks' delivery.



One of this Season's successes of Fifth Avenue

Now is the time to tone up your selling with something good.
Our latest style information is at your disposal.



QUEBEC

The real Christmas spirit prevails throughout the trade in Quebec City.

With little business in hand, tanners and factories are ready to tackle 1921 and make it prosperous for themselves, for Quebec City and for those with whom they do business.

They all feel that business will be good and that they will be on hand to enjoy it.



At the service of the industry

The service we have to offer to the manufacturer interested in

CUTTING DIES

is unique. Continuous work in this department has produced skilled mechanics who, operating under economical methods, produce service that we consider unequalled.

E 7

United Shoe Machinery Co. of Canada LIMITED

Head Office: MONTREAL

Quebec Branch: 28 Demers St. Kitchener: 46 S. Foundry Street
Toronto: 90 Adelaide St. West

Shoe and Leather Journal

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TO ADVERTISERS

The *paid* circulation of the SHOE AND LEATHER JOURNAL is *more than double* that of any other shoe publication in Canada, and exceeds the combined paid lists of all other Shoe Trade papers circulating in this country.

LOOKING back on the year just closed, we can each of us see many things that we might have done in a better way—a better way for ourselves and for the other fellow.

This has been a year that has tested the fibre of the best of us and if a few have become a little ragged in the testing process, let us close the record as we close the year.

As we tear off the last sheet on the calendar, let us discard all the unpleasant memories and unkind thoughts. Let us start the other fellow with a clean sheet.

And erasing the blotted records of others, let us not forget that perhaps we ourselves have not been blameless. Let us take stock of our own shortcomings and gird ourselves for the battle to come.

As one has aptly expressed it, “most of us have fallen so far short of what we had hoped. Most of us have done so much less good than we were able. Most of us can afford to treat others with a little more consideration. And I guess ‘most of us’ means me.”

Special Features Sell This Shoe



The Last, the Pattern, the Material and *particularly* the Patent Lacing Device, so clearly shown, make Tanguay's Hockeys the easiest shoe to sell your customers.

The same principle is used in making our famous sportsman's or woodman's boot.

BE SURE TO SEE THESE SAMPLES

With sincere and hearty wishes
for a Merry Christmas and a
Happy, Prosperous New Year.

JOS. TANGUAY

34 King Street (Cor. St. Dominique)
QUEBEC, P.Q.

SHOE FACTORIES IN QUEBEC

NAME AND ADDRESS	WELT				McKAY				TURN		S. SCREW			PEG'D		Stitched Down	Slippers	Infants'	Sporting, Hockey
	Men's	Boys' and Youths'	Wo's. and Misses'	Children's	Men's	Boys' and Youths'	Wo's. and Misses'	Children's	Women's	Children's	Men's	Boys'	Women's	Men's	Boys'				
Beaulieu, Jos., & Co., 80 Colomb.					x	x	x	x											
Berrouard, F, 401 St. Valier.																			x
Bertrand & Thibault, 104 Montmagny.					x	x	x	x			x	x						x	
Bisson, O, 76 Marie Louise.							x	x											
Children's Shoe Mfg. Co., Ltd., 11 Belleau.							x	x										x	
Drolet, J. B., Co., Ltd., 583 St. Valier.	x		x		x	x	x												
Duchaine, Ludger, 593 St. Valier.	x	x	x		x	x	x				x	x							
Duchaine & Perkins, 195 De la Couronne.	x				x	x	x	x			x	x	x	x	x				
Eastern Canada Shoe Co., Colomb.					x	x	x	x											
Gale Bros., Limited, 518 St. Valier St.							x	x										x	
Gosselin, J. H., 50 D'Argenson.						x	x	x				x	x					x	
Goulet, O, 575 St. Valier.	x	x	x			x	x	x				x	x					x	
Grenier, Art, 104 Colomb.																		x	
Jobin, E., Ltd., 35 Colomb.	x	x	x		x	x	x	x	x	x									
Lachance & Tanguay, 70 Bigaouette.							x	x											
Lagace & Lepinay, 22 St. Anselme.	x					x	x					x							
Leclerc & Freres, 96 St. Malo.					x	x													
Marier, Trudel, Ltd., Nelson & Colomb.					x	x	x	x			x	x	x						
Marois, A. E., Ltd., 559 St. Valier.	x	x	x		x	x	x	x			x	x	x						
Marsh, Wm. A. Co. Ltd., 472 St. Valier.	x	x	x				x												
Martin, J. & A., Reg., 117 Charest.														x	x				
Maisan Freres, 34 Turgeon.									x	x								x	
Quebec Glove Leather Mfg., Limoilou.																	x		x
Ritchie, John, Co., Ltd., 496 St. Valier.	x																		
Rochette, J. Marcel, 80 Signai.					x	x					x	x							
Routier, Luc, 56 Colomb.					x	x					x	x							
Saillant & Lessard, Limoilou.							x	x										x	
Samson, J. E., Enr., 20 Arago.					x	x	x	x			x	x	x	x	x				x
Stobo, J. M., Co., Ltd., 92 Arago.	x	x	x	x	x	x	x	x			x	x	x						x
Tanguay, Jos., 122 St. Dominique.					x	x	x	x			x	x	x						x
Tremblay, Ed., 108 Boisseau.					x	x	x	x			x	x	x						

M
MAROISQUEBEC
M

There may have been times when as a factor in the Shoe Industry we were busier than to-day. But this quiet season has given us one thing. If nothing else, it has allowed us time to reflect and to appreciate the sterling qualities of many in this industry with whom we have formed close relations. To these and to others in the trade we extend our best wishes for

A Merry Christmas

A. E. MAROIS, LIMITED, Quebec, P.Q.

Permanent Sample Rooms: Shaughnessy Bldg., 137 McGill St., Montreal; 329 Jarvis St., Toronto

A. E. MAROIS LIMITED

TANNERS OF QUEBEC CITY

SOLE LEATHER

Anglo-Canadian Leather Co., 566 St. Valier.
 Beardmore & Co., 553 St. Valier.
 Blouin, Pierre, Reg., Colomb and Nelson.
 Borne, Lucien, 491 St. Valier.
 Breithaupt Leather Co., 491 St. Valier.
 Clement, Edgar, Ltd., 179 Arago.
 Dugal, P. and Matte, Enr., 206 Fleury.
 Richard Freres, 553 St. Valier.
 Scott, J. A., 566 St. Valier.

Calf UPPER LEATHER

Clement, Oscar, 224 St. Helene.
 Quebec, Glove Mfg., Ltd., 3rd St. Limoilou.
 Richard Freres, 553 St. Valier.
 Scott, J. A., 566 St. Valier.

Horse

Borne, Lucien, 491 St. Valier.
 Clement, Oscar, 234 St. Helene.
 Racine, A., 631 St. Valier.
 Richard Freres, 553 St. Valier.
 Scott, J. A., 566 St. Valier.

Kid

Blouin, Pierre, Reg., Colomb and Nelson.
 Borne, Lucien, 491 St. Valier.
 Citadel Leather Co., 566 St. Valier.
 Quebec Glove Leather Mfg., 3rd St. Limoilou.
 Richard Freres, 553 St. Valier.
 Scott, J. A., 566 St. Valier.

Kip

Blais, W., 307 St. Helene.
 Clement, Edgar, Ltd., 179 Arago.

Racine, A., 631 St. Valier.
 Richard Freres, 553 St. Valier.
 Thavierge, Jos., 160, 3rd St. Limoilou.

Patent

Borne, Lucien, 491 St. Valier.
 Cantin, Wilfrid, 45 Marie de l'Incarnation.
 Clement, Oscar, 224 St. Helene.
 Dugal & Matte, 206 Fleury.
 Falardeau, C., 9 Caron.
 Richard Freres, 553 St. Valier.
 Shee, E. A., 15 Belleau.

Sheep

Borne, Lucien, 491 St. Valier.
 Quebec Glove Leather Mfg., 3rd St. Limoilou.
 Richard, Freres, 553 St. Valier.
 Turgeon, Elie, 423 St. Valier.

Side

Blouin, Pierre, Colomb and Nelson.
 Cantin, Wilfrid, 51 Marie de l'Incarnation.
 Clement, Edgar, Ltd., 179 Arago.
 Fortier, N., 515 St. Valier.
 Richard Freres, 553 St. Valier.
 Shee, E. A., 15 Belleau.

Splits

Cantin, Wilfrid, 51 Marie de l'Incarnation.
 Clement, Edgar, Ltd., 179 Arago.
 Clement, Oscar, 224 St. Helene.
 Dugal, P. & Matte, Enr., 206 Fleury.
 Fortier, N., 515 St. Valier.
 Laliberte, J., 501 St. Valier.
 Richard Freres, 553 St. Valier.
 Thavierge, Jos., 160-3rd St. Limoilou.

PIERRE BLOUIN RE^{GD}.

Known *Uniform* Quality

Glazed Kid

Side Leathers

Glove Leathers

MONTREAL and QUEBEC

LEATHER & FINDINGS



Christmas Greetings

To our many friends from Coast to Coast

While the co-operation of so many of the trade has placed us in the exceptional position of being actually busy the past several months, we assure our friends that we hold their regard for us in even higher esteem than the profit accruing from our relations. It is our earnest desire to continue to merit your business and your friendship.

When the market fell, we had little leather. To-day we have none bought at high prices.

Fortunately, then, all our prices are based on the lowest Leather Market.

We can meet all competition.

WRITE FOR QUOTATIONS

J. E. SAMSON Enr.
Quebec P.Q.



MADE IN QUEBEC



Duchaine & Perkins

One of the smart models from the factory of Duchaine & Perkins who are makers of Medium McKays for Men, Youths, Women, Misses, Children, and Boys.



Lagace & Lepinay

An attractive last for men who are particular. In addition to Welts for men this firm make McKays for Youths, Boys, Women and Misses.



A. E. Marois, Limited

An attractive model made by A. E. Marois, Limited. This firm also makes a general line of Medium McKays. S.S. Men's, Boys', Youths' Welts.

The-
JOHN RITCHIE
COMPANY LIMITED

MAKERS OF
MEN'S SHOES
QUEBEC



Sell Your Shoes Now

Turn Your Shoes into Cash—Make it Easier to Finance and Clear the Decks for New Goods

A FEW months ago, one month ago and two weeks ago, THE SHOE AND LEATHER JOURNAL advised the merchant to sell shoes at a reduction. In one issue we used the expression "take your loss now."

These expressions of opinion called forth several varieties of comment. One merchant asked us "How do you get that way?"

But some, many in fact, took for granted that we had not spent our 33 years in the trade, with men covering Canada from coast to coast without forming a pretty solid organization upon which to base our advice. These, many of them, have followed our suggestion and have held genuine sales. Without exception, every merchant with whom we have talked and who has held a genuine (we emphasize genuine) reduction sale is glad he did so and only sorry he did not start in sooner.

One merchant in Montreal reports that his pairage has more than doubled every week. Another in Montreal says his pairs sold has almost doubled.

One merchant in Toronto said that for weeks at a time he averaged four to seven a day and his sale for almost a month has averaged over one hundred a day.

In three Ontario towns the merchants reported their pairs sold as over doubled. In one case the amount was increased four-fold.

An Alberta merchant tells us that "business was rotten

but the last two weeks I have placed more money in the bank than the two previous months."

And so the report has gone all over the country.

The merchant who has actually cut his prices away down on regular stock has stirred folks to the point where they have given his cash in large quantity.

And it is cash that the retail merchant needs most to-day—cash and fewer shoes.

With the facts to back us up, we are going to hammer just a little more on this question.

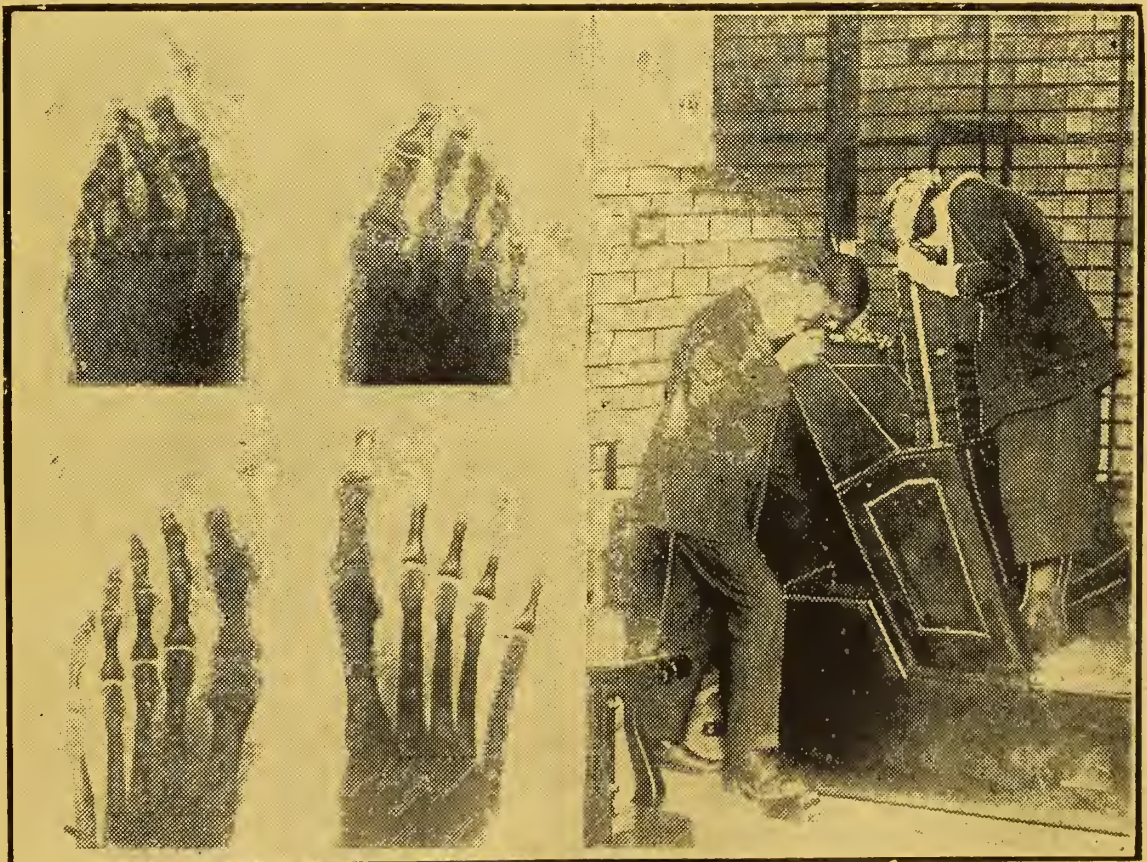
The merchants will not mis-understand us, we are sure. This is not propoganda unless you list the prescriptions of your family physician as such. This is simply a statement of a condition and the remedy for the condition that has been successful in many cases.

The merchant's stock as a rule is still a little heavy. Even on a pairage basis in many cases stock is too high. On a dollar basis in the majority of cases stock is too heavy and not moving. Banks are not liberal—except in giving advice and almost any banker will advise any merchant to reduce his stock, or convert much of it into cash.

Those who have been the most successful in this process of conversion have not followed any penny pinching tactics. One merchant put it tersely when he said, "It is not a case any longer of trying to figure my loss. I am exchanging many shoes for much money. I wanted fewer shoes bought and paid for anywhere from six months to three years ago and I wanted more cash. I wanted more money in the bank and less in my store." I priced all my shoes that formerly sold all the way from \$12.00 to \$20.00 at the flat figure of \$10.00, and all my \$9.00 to \$12.00 lines at \$6.00, and the people around here surely bought them, and are buying them yet." When asked about "averaging down" he became both profane and boisterous. He said he wanted action, and he got it. He didn't want to "kid" himself, his bank or his creditors. He wanted to know where he stood quickly, and he wanted to stand just where he is sure he will stand—fewer pairs in stock, more

X-RAY AIDS IN SHOE SELLING

Some shoe stores have installed the "Foot-o-Scope" which, by the aid of X-rays, shows exactly how a shoe fits. It is valuable for children, who are unable to tell whether a shoe fits them or not. Photo at right shows a young lady looking at her toes in a Chicago shoe store while the clerks are helping her to determine if she has a perfect fit. Upper radio (left) shows a woman's feet crowded by narrow shoes. Lower left shows foot pinched by the shoe, while the lower right radio shows a right, normal foot without shoe.





With Best Wishes
for
A Merry Christmas
to all our friends
in the trade

SURFACE KID

(GLAZED HORSE)

Made in Black and Colors

DURING a season when you are anxious to offer your trade just a little better value than usual, you should be interested in the quality of Borne's surface kid. Of course this is Glazed Horse under another name; but it is so superior to the most of the horse on the market that we hesitate to call it horse leather. Borne's Surface Kid is so fine that many have mistaken it for kid. Yet it is lower in price than fair grade kid. Will not scuff, **will not turn grey** and will out-wear good kid.

If you would like to see a sample,
we will be glad to mail one to you.

LUCIEN BORNE

QUEBEC, P.Q.

ALSO AT MONTREAL AND KITCHENER

money in the bank able to pay his maturing bills, accept his spring shoes and order a few more. He claims to have done all of this, and we believe him because the intimate facts he disclosed to us are amply corroborated by others all over the country.

As we have pointed out before, it is almost impossible to "average down" costs by holding stock bought at high prices to sell with shoes at the present costs. The merchant cannot buy, or has not bought, enough of the lower priced shoes to make his average price low enough to interest the public. The very fact that his present stock is too heavy for him limits his buying and automatically ruins the possibility of averaging down.

Logically, too, it is unwise to buy bargain lots at this time in the hope that a sale of this class of merchandise will bring a little extra profit. Such methods will in the end leave the stock just as it is, in addition to making a big hole in the buying power of the merchants community.

The problem is to reduce the number of pairs of high priced shoes that have been on hand for a season or more—get the old shoes worn out—and add to cash reserve.

The only way to do that to-day is to hold a genuine reduction sale on a similar scale to that quoted—sell high priced shoes for about \$10.00 and medium priced shoes for \$6.00.

That may sound like stiff medicine to take, but from what we see of conditions, the sooner the merchant gets it over with the better it will be for the entire industry—particularly for himself. Delay is only going to complicate matters still further. In the first place, the shoes deteriorate with age, which is good enough reason in itself. Secondly, there has been recently general un-employment. It is not going to be too bright a winter. Conditions may not be as good in February as they will be in January. As spring

opens in March and April merchandise will move more freely than in February; but the people will buy spring merchandise.

In short there is every reason for selling out stock without further delay and no good reason for postponing the time. The first to act will benefit most.

The business man may talk of "impaired capital" or whatever else he may choose to call the financial condition resulting. But working capital is the more important consideration.

It would seem to be good business to turn a more or less fixed asset into liquid form and exchange as many of shoes as possible for cash. Then the merchant can face his spring trade without a tremor.

In 1667 there were 20 shoemakers in all Canada.

CHAS. E. ROY & CO.

(REG.)

DEALERS IN

New and Second-Hand Machinery

Leather and Shoe Findings

Let us know your requirements

We may have what you want

31 Colomb St. QUEBEC CITY

ONESIME GOULET



For the Jobber

Men's and Boys' Welts, Women's
Mock Welts, McKays and
Standard Screw for Men,
Women, Misses, Boys, Youths
and Children.

A solid line of Pegged Shoes for
Men and Women.

- To the good folks of the trade,
- to those from whom we buy,
- to those to whom we sell,
- to our friends making shoes,
- to those we know well,
- and to those we would like to know better,

A Merry Christmas

ONESIME GOULET
575 St. Valier St. Quebec



A Money-Making Proposition to the Wholesale Trade

We are ready to give startling quotations to any jobber making a purchase of 3000 pairs in the following lines:

MEN'S WELTS

- No. 0300 Men's Gun Metal Bal, Single Sole.
- " 0304 Men's Gun Metal, Blucher Slip Sole, Plain Quarter.
- " 0307 Men's Mahogany Whole Fox Bals, Single Sole.
- " 0333 Men's Mahogany Fox Bals, Single Sole.
- " 0317 Men's Surface Kid Whole Fox Bals, or Blucher. Single Sole.

600 pairs in each of the above lines will give you the benefit of our 3000 pair lot proposition.

McKAYS, ETC.

In order to keep our staff well in hand in our McKay Factory, we offer the following on the above basis:

- No. 333 Men's, Boys', Youths' and Gent's Box Kip Bluchers, Slip Sole, Standard Screw Aloft.
- " 336 Men's, Boys', Youths' and Gent's Mahogany whole Fox Bals. Slip Sole, McKay.
- " 614 Wos., Misses' and Children's Box Kip Fox Blucher, Slip Sole, McKay.
- " 607 Wos., Misses' and Children's Kangaroo Bals, or Bluchers. Slip Sole Standard Screw Channel.
- " 617 Wos., Misses' and Children's Surface Kid, High Cut Bals, Slip Sole, McKay, Cuban Heel.
- " 621 Wos.' Surface Kid High Cut Bals, Napoleon Top, Single Sole, McKay, Louis Heel.
- " 685 Wos.' Oxford Single Sole, McKay, Cuban or Louis Heel, Surface Kid.

500 pairs in each of the above lines will give you the benefit of our 3000 pair lot proposition

Our object in making this 3000 pair proposition is to secure the most attractive prices to the right buyer.

First come, first served. Inquire for prices.
Prices are close, while they last.

DUCHAINE & PERKINS
195 De la Couronne - - - - - Quebec, Que.

QUEBEC TRADE NOTES

With the Tanners

There has been a lot of leather made in Quebec, there is little made now, but the tanners here seem to be ready to wait until the turn comes again. Some few have still considerable leather but stocks are not being added to. There is no regular market and no regular prices. Many are offering goods at exceptional prices but in view of light demand the more conservative are not selling very eagerly to dispose of any stock. The limit of loss has been reached and the conservative houses are willing to call it a closed year.

Factories Quiet

Except for five or six factories, the majority are at a stand-still. Those with shoes to turn out are having great difficulty in getting enough production from the men at work. Work is coming through but labor generally is so apathetic that each department has to be driven to produce an honest day's out-put. With a regular flow of business this condition would not be present, but the fitful buying that has been experienced this season has meant such a small out-put that labor has become even more difficult to handle.

It is expected that light buying will be resumed in January and February and factories are trying to protect their trade by keeping a staff in work to produce the shoes in time for spring delivery.

Sorting Fair

As the factories have experienced so much "rush" business this season it is only natural to find that the jobbers here have been doing a sorting business in excess of the placing orders they have received. Up to the 12th of December the jobbers were still reporting a large percentage of sorting orders. Some found this business to be in excess of previous normal years.

General Conditions

The Quebec shoe industry is so highly concentrated and branches of the trade are alike in expressing the opinion that the season as a whole will run about 30 per cent. of normal.

The quiet season has been used to trim ship in every way, and when business begins to move the trade will find improved manufacturing conditions and improved values in both leather and shoes produced in Quebec.

LARGE BUYER DOES SPRING PLACING

Elias A. Gimbel, of Gimbel Bros., Philadelphia, a firm doing a seventy-five-million-dollar business a year declares that the attitude of large buyers will determine whether or not the downward trend of prices can be weathered without economic and social disruption, and that his firm will send their buyers into the markets at once to place their orders for spring as a means of helping sustain the confidence of manufacturers. Mr. Gimbel said it was a time for optimism instead of pessimism, and a pessimist he termed a man who delayed buying for fear the "bottom would drop out" of certain lines. "No manufacturer," he said, "will make up goods at this time, without having orders for them, because no matter how closely he figured he would have to force the goods to sale if they did not move quickly and thus pocket new losses." Mr. Gimbel goes on to show that his firm is ready to do placing now, and do what can be done to restore confidence, and he hopes that the lead will be followed and so

bring business back to normal. Mr. Gimbel's remarks were published in the Philadelphia Public Ledger and at least one manufacturer has endorsed his remarks, for this firm has had the item re-printed and distributed to the trade with a letter pointing out the significance of the attitude of Gimbel Brothers.

SOMETHING UNIQUE IN CO-OPERATIVE SALES

A somewhat new and novel idea in co-operative selling was staged recently in Fort Wayne, Indiana, by the Suburban Trade Association, of the Chamber of Commerce, of that city. The plan included an unveiling ceremony at a set hour, when all the windows of the stores taking part in the affair were simultaneously unveiled. This was done in the evening, merchants deciding to hold an "open" night to start things going. After the windows were unveiled the public was allowed to visit the stores, ramble through them, and see all that was to be seen, but there were no goods sold on that night. Bands played, and other attractions were put on to get the people out. Then was staged what was styled the "Red Letter Hunt," in which everybody joined. Cards bearing the following inscription were prominently displayed throughout all the stores entered in the scheme: "Great Red Letter Hunt"—\$50 in free prizes—Fort Wayne Style Show—Tuesday evening at 7:30 o'clock. Instructions: As soon as the windows are 'unveiled' look for the Red Letter in the window of each of the business houses listed below. With a pencil put the letter in the square on this card opposite the name of the store in which the letter appears. Example: If the letter 'H' appears in the window of the Lehman Shoe Company, 928 Calhoun street, put an 'H' on the square on this card opposite the name of the company. When you have discovered all the letters and placed them in the proper squares on this card, you will have a complete sentence. Then write your name and address on the dotted lines and hurry with the card to the booth on the court house square. The first person who brings in a card correctly filled out will receive \$5.00 in cash; the second to report will receive \$3.00 in cash; the third to report will receive \$2.00 in cash and the next forty to report will receive \$1.00 each. Everybody is eligible. Watch for the unveiling at 7:30 o'clock Tuesday evening, October 5th, Fort Wayne Suburban Trade Association of the Chamber of Commerce."

The sentence made when the letters were correctly placed in the proper squares was this: "Do your Christmas shopping earlier than ever this year."

The merchants state that, judging by the number of cards turned in to the booth, at least 5,000 people engaged in the hunt. Quite a large number of people came from other cities for the affair, which was extensively advertised by the suburban association and by the individual members.

LOW CUTS STILL SELL TO WOMEN

As far as style is concerned in the United States, brogue oxfords and strap pumps continue in the lead in women's footwear, with the brogues in both oxfords and high shoes for men. There is a great falling off in demand for what were formerly considered staple numbers, according to the merchants. This trend is also noticed among the manufacturers and their sales representatives, who report that the bulk of the few orders now being placed by merchants are for the novelties rather than the staples.



*Peace on earth
Goodwill to men*

WITH all the difficulties attending the present year, we feel that it has been good to be here. We have much to be thankful for—as much business as we could expect under the conditions and a circle of friends larger than before.

To these good friends we extend our sincere, hearty wishes for a Merry Christmas.

LAGACE & LEPINAY

22 St. Anselme Street

QUEBEC, P.Q.



We extend to our good friends in the trade our best wishes for a very Merry Christmas and a Happy and Prosperous New Year.

Lachance & Tanguay

70 BIGAOUETTE AVE.

QUEBEC - - - P.Q.

THE "MARYON" SHOE

A Women's McKay of The Better Grade.

**A Medium
Line**

**Popular
Prices**



May we take this opportunity of extending to our good friends in the trade our sincere wishes for a hearty, happy Christmas?

McKays for Women, Misses, Children

**CHILDREN'S SHOE M'F'G CO.
LIMITED**
11 Belleau St., Quebec

LUDGER DUCHAINE



Wishing all our friends in the trade a Merry Christmas and a Happy New Year.

LUDGER DUCHAINE

593 St. Valier St., QUEBEC

Making Welts for Men, Boys, Youths, Women and Misses; McKays for Men, Boys, Youths, Women and Misses; Standard Screw for Men and Boys.

INFORMING THE PUBLIC

The present condition of business is occasioned almost entirely by a mental attitude that has very little basis in reason. Everybody seems to be waiting for things to "touch bottom" and nobody has any tangible idea of what "bottom" means. People stop buying because their neighbors do, or because the newspapers keep howling about prices coming down. Here are a few pointers that could be used by shoe retailers to counteract this general tendency. Cut the paragraph out and paste it on the window or better will use the matter in your advertising or window display cards:

IS IT WISE?

Does it **PAY** to go about in shabby shoes?
The feet show the man—or the **WOMAN**.
Is it **WISE** to endanger the **HEALTH** of yourself or your family for the sake of a few cents "saving"?
Is it **RIGHT** to throw hundreds of shoe workers on the streets while you wait for the few cents?
Is it **LIKELY** you will escape the effects of hard times through unemployment?
CAN shoes be cheapened by reducing their **PRODUCTION**?
Steady employment means money circulation, which means **PROSPERITY** for the country.
Do your part to keep things moving. Don't be extravagant but don't be penurious.
The country **NEEDS** prosperity as it never did before. Be a builder, not a smasher.
The man who expects prices to come back to pre-war days is **PLUMB FOOLISH**.



LUC ROUTIER

I want to take advantage of this occasion to express my sincere regard for my many friends in the trade and to wish them all a very

Merry Christmas

LUC ROUTIER
56 Colomb, QUEBEC

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J. M. STOBO CO.

LIMITED

At the close of the year we take stock and find as our most prized possession our friends, of whom we feel we have many throughout the country.

To those we know well and prize as friends and to those others whom we know not so well we extend our hand in hearty Greeting :

“Merry Christmas”

The J. M. STOBO CO. Limited

92 Arago Street - - - - - Quebec







Greetings:

At the close of a strenuous year we want to extend our thanks to our good friends in the trade who have favored us so liberally.

To them and to all our friends, in the trade we offer our best wishes for a very Merry Christmas and a Prosperous New Year.

DUPONT & FRERE

Montreal, P.Q.



CAUSE OF THE SLUMP AS SEEN OVERSEAS*(Continued from page 50)*

ally must fall away, and there can be no certainty of an outlet for all the boots and shoes that might be made in the newly-equipped factories of this country. It may be said of the entire group of shoe and leather industries that their prosperity depends upon the prosperity of other and more fundamental trades. And these depend upon methods and theories of finance, controlled by bankers who are timid, and by bureaucrats who are under the spell of ancient traditions. We cannot, therefore, control our own destiny.

From another point of view the leather trades are the sport of chance, however wisely they may direct their energies. As I am never tired of pointing out, the leather industries depend upon the utilization of a by-product of the butchering business. As to most things, it may be said that their price depends upon the cost of production. This is not true of hides and skins. The price of these depends upon the quantity offered in the market at any particular moment in relation to the demand, and whether buyers raise their offers or reduce them makes no material difference to the number of pelts which come under the hammer. The bearing of this truth upon the present situation is this: The cost of boots and shoes depends mainly upon the cost of leather; the cost of leather depends even more upon the market price of hides and skins. If, for any reason, the raw material rises or falls, the price of the ultimate product must also be affected. But, unfortunately, it is almost impossible to prognosticate the course of the raw hide and skin markets of the world. It seemed a few weeks ago that they had touched bottom. They have since receded further. When the downward movement will stop no man knoweth, but while it continues the price of everything made from hides and skins will continue to droop. A change may come at any moment. There is a huge demand in Europe for both hides and leather, which cannot be satisfied because of the difficulties of the exchange. When a formal peace is declared between Germany and the United States it will not be surprising to find large quantities of hides and leather absorbed in Central Europe. Similarly, a change of circumstance might create a big demand from Russia. As to these and other matters, the leather trades are all working very much in the dark. In the result, the average trader plays for safety, and buys and sells from hand to mouth. These conditions are likely to last until the market takes an upward turn. It is useful to remember, however, that shoe leather is being worn out all the time, and that stocks are being gradually depleted. When the tide turns it is, therefore, likely to flow quite rapidly.

SHOES FOR THE RIGHT PURPOSE—GOOD IDEA*(Continued from page 42)*

what to sell for their different uses: Glazed kid and fine calfskin are most comfortable, and wear; gun metal or mat calf is heavier, but adapted for rough usage; most kinds of tan leathers are serviceable and popular. Take good care of your tan shoes—the attention given will prolong the wear. Patent leathers are for dress wear. This leather is not guaranteed against cracking or peeling. Heavy for rough wear, medium weight for the street, business or office. Ladies' thin turns are for dress wear, and not intended for wet weather or constant outdoor use.

SHOES THAT ARE SELLING IN AMERICAN CENTRES*(Continued from page 41)*

At Cincinnati.—Ninety per cent. of the business at the men's stores is in browns and tans. A few black cordovans and black brogues are in demand. Extra heavy soles and extension heels on both black and tan are taking well this season. The bulk of the business in men's shoes is around ten dollars. Many new styles and patterns are being created

for the Milwaukee Convention by the designers at the local factories. Strap effects are receiving most attention, though many of their variations in pattern are being kept a secret and will not be shown until they are displayed at the big show in Milwaukee. Local manufacturers predict that the national convention will be one grand galaxy of styles.

A WINDOW BACK FOR ANY OCCASION*(Continued from page 46)*

paper should be procured for the brick part. These papers should be obtained from any good wall paper supply house. The top of the posts should be covered with a board on which the flower pots will sit. It will be well to paper this too, but do not let it come on to the top of the board used on face of the post representing the cap.

Having made the posts first it will be an easy matter to determine the length of the wall. The wall will be a flat frame with a board on the top about four or five inches wide on which to set the flower box. After making the frame cover it with wall board the same as the posts and then nail on the base and cap board. Paper these boards with the grey paper and the wall with the imitation brick work paper. This latter will be a red ground and black or white pointing. The piece of board you nail on the top of the wall should fit in behind the front board. That is the top piece should not come out on to the top of the front piece.

The gates can be made of slats and hinged to the posts. These can be made a lattice work design if desired with the squares about six inches. These gates may be painted white or red. Use water wall paint for this. It looks better, covers in one coat and dries in a few minutes.

If a grass mat is procurable use it for the bottom of the window. In the absence of this, green baize will look well.

A suitable card to use with this back will be: "A wall of Protection against High Prices."

This back will much more than repay for the time and outlay necessary to make it.

OTHER SIDE OF THE SALESMANSHIP PROBLEM*(Continued from page 52)*

He was always afraid to suggest anything to a boss after that.

I remember well of a man once telling me his experience. He was one whose hair was grayed, for he had many years behind him, but he was young. He was not old, even though he had seen many summers come and go. When he was a young man in years, about 19 or 20, he had an employer who crushed him at every turn. He was very ambitious, but no matter what he did he could not please this boss. If he suggested anything he was derided. The boss would do it the other way for no other reason but to be opposite. At last he became thoroughly discouraged. He imagined he was no good. But he made one last resolve. He quit and applied for another position with another firm, and explained the situation to the new employer. He told him he wanted just one more trial as a test of his ability, and if he made no more advancement than with the last employer he would quit the business and never touch it again, for he would then be convinced he was no good. The result was most gratifying to him. The new employer was human. He took an interest in him. He was given the best work to do and made rapid advancement. Naturally he was incensed at his former employer. He told me he could never forgive him, no matter how hard he tried, and later in life he saw him in a county poor house and he tried to be sorry and couldn't.

I hope I have not taken too much of your space, but it does seem to me that this subject has two sides to it. It cannot be rightly treated when the clerk receives all the blame. I think you should show up the bosses' side a little once in a while.

A SALESMAN.

Seeds of Slander

The Story of How a Girl's Tongue Almost Wrecked a Young Shoe Clerk's Career and How Patient Merit Finally Overcame Calumny—By LITHGOW REID

“COME on, let's hire two or three canoes and paddle out to the point,” said Bob Richardson, who was always finding something new to do.

“That's the talk. You said something, Bob,” said Matt Irving, small of stature, nervy and easily led into anything.

“It's too windy to-day,” replied Frank Snowden. “It would be great to paddle over there on a day like this, but for the high wind.”

“Aw, a little bit of wind isn't going to hurt anybody,” protested Nan Elder. “It's just a glorious day and I'm dying to go for a paddle. I've never been in a canoe in my life and I'd just love to go. Come on, everybody.”

“Come on,” repeated Bob. “We came on this excursion for a bit of fun, not just because it was the Sunday School picnic. I'm fed up on sitting around here in the park. I want to see a little action.”

“Do you really think it is too windy?” enquired Betty Bealton. “I'd love to go out onto the bay to-day too, but I don't want to go if there really is any danger.”

“There's danger enough in a canoe,” said Frank. “They are not like other boats, you know, and this bay, when there is a wind, is just as dangerous as Lake Erie itself. That point breaks the swell from a western wind, but it is really only a sand-bar and though there is not much of a swell on this side of it, the wind is there all the same. I'd rather stay off the water to-day.”

Janet Brookfield did not venture any remark. She had been studying Frank. There had always been a sort of an appeal to her in this upstanding young man, but he seemed to feel no such an appeal from her. The six of them all having just graduated from High School, had taken in the Sunday School picnic, as Bob said, for a little fun. They were all together, and yet there was a sort of pairing off occasionally. Janet was supposed to be Bob's partner, Nan with Frank and Betty with Matt. Janet thought she preferred Frank, but they had somehow got paired off this way and so she let it go at that. She knew that to oppose Bob in his proposed canoe trip would only have the effect of making him want all the more to insist upon it. Janet had had some experience with canoes and knew that they were dangerous in rough weather. She decided that it were better not to go, and yet she did not want to appear to protest too much. She fell into a reverie again. Nan and Frank would never get along well, she speculated. Nan was a little boisterous and always an enthusiast, while Frank was very quiet and reserved. Still, she reflected, two opposites sometimes seem to gravitate towards each other by some undefinable compensating law of Nature. Yet, Nan and Frank—no, it did not seem sensible. Frank had not shown any evidence that he was particularly fond of Nan, or Nan of him. They were just friends, it appeared, and yet, Janet was conscious of something between herself and Frank. He was just a little bit different towards her.

“Come on, Janet,” said Bob. “We can't sit around here all day and look at the water. You and I can go to the point anyway. Let's show them, Janet.”

She hesitated.

“You're not afraid, too, are you?” said Bob.

“Afraid? No,” said Janet, “and I don't think anyone

else here is afraid either. However, since you challenge my bravery, I'll go if everybody else will.” She had no sooner said this than she was sorry. She knew that it was a challenge to Frank and more unfair than Bob's remark to her. She could not withdraw, however.

Frank had no intention of being stampeded into doing something which his better judgment warned him not to do, even at the risk of being branded a coward.

“There's no sense to it,” said Frank. “We can go some other day just as well. I know Nan's mother would have a fit if she knew she contemplated any such a hazard.”

“Of course, she would,” said Nan, “but I'm used to mother now. She's always predicting that I will meet a violent death.”

“Well, I shan't leave myself open to being accused of aiding and abetting the suicide,” laughed Frank. “I'm not going to the point.”

“Oh, Phidias!” exclaimed Matt, who always swore by that exalted personage, though no one ever knew exactly why. Janet asked Matt one day if Phidias was the sculptor who erected the statue of Minerva in the Parthenon of Athens, and Matt answered: “No, you're thinking of the paint people! It was Phidias who learned to speak in public by practising with pebbles in his mouth—or Demosthenes, I forget which!”

Matt's odd exclamation served a good purpose this time, however, as it set everyone to laughing, as they always did when he made use of it, and there was no more said about the dangerous canoe trip. The remainder of the day was spent strolling along the beach and it was well on in the evening when the last car on the electric railway pulled out from the lake for Daleville, a few miles up country, with the last of the picnickers. The girls were escorted home and the day voted a success in spite of the disappointment of some in not risking their lives.

Betty Bealton and Janet were cousins, and lived in the same house at Daleville. There were also in the house Janet's father and his maiden sister, Aunt Mary, an estimable lady, getting on in years, who had kept house for Janet and her father ever since Janet's mother died, and in turn mothered Betty when she came to live with them. Janet's father was the proprietor of the most prosperous of the three shoe stores in Daleville. He had worked hard and earnestly and being a man with considerable standing in the community and the church, he prospered. He was fond of young people, and took quite an interest in the Young People's Association of the church.

About a week after the picnic Nan and Janet met at the church at one of the A.Y.P.A. meetings and walked home together. Part of the program at the meeting had been a short address by Frank Snowden. The address had been on the need of physical training along with mental and spiritual development. When Janet mentioned the matter and asked Nan how she liked the address, she was surprised to get a rather caustic comment.

“That all sounds very well, but Frank Snowden is no sport. I'm never going out with him again.”

“Why, Nan! Whatever has happened?” exclaimed Janet. “I thought you and Frank were getting along all right.”

“Oh, we were till the day of the picnic, but I have had little use for him ever since. When he refused to go for a paddle I lost interest in him. I did not say much about it that day because I did not want to spoil the party, but I'm through with him just the same.”

“But that is a very small matter on which to condemn a man, Nan,” said Janet. “I thought he was wise to not want to go. I didn't want to go myself, but I would have been fool enough to go rather than let Bob think I was afraid. Frank took another view of it, and I can't help

thinking that he was right. It must have been harder for him to have stood the taunt than to have gone."

"Well, perhaps so, but I don't see it that way. He was afraid, that's all," said Nan. "He's no sport."

"I think you're wrong, Nan, and I wouldn't let it make any difference if I were you. Frank's a nice boy," advised Janet.

"Oh, I've no patience with boys who want to keep their noses in books all the time, and are afraid to come out and enjoy themselves," replied Nan, who was growing more and more vehement in her denouncement as she remembered the lost chance of her first sail in a canoe.

"Frank is a good hockey player," said Janet, "and he is also the best tennis player in the town, you can't deny that, Nan."

"Yes, he plays hockey all right—because he happens to be a fast skater, and he probably plays tennis because there is no danger in it," said Nan, unfairly.

"Nan, dear," said Janet, "I wouldn't be so hard on Frank. You were disappointed in not going for a sail in a canoe and should not let that bother you. Cheer up."

"No, Janet, I'm through with Frank. There is no use in me pretending I can like him. I can't. I'll be civil to him, but that's about all I can be," she finished.

As time rolled on Nan did not forget her little grievance against Frank. Whenever opportunity offered she explained that while everyone seemed to think Frank Snowden was a very nice young man, she didn't. She intimated that he was lacking in courage and in other ways spread the belief that Frank was not the fellow he ought to be. At first the calumny did not appear to have any effect, but, as is usually the case when a falsehood or a slander is given publicity enough, it begins to be believed. So that in time Frank Snowden was looked upon as more or less of a yellow dog, who would never stand up to anything that looked like a fight in which he might be injured.

Frank, however, though he seemed at once to sense Nan's hostility, did not feel any influences at work against him until months afterwards. It came to him only as a half-conscious something at first. Fall came and went and winter with its hockey and skating passed, and now it was past mid-summer, and he was just beginning to feel that he was not enjoying the society of the young folks of the town anything like he used to. Looking back he could faintly trace a gradual congealing of cordiality towards him, but he could not follow it back far enough into the mists of memory to get any idea of what it was that started people to look upon him with less favor.

Choosing a Wedding Day

The following Thanksgiving Day Clara Britton was married to a young man of Toronto. Frank had an invitation to the wedding, but at first was not going to go. "Certainly, you should go," said his aunt, Sarah Freeman, his only relative, and with whom he lived. She had taken Frank when he was still going to school because there was no one else to whom he could go. She taught him what social graces she thought he ought to know, and was quite proud of her success with him, and now when he had an invitation to a wedding of considerable note she was anxious that he should attend. Frank finally agreed to go if for no other reason than that it might give his aunt a modicum of pleasure.

During that period of expectancy just before the ceremony Frank was standing behind some ferns in the drawing room of the fine old Britton homestead and seated in front of him, though where they could not see him, were Janet Brookfield, Betty Bealton and several other girls. They were talking animatedly about the wedding and weddings in general. It seemed to be the consensus of thought among them that Clara had chosen a very appropriate time for her wedding. They all had preferences, however, and were

expressing them. Janet thought that about two weeks before Christmas was the ideal time to get married. "Because," she said, "that leaves plenty of time to take a wedding trip and get back on Christmas Eve. I think it would be the greatest fun to be coming home for Christmas."

"Well, if you have any notion of getting married and returning from a honeymoon this Christmas you had better be preparing," said Nan.

"Oh, I guess there is no need to hurry," laughed Janet. "Anyway, it wouldn't take me long to get ready. I would not want to go to all this trouble, like Clara. It is very nice, though, and everyone should have things just the way they want them for their wedding."

"Yes, they may never again," laughed Nan. "But you would have to have a wedding dress, Janet," she continued.

"Not necessarily," replied Janet. "I usually have a party dress hanging around and I would just as soon get married in that as anything else. This dress I have on, for instance. Why, I'm ready now!" she said, and Frank could hear their musical laughter and wondered why he could not be as happy as they.

When the winter was out Frank resolved that he would not live through another in Daleville. He could not understand what was working against him, but could feel its sinister influence at all times. No one ever seemed to take him very seriously any more, he thought. He was getting along well at his job of selling shoes. He felt pretty certain that he was giving satisfaction, and he had during the past winter starred in the hockey games, though he was partly conscious of a feeling that what applause he received was more or less superficial. Certainly it had never during the whole winter thundered out so spontaneously as it had done on former occasions. Was he slipping? He could not see it. He had delivered the goods. Then last summer had he not finally triumphed over the Varsity star who came for a month's holidays and tennis? The club's position had been enhanced by the defeat of this recognized star. Where, then, was the trouble? Finally being unable to better his standing with the community Frank resolved to go to the city to work.

Frank Decides to Leave Daleville

It was on a Friday evening when everything had been set for Saturday's business with the farmers that Frank chose to tell his employer, John Brookfield, Janet's father. Mr. Brookfield, a man of perhaps fifty, with an increasing number of gray hairs, but smooth, well-preserved face and a rather fat body, sat at his little desk in the corner. Frank finished placing the heavier footwear on the tables in the centre of the store, surveyed his work and then walked briskly towards the merchant. As he approached he wondered if he could justify himself in the eyes of his employer without telling his exact reasons for wanting to leave.

"Mr. Brookfield," he said, "I have been with you for some time, and I have learned a good deal about the shoe business. All I know about it I owe to your kind instruction. I have been perfectly satisfied here as to wages and working conditions, but I have come to believe that I should make some kind of a change lest I get into the ways of this store and none other. I think I will go to Toronto, where there may be a broader field to learn. I have made up my mind that I will look for something up there."

Mr. Brookfield at first showed a little frown and Frank could see that the move was not at first pleasing to him, but in a moment the frown ceased and Mr. Brookfield delivered himself as follows:

"Frank, what you say about there being a wider field for you in Toronto is right. I am not anxious to lose you here; you have been faithful and industrious and, above all, obliging and courteous to, not only me, but to my customers. That has helped to sell shoes. I know that we have been

selling about all the shoes that we could have expected to sell under the circumstances. Three shoe stores in a town of this size is quite enough. We could only hope for our share, and we got it. You will develop in a larger field, and I could not conscientiously stand in your way or advise you to do otherwise than seek a wider sphere of usefulness. Have you anything definite in view when you go to the city?"

"No, sir," replied Frank, "but I have no doubt but that I will be able to get what I want."

"Well, that being the case I can perhaps be of some service to you," said Mr. Brookfield. "When do you want to go?"

"Oh, just whenever it best suits your convenience, Mr. Brookfield," said Frank.

"All right, then, Frank. In the meantime I will write to a few friends of mine, good shoe retailers, in Toronto, and see if there is an opening for you, then you can make your own arrangements."

"Thank you, sir," said Frank, and added: "Then I will just wait until you have heard from some of your friends."

So about two years after the episode at the picnic Frank was placed in a good position in Toronto, and another young man was found to be apprenticed to the shoe trade with Mr. Brookfield. Frank had been gone just a few days when Mr. Brookfield missed from his papers in his desk a negotiable bond for a considerable sum—several hundred dollars. Diligent search failed to get any trace of the document. After worrying about it several days he mentioned the fact to Janet. He could not think that Frank had had anything to do with the bond's disappearance so refrained from even hinting as much. It was hard for Janet to think evil of Frank, but there seemed only one way to account for the missing bond. She made no accusations, either, however, and the bond was given up as a total loss.

Frank more than made good in the new position, and, in the course of a year, was offered a position as salesman with a large manufacturing concern to cover a territory which embraced his home district in Western Ontario.

An Unexpected Meeting

Then came the war. Frank gave up the notion of travelling and enlisted. He went with the infantry from Valcartier. After four years of war he found himself one afternoon detailed with another to keep a communication wire open between the reserves and the front trenches. He had dodged and darted around all day, repairing a break here and another there. He had lost track of his mate. He supposed that he might have been injured and crawled into a "funk" hole some place. Towards evening the firing ceased and Frank started on his way back towards the reserves. He began searching along the way for his companion. He had seen a German plane dropping bombs, and, in fact, some of them dropped pretty close to him. He had a feeling that it was a bomb that accounted for his mate's absence. He decided to enter a "funk" hole that had evidently been partly damaged. It was just a hole in the side of an old trench, with an upright plank on each side and one across the top. It was little different from hundreds of them all over Flanders. He struggled through the crude doorway into the darkness beyond, and as he stopped up the hole with his body a voice from within called:

"Hey, son, keep well to the right or ye'll fall into—Oh, Phidias! You did the very same trick I did. That sub-cellar must have been made when someone expected a siege. It's a yard deep, and full of mud—and other things."

Frank pulled himself out of the mire and, groping for a match, said: "There's only one man I ever heard swear by Phidias. Matt, for heaven's sake, man, speak up, and tell me is it really you?"

"Matt's my name, all right, Buddy, but who the Dickens are you? Oh, Phidias! It's Frank Snowden. Well, I'll be jiggered! I never heard that you enlisted."

When Frank informed him he came over early but was now with the 48th Battalion, Matt seemed scarcely able to comprehend. Matt had not come until late in 1916, with the 133rd Norfolk Battalion.

"I had to duck in here a little while ago," said Matt, "to get out of Heinie's way, but where were you when the Fokker plane went over and back?"

"Oh, I was up the line a bit," said Frank. "I have been keeping a telephone wire hooked up. By the way, did you see another lad around here anywhere?"

"I saw a Canadian going back towards the reserves as I came up, but I wasn't close enough to him to see what was the matter with him. He was still going—with his hand to the back of his neck—shrapnel, I guess."

"That'd be him," said Frank.

"Say, Frank," said Matt. "I believe I owe you something of an apology. Not that I ever thought it myself, but when I heard people say you were yellow, well, I just let the sneakin' cats say it, and never opened my head to stop them. It was all because you would not risk your life on a fool trip to the point in a canoe. You were right and the rest of us were crazy," declared Matt with some heat.

"So that is what it was all about," reflected Frank. "I wondered."

"There was one in the party though," said Matt, "who agreed with you, and that was Janet Brookfield. I have heard her say several times that she thought you were right, and that she admired you for having the courage to refuse to go."

"That was nice of Janet, Matt," said Frank. "But Janet has a pretty level head. I have always admired her and she has always been pretty decent to me."

"I have often wondered, Frank, why you and Janet never seemed to get chummy. You can take it from me that she has a high regard for you."

"Oh, well," said Frank, "you know I always thought a lot of her, but as long as I was working for her father I kept my distance."

"But you have nothing like that to bother you now," said Matt.

"No," replied Frank, "but it is years since I have seen her. I've been over here four years and I was in Toronto over a year before enlisting; but, if Janet Brookfield is unattached when I get back, if I ever do get back, to Daleville, I sure will try to see more of her."

Their talk drifted into other channels, Matt informing Frank that Nan Elder had been married and was living in Toronto. Then they parted, Frank back to the reserves and Matt on up to the front trenches with a message.

Matt had been writing to Betty Bealton and so when he next wrote he had a long story to tell about meeting Frank, and mentioned the conversation with Frank concerning Janet Brookfield.

During the war Janet had taken a position with the Daleville Beacon. She had for some time sent in the doings of her church to the paper, and her work had been commented upon by Sid Bullock, the city editor. So when her thoughts turned towards a position after the war broke out Janet applied at the Beacon and was taken on. She had been doing very well on the local staff and had built up a long column of personal items.

When Frank Snowden left the Brookfield store to go to Toronto his aunt had gone to London, Ont., to be near a close friend. She had been there nearly all during the war period, but during the summer of 1918 she tired of London and moved back to Daleville, opening up again her little cottage on Erie street. Frank had visited Daleville a time or two after he went to Toronto to work, but, finding the same old frostiness towards him he had gone away more or less "sore" at the town, and so when he enlisted and went to war he did not bother making a final visit among his former friends. He had, however, visited his aunt at Lon-

don, but the news that he had enlisted had never reached Daleville.

About the time Matt Irving's letter to Betty Bealton reached its destination Frank Snowden's aunt arrived at Daleville. Janet being always on the lookout for personal items for her paper, heard that Mrs. Freeman had returned from London to her cottage, and went over to confirm the news. She found Frank's aunt aged considerably, and much worried about Frank and the war in general. This was the first Janet had heard about Frank Snowden having enlisted. She lost no time in telling Betty about it as soon as she got home, but Betty had already learned through Matt's letter, which had just arrived, and was able to give considerable further information. It was only natural that she should tell Janet how she (Janet) had figured in the conversation between the two boys on the battlefield. Janet's old regard for Frank returned, if, indeed, it ever had left her. She knew now that the young soldier had been dreadfully maligned. The news in Betty's letter they both knew would be welcome to Frank's aunt, so Janet at once revisited the old lady and told her about Betty's letter. This greatly pleased Mrs. Freeman, and quite a friendship grew up between her and Janet. After that Janet made quite frequent calls at the Erie street cottage, and so it happened that it was Janet who happened in one day and found the old lady all but dead on her kitchen floor. Janet hurriedly summoned Doctor McGregor, but the old lady passed away the following Sunday night, a victim of influenza. Money was found in the house sufficient to pay all the funeral expenses and considerable to spare. The money represented allowances Frank had arranged for his aunt, and which she had had in the bank at London, but had withdrawn to return to Daleville and had not yet banked it at home.

It fell to Janet's lot to break the news to Frank concerning his aunt's death, and this she did in a long and carefully worded letter, the address having been secured from letters from Frank to his aunt. It took Janet some time to get a satisfactory letter written, but finally the following was mailed to him:

Dear Frank,—If this letter ever reaches you before the war ends I know that you will be very, very much surprised, and, yes, Frank, pained too. You will be greatly surprised to get a letter from me and you will be pained at what I have to say. So take a good, firm grip on yourself, Frank, and prepare to hear sad news. It is about your aunt. I don't want to be blunt. If I could see you a minute I could tell you better. You will have heard all about how the dread influenza has been sweeping not only the army, but the homes. Many have fallen victims in Daleville. Your aunt was one of the more recent. I'm, oh, so sorry, Frank; it's hard to tell you. Yet I know that you can and will bear it. You, who have had the courage to face death almost constantly for more than four years—you will have courage now. She loved you much. Her anxiety for you during the last few years has been great. To that I can testify. We had become great friends. Her anxiety undoubtedly weakened her resistive powers, as it has done with so many. So that the war can be blamed for this also. They can only be counted as casualties, those who have thus succumbed. As for the rest of us we must still carry on. The end seems to be nearer now. The enemy is showing signs of defeat. We at home pray that the end may be soon. When that time comes, Frank, you must visit Daleville again. It is a long time since you were here. There are many things which I have no doubt will appear entirely different to you when you again come to Daleville.

With the sincerest hope that this letter will find you safe and well, and that we will be able to see you home again soon,

I remain, Yours in sympathy,

JANET BROOKFIELD.

P.S.—In a few days I will write again, if I may, and tell

you of the things I think you might like to know. When you get this letter I know your heart will be too full for anything else.—J.

* * *

It was on the day before the order was received by the Canadians to move onto Mons that Frank received the letter from Janet. He took it coolly enough. There was so much of such great importance happening all around him and in which he figured, that this piece of news seemed but a part of the great war. His grief was partly assuaged by the knowledge that victory for the allies seemed in sight.

Janet's Father Sells Out

In the meantime John Brookfield, Janet's father, had been busy with war work of every description. When recruiting was necessary he had joined the speaking forces and with others had stumped the county from end to end. The strain was telling, though he could not exactly tell in what way. He was not well. He did not complain and took the best of care of himself. There was much influenza. Taking extra sleep and special care of himself did not seem to make much difference. After refusing for more than a year to give up he was forced to consult his old friend, Dr. Malcolm McGregor. After an interesting array of personal questions the doctor went to his medicine shelves and concocted a vile-tasting potion that suggested that there must be something seriously wrong with the patient to require such radical treatment. But to Mr. Brookfield's questions there was no definite answer given. Knowing the manner of doctors the patient said nothing but went home and consumed the medicine, dose by dose, as called for, and when it was gone found he was no better than when he started taking it. Being an eminently fair-minded man he did not blame the doctor for his failure to produce results, but went back again. He got more medicine but little talk. Again he followed directions and again there were no results. This had been going on for months when finally he demanded to know what the doctor thought was the matter with him.

"Well, if you're bound to know, John, you'll have to tell me yourself. I can't find anything to make you feel the way you say you do. There must be a reason for it, but I can't find the reason," said the practitioner.

"Well, that's funny. I thought you old fogies knew as soon as you looked at a patient what was the matter with him."

"Oh, no. We have to know all the symptoms first and make certain observations before we can tell."

"Well, I've given you symptoms enough and I'm here for observation, so what's the delay?"

"Yes, you've given me a lot of symptoms, but I'm not sure what they are symptoms of," said the doctor.

"Well, what do you think they might indicate?" queried the patient.

"They might indicate several things. They might, for instance, indicate that you should take about a year's rest from that old shop."

"See here, there can't be much wrong with me. I may be a little out of sorts but that's all, and don't you go talking about a lay-up."

But the doctor was obdurate, and though he would not tell Mr. Brookfield what he thought might be the matter he advised him to make arrangements for a long rest and change of climate.

There being little else left for him to do Mr. Brookfield finally capitulated. Something had to be done about the business while he was away, and so it was arranged with Walter Harley, a clerk in a competing store, to take over the Brookfield business. Walter had saved up considerable money and had let it be known some time before that he was looking for a place to buy. When all was settled Mr. Brookfield quietly slipped out of town one night late in July, 1919, and started for Pittsburg, Pa. An old friend, Steve Jack-

son, lived at Pittsburg and Mr. Brookfield thought he would have a visit with him and then go to New York and consult a famed physician. Later he could go on south to Florida. He did not tell his sister why he was going away, or how long he would be gone. He told Janet he was not well and was going to take a rest for a while, without saying how long.

Steve Jackson was greatly pleased to have Mr. Brookfield as his guest. He had prospered himself and had always wanted Mr. Brookfield to go over there and get into the development of oil, in which Mr. Jackson had made much money. He suggested that Mr. Brookfield consult a physician in Pittsburg before going any further. This was agreed to and the result was that Mr. Brookfield decided to stay in Pittsburg for some time.

Janet Scents a Good Story

Being assigned to cover a school fair in the lower part of the county one day, Janet had arrived in the forenoon and as the proceedings did not commence till the afternoon she took a stroll along the lake shore. Rounding a little point she noticed a number of men working at what appeared to be a derrick. She took no particular interest in the matter until the owner of the land came out from somewhere unknown and asked her to go no farther.

"All right, Mr. MacPherson," said Janet, "but what are the men doing over there?"

"Oh, nothin' much," replied MacPherson, "but ye can't go over there, that's all."

"Oh, I'm sorry," said Janet, and turned away. But she felt that there was the basis of a story for her paper there and she resolved to some time find out what was going on.

Matt Irving had come home with a number of the other boys in April, 1919, but, though Janet had heard several times from Frank since the armistice had been signed, she did not know when he was to come home. Finally Frank was demobilized at Toronto in August, 1919. He wrote Janet that he was going to be in Daleville for a day or two, but that he would not have much time, as he had been offered a position as city traveller, and he did not want to miss the chance. He reached town one day and was with Janet most of the afternoon and evening. He stayed with Matt, and on the following day a small crowd of old friends spent the day at the lake. As soon as they came back to Daleville Frank left for Toronto for the new position.

Nan Elder, being now Mrs. Butterworth, learned when she was home the following Christmas that Frank had returned from the war and had been at Daleville. She felt considerable remorse upon learning that he had been at the front all during the war, because she had said so many nasty things about him. With the idea that she might in some way be able to at least partly undo any evil she had done Nan conceived an idea, and in accordance with this idea, invited Janet to Toronto for her two weeks' holidays the following July. Janet readily accepted, and the first Sunday she was there Nan invited Frank over to her house for dinner without telling him who she had as a visitor, nor did she tell Janet who she was inviting. It was a pleasant surprise for them both, and Frank made the best of his opportunity. It was during his slack season so he had plenty of time to show Janet the city. Wonderful days followed. Dinner and dancing at Centre Island with friends; to Hanlan's point to the ball games; to Scarboro Bluffs, up the Humber in a canoe; besides many trips out into the county in Frank's little roadster. The two weeks sped so quickly that it had ended before either of them realized the flight of time.

In the fall Frank was sent out on the road to sell the smaller towns. He worried along the early fall but found that retail shoe dealers were having a hard time getting rid of the stocks they had, and so were not doing any spring placing

No one seemed ready to buy shoes and he finally decided that there was little use in trying to sell. Following the receipt of a letter from Janet informing him that Matt and Betty were to be married soon, Frank came in off the road and asked permission to lay off until after the Christmas holidays, when he thought that if he went over his territory again he might get some business. The proposal was readily agreed to as there had been little business coming in. What was really bothering Frank, though he had little thought of it himself, was the fact that he had fallen in love and was yearning for the companionship of Janet. So it was to Daleville he went as soon as he was released from his duties.

Week after week succeeded each other of the finest of weather. Here again the little car was a pleasure, and justified the long ride from Toronto when Frank decided to take it with him. It was one of these glad days that Janet decided that she must combine business and pleasure, and if Frank insisted on going motoring again she would have to get him to go with her to help solve the riddle of the mysterious work on the lake shore. She told the story to Frank, who said it must be oil the men were looking for, and suggested that they drive around the front way so as to come in front of the MacPherson homestead, where they could ask some questions. Accepting the suggestion Janet prepared a few apparently reasonable questions which she decided to ask in her efforts to learn something about the work on the rear of the farm. When they drove up to the gate Janet got out and, walking up to the house, asked the lady who appeared who lived there:

"Who lives here?" repeated the old lady. "Why, MacPherson and me, of course. We have been here for ages."

"Yes, but is this the farm that is for rent?" asked Janet.

"For rent? Why, my dear girl, there isn't a farm for rent for several miles along this lake. More than that, they are all sub-let right now."

"Sub-let? What do you mean by that?" asked Janet.

"I mean that there has been a gentleman in the neighborhood lately who has been paying sums of money for certain privileges on the land, but what it is all about that is all I have been able to learn myself. MacPherson is so close-mouthed."

"You say that all the farms along here have been sub-let for something?" asked Janet. "Well, then I guess this isn't the place, I'm looking for," she said, and bidding the old lady good afternoon walked off. She was all excited now and knew that she was on the track of a bigger story than she expected. They visited several other places that day, and by the same tactics tried to learn more about the business, but there was little more to learn, it appeared. No one was willing to talk who knew anything about it, and those who were left in ignorance were only guessing.

They drove home during the mellow fall evening, and that night Janet wrote out her story as far as she had been able to find out things, and took it down to the Beacon. The next morning Sid Bullock called her up before she was ready for work, and told her it was good stuff and to go right back after more of it.

When Frank called Janet on the telephone a day or two after and wanted her to go motoring again she consented, and decided to go to the lake again to see if there was still more to be learned from that source.

Mr. Brookfield Returns Suddenly

They had been gone all afternoon, and when they reached home that evening about dinner time, Janet's father was home. He had been home from time to time, but Janet was not expecting him again till he came for Betty's wedding. She had invited Frank to dinner, and so he and Mr. Brookfield met for the first time in years. Mr. Brookfield had arrived home during the afternoon in great haste, and had gone immediately to Squire Anderson's office, where he

remained until just before dinner, when he returned to the house and seemed to be in a much better mood. This bit of news was imparted to Janet as she helped her Aunt Mary with the finishing touches of the dinner. The dinner progressed pleasantly, and by the time it was over Mr. Brookfield had satisfied himself that Janet and Frank had been progressing in their friendship. After dinner Mr. Brookfield took Frank into his den for a smoke, Janet saying that she would help her aunt with the dishes and then write a short story for her paper, covering the discoveries of the day.

Once fairly settled to their smoke Frank and Mr. Brookfield got to talking about the sudden slump in business and how it affected the shoe business in particular. Mr. Brookfield had been a little bit out of touch and so was greatly interested in Frank's talk. Frank enlarged upon the difficulties of the retailers and what could be done to prevent further trouble. He referred particularly to the troubles of Walter Harley, in the old Brookfield stand. He said he understood that Walter was about on his last legs and that he had not been a good business man. To start with he had handled only cheap footwear and seemed to be trying to force everyone to buy the cheapest shoes. Then he had suddenly seen his mistake, and during the last six months had been handling only high grade shoes. He had bought heavily in the spring and accepted all his goods and now he had his store full and the people were calling for lower prices. If he sold his present stock at much of a reduction his margin of working capital would be gone. Walter had told Frank something about his troubles and had said that he would sell out if he could.

Mr. Brookfield questioned Frank carefully as to his ideas of running a shoe store, and Frank soon demonstrated that he knew what to do in that connection. He pointed to the fact that Walter Harley had neglected the stock-keeping records which Mr. Brookfield had started him with, as well as the system of calculating the costs of doing business, and because he never knew just where he was at he had lost money.

As Frank neared the end of his arguments in connection with stock-keeping methods, etc., it became evident to Mr. Brookfield that his mind was drifting away from the subject a little and that the young man was becoming nervous. Finally the reason was divulged. After a short pause Frank began again:

"But there was another matter that I should like to speak to you about, sir. You have been away for some time and I feel that I—er—sort of happened in while you were away, and—er—I should have asked your permission, sir, but you were not here so I—we—that is, I have asked Janet to be my wife, sir."

"Oh," said Mr. Brookfield, "I had begun to suspect something. But I thought Janet was going in for newspaper work?"

"Yes, sir," said Frank. "Perhaps I should let her tell you, sir, but she has had a story accepted by a leading magazine and as far as that is concerned she thinks she might carry on her writing and get married as well. She gave in her notice when Betty set the date of her wedding."

"Oh, so Janet has agreed to this then."

"Oh, no, sir. I didn't just mean that. Janet says that there is just one little thing that will have to be cleared up before she gives her consent. I suppose, sir, that she means that you must first agree. She says she does not want a long engagement and neither do I, except that now that I have decided to go into business for myself I want to look around and see where I can get a suitable place. There will, perhaps, be plenty stores for sale this winter."

"You have given up the notion of travelling then?" asked Mr. Brookfield.

"Yes, sir," said Frank. "I thought if I were going to get married it would be better to be home more."

"Undoubtedly," remarked Mr. Brookfield, and con-

tinued: "You have saved enough money to go into business?"

"Well, I have a couple of thousand dollars. It isn't much but I thought there might be an opening this winter."

"Why not buy out Walter Harley?" asked Mr. Brookfield.

"Oh, that proposition is a little too heavy for me to swing," said Frank, "though that is just what I would like to do," he continued.

"You say that Janet wants something cleared up before she gives her consent?" continued the inquisitor.

"Yes, sir," said Frank.

"You think that she means you must get my consent. Well, my boy, I do not think that is what she means. I think I know what is bothering Janet. I'll just call her."

Janet's Father Springs a Surprise

Mr. Brookfield went to the foot of the stairs and called Janet. Betty answered and said that Janet was in her room with the door closed, and proceeded to tell Janet her father wanted her. In a moment Janet came down.

"Well," said her father, "have you got that story about the oil written up yet?"

"No," said Janet. "But as I am quitting to-morrow I ought to have my last story in early. I'll have to finish it to-night, yet."

"Well, sit down here Janet, and I'll try and help you," said Mr. Brookfield, who seemed to be trying hard to conceal some great pleasure. "But before I tell you anything about how you can better your oil story I want to say that since coming home this afternoon I have been getting one surprise after another, and if they keep on I'm likely to have a relapse. My first surprises were received at the office of Squire Anderson, but Frank has just sprung one or two more on me. Frank knows nothing about what I learned at the Squire's, so I'll tell you all about that first. You will remember, Janet, that some years ago I missed a negotiable bond from my desk. Well, I had given that up for lost—supposed that perhaps I had burned it in mistake for something else. Squire Anderson handed it to me to-day."

Janet gave a little gasp, and looked longingly towards Frank, but her father continued without giving her any opportunity for asking any questions.

"Squire says when he finally decided that Walter Harley had got in deep enough, and that it was time to make an inspection of his books, he undertook the job himself, and in looking through the papers he found the bond. It had no connection with Walter's business whatever, so it was kept for me. The other surprise is something Frank knows a little about. Walter has told Frank something of his difficulties, but the Squire tells me that he is closing up Walter's store.

"Now, Janet," continued the speaker, "let me tell you a little about myself. When I went away I told you simply not to worry. I was worried myself, however. I thought I had consumption or some other dread disease. I have been under the care of a doctor in Pittsburg, and he found out after months of patient work that my sole trouble was an infected tooth. Focal infection they have come to understand can do a lot of things to the human system, and it was doing a lot to me, though the first X-Ray plates showed nothing wrong. However, the tooth was extracted and a new one put in its place. It was a crowned tooth which came out and now I got a whole gold tooth, which I like better. I am now in better health than I have been for years and am ready for a lot of work. I have work to do, too.

"You will remember that I told you that Steve Jackson was interested in oil. Now see Janet prick up her ears," laughed Mr. Brookfield. "As I say, Steve is interested in oil, and I was not long over there in the oil fields until I realized that if there was oil there, there must be oil over

here. So I sent over a gang of oil-well diggers with an equipment—"

"Well, of all things!" exclaimed Janet, who was beginning to see light.

"These fellows came over here," continued Mr. Brookfield, "and went quietly to work on MacPherson's farm, and it was not long until they found plenty of evidence of oil. They sent me word and I immediately sent agents over here to get leases on all the property they could, and—"

"Well, isn't that the limit?" exclaimed Janet.

"Well," drawled Mr. Brookfield, evidently enjoying himself, "we would have had leases on the whole county if it had not been for that smart reporter on The Beacon."

"Father," asked Janet, "is this all true or have you been stringing us?"

"True as gospel," said her father. "As it was I kept the secret for quite a long time in spite of your reportorial probing."

"You certainly did," said Janet. "And to think of all the work I put on that story!"

"Well, there is something else I want to tell you two before I go away to bed. I must soon go to bed because I will have a big day's work ahead of me. I intend to organize a company to develop these oil wells. I was going to suggest to Frank—that is if neither of you have changed your mind, that if he would come to the Squire's office at three o'clock to-morrow afternoon, and bring what money he can with him, perhaps he could manage after all to take over the business of Walter Hurley. You see, Walter is badly in debt, but it's mostly to the Squire and myself, and if the Squire's agreeable, we will take another chance on a promising young man—a young man with some idea of store methods this time."

Frank was so thunderstruck that he could not more than mumble his thanks before Mr. Brookfield got up to go. Janet, recovering herself, asked hurriedly: "Then, have I your permission to tell all about this oil business in The Beacon to-morrow?"

"Oh, ycs, and there is another point I forgot. The day I got The Beacon with the story in it about the oil leases, and just before I started for home, I received a telegram from the gang here to the effect that they had 'shot' the well at MacPherson's farm, and it showed that it was flowing out about forty barrels of good oil a day. Not a big well, as oil wells go, but good enough for a start. I have no objection to your using the story as it will help me immensely in forming that company I spoke of," replied Mr. Brookfield, and, saying good-night to them he left them standing staring after him.

Their eyes gradually turned about and finally met. Then: "Frank!" "Janet!" and they flew to each other's arms.

It was minutes after when Frank asked: "There will

be no need of a long engagement now, dear. The last barrier has been removed," he continued, thinking of her father's consent.

"Yes," said Janet, thinking of the recovered bond.

Then Janet suddenly released herself and flew upstairs. In a minute she was down again with Betty in her train. Betty went to the telephone and Frank heard some bantering and then Janet's voice: "What did he say Betty?"

"Just what Matt always says when he gets a surprise," said Betty, "He said, 'Oh, Phidias!'" she laughed. "But, it is all right," she added. "Matt said he would be delighted to have you and Frank as accomplices instead of witnesses, and will wire Bob in New York that you are both coming with us when we go on our wedding trip," and she went on upstairs.

"It's all settled," said Janet, coming back to where Frank was sitting, wondering what was going on.

"It's all right," she repeated. "We're going to have a double wedding Wednesday next, and then we are going to New York to visit Bob Richardson for two weeks, and then we will start for home again."

"So that we'll be back Christmas Eve," said Frank, as he caught the idea.

"Yes, on Christmas Eve," said Janet, as she slid again into his waiting arms.

PRE-WAR PRICES

According to the Commerce Monthly, issued by the National Bank of Commerce of New York, there is now hope for a return to pre-war prices in, at least, some commodities. A statement of prices published in the last issue shows that copper, which in July, 1914, was 13.50 cents a pound, and during the war run up to 32 cents sold in October this year for 14.50 cents; rubbers, which in July, 1914, cost, Plantation, 55½ cents, and Para 68½ cents, rose to 92 cents and 86 cents, and in October declined to 20 and 22 cents; cotton, 6¾ cents in 1914, rose to 41½ cents, and fell to 18¼ cents a month ago; sugar, 4½ cents in 1914, rose to 21½ cents, and declined to 6½ cents; hides, 21 cents in 1914, rose to 52 cents, and declined to 23 cents.

A TRAVELLER'S ADVICE

A traveller writes us in a philosophical mood and takes comfort from present conditions rather than worrying himself to death over small orders.

The shoe trade is our living, and is no worse off than any other trade. Sometimes we are inclined to believe ours is the most despised. It is not so. I'm a shoe traveller of 35 years, have seen many ups and downs. Mind you, 35 years is half a lifetime and in that time I have seen hides selling at 2½ cents per lb. We sold brogans 65 cents per pair, and most of us are living yet, so why despair? You know that old seven years, same talk—we all did "Biz." and we will again, so let us all cheer up. Why, Mr. Editor, snow and rain will come and we'll have a real winter soon. We, as travellers, will jog along each day, visit our customer friends, speak well of our opposition's values, gather in a pair of this and a pair of that, and be courteous. We don't get the 15 and 30 per as a year ago, but be grateful for the one pair lots and smile on. Say, Mr. Editor, this shoe biz is all right. Just hang on and smile, smile. Its contagious.

By the use of building board, the entrance to a New York repair shop, has been converted to the shape of a shoe sole. Painted on the cardboard outlining the sole are signs reading, "Come in for the good of your sole." "Entrance for all soles," and similar business-getting phrases. The novel advertisement has attracted considerable attention.

You will be interested in our 1921 line of Felt, Cloth, Jersey and Corduroy Gaiters and Leggings.

Samples and price list on request.

Special Lines in stock for immediate delivery.

Ask for Gaiters and Leggings with "Fit-Right" Label.

The Colonial Manufacturing Co.

73 Adelaide Street West, Toronto, Ont.

Phone Adel. 995

CAN YOU SHOW AN INCREASE?

We know of one retail store in which the stock is kept right up to the minute. The proprietor is a little pernickety in this matter of stock keeping. His records show him what to buy and about how much to buy. That means he keeps a record for each day, week and month of the year. These are compiled in a book in parallel columns so that reference is made very easy. He can tell what was sold a year ago, or two years ago, in a certain month and will make his purchases for that month accordingly, using judgment regarding any change of conditions, local or otherwise, that may have come into effect since the past dates. When the present condition in the shoe trade began to show this man began to lessen his stock gradually. He closed out the high priced stuff without sacrifice. He bought then sparingly of more moderate priced lines. He kept largely below the tax priced lines. All this meant that when October of this year arrived his shelves were clear of high priced goods and his stock was fresh with new and more moderately priced goods. It may not be believed by many shoe dealers but this man contends he had a ten per cent. increase in October and a fifteen per cent. one in November. His books show this very conclusively. And he is no bragadocia either. He claims that he will go below last year in his December sales, and attributes it all to weather conditions, which everyone must admit have been phenomenal. We give this little incident to show what can be done if one goes about it in the right way.

CHALLENGE STILL OPEN

Art Wilson, the hustling shoe retailer of Hamilton, who issued a special challenge in the last issue of the SHOE AND LEATHER JOURNAL, for the benefit of the Corson Shoe Company's employees, says his bowling teams are in the finest of shape. They are bowling under the name of Wilson's Regal Shoes, and he says the same teams can eat anything up that ever attempted to roll a ball. Some ad for Regal shoes.

Mr. Wilson is a great sport enthusiast. He has given a fine trophy to be played for by the various basket ball teams of his city, who are connected with the Y.M.C.A. This trophy is a fine cup and will be owned by the Y.M.C.A. and will be in competition for five years. This has caused a great deal of enthusiasm in the city, so much so that the committee in charge of affairs had to make two series instead of one as originally intended. This brings a great deal of publicity to Mr. Wilson, but he does not care about that. The gym is crowded every Saturday night to see these sports.

SHOE MANUFACTURERS' MEETING

Arrangements are being completed for the coming meeting of the Canadian Shoe Manufacturers' to be held in Toronto on the 25th and 26th of January. Subjects of greatest importance to the trade will come up for discussion,

LUXURY TAX ABOLISHED

Just as we go to press information comes that the Luxury Tax has been abolished, which fact, no doubt, will greatly stimulate trade.

among them being the import trade and the present rate of exchange and obtaining credits for export business.

EUCHRE AND DANCE

The Athletic and Social Association of the Toronto employees of Beadmore & Co., Toronto, held, on Wednesday evening, December 1st, the opening entertainment of a series planned for the winter months.

Their first entertainment took the form of a combined euchre and dance at Riverdale Masonic Hall, and was a huge success, about two hundred and fifty of the employees and their families participating and enjoying the dancing until a late hour.

Prizes were presented for those successful in the euchre, the first prize for the ladies being won by Mrs. Slean, and the second by Mrs. Birks, while Mr. Sweetman was the winner of the gentlemen's first prize and Mr. Morton the second.

The prizes were presented by Mr. George Beardmore, who, together with Mr. Alfred Beardmore and Mr. and Mrs. Torrence Beardmore, attended.

Mr. Beardmore, in a very neat speech, expressed his great pleasure at being present, and complimented the Association on the splendid attendance and the entertainment it had given, and hoped to have the pleasure of attending many more in the future.

N.S.R.A. LETTER TO THE CUSTOMS DEPARTMENT

That the letter sent by the Canadian National Shoe Retailers' Association to the Customs Department at Ottawa, regarding the advertising of U.S. shoes at border cities by Canadian papers has taken effect is evidenced by the action of the customs officials at the various points. In Windsor the local Shoe Retailers' Association is being blamed for causing action to be taken. However, the Border City Star of Windsor published Secretary Blachford's letter, which shows why the Ottawa authorities have been active of late. This is evidence that a National Association can be made a power organization. The complaint to the papers was that nothing was said in the ads. about the duty the Canadian buyers should pay on these shoes.

A tree in a shoe is worth two in the clothes closet!



Ebenezer is wrong again.



Make Friends of Your Customers

You'll turn every customer into a come-backer if you do your repairing with Tenax Soles and "Scoop" Rubber Heels. That's because they are so light and pliable that they are comfortable on the feet, and waterproof and long wearing, too.

TENAX SOLES
and
Maltese Cross
"SCOOP"
Rubber Heels

Gutta Percha & Rubber, Limited

HEAD OFFICES AND FACTORY: TORONTO

Branches in Leading Canadian Cities.

LEATHER MAN BEFORE TARIFF COMMISSION

Strong objections against any reduction of the British preference were made before the Tariff Commission by E. J. Davis, of Newmarket, on behalf of the tanners of Canada, at a recent session in Toronto. "If there ever was a time when the British preference ought to be examined, it is now," he declared. "I know there are some who ask for a reduction. I am as loyal a British subject as anyone, but to-day, with the exchange as it is, we know that the British preference is almost wiped out. They have an advantage as never before, amounting to at least 75 per cent. In fact, there is no duty against British goods."

Canada, said Mr. Davis, was the only country in the world to-day talking of lowering the tariff.

A warning was voiced by Mr. Davis, who has an experience of many years, to consider all the factors before changing the tariff. Britain, by the cattle embargo, was protecting herself. She was preventing dumping of cheap German and French goods on her markets. Especially should the conditions in the United States be accurately known. Harding had been elected on a tariff platform to protect the dinner pail of the American workman. This meant increases in duties. During a three-day visit to New York, said Mr. Davis, he was surprised at the feeling for higher duty on our wheat, since the importation into the United States of between 40,000,000 and 50,000,000 bushels of Canadian grain. "The situation in New York is very much worse than I thought before I went," he told the Commission. "They, too, say there is no export trade. Millions of dollars' worth of goods are held at the wharves. When the exchange went down, the purchasers refused to take them. That export business can't grow till the exchanges are more normal."

"This exchange is a thing, it seems to me, the Government and all business men have to consider with great care. This morning on leaving this room, I found out that the New York funds were up 15 per cent. This season of the year they ought to be lowest. But some good business men say they may be up soon to 20 to 25 per cent."

THE RUMOR MONGER OFTEN DOES DAMAGE

Mr. James Acton,
Editor, SHOE AND LEATHER JOURNAL,
Toronto, Ont.

Dear Mr. Acton,—Many thanks for your letter of the 8th and your courtesy in using some of our cuts as illustrations in your issue of December 1st.

Most assuredly, we intend to continue our ad with you, it pays us, and yours is certainly a corking good trade JOURNAL, bright and sincere and every article well worth reading, and a large circulation.

We, too, have heard rumors concerning ourselves, quite naturally not all or even perhaps the larger part of them. However, I am glad to say they are all unfounded, no facts, just the gossip our particular industry enjoys.

The reason we are closed just now should be quite logical. We have not enough business for immediate delivery to run our factory at a fair production. We could not pay our help a living wage on the small sorting orders we have received, and they can earn more in other industries right in our own town, but we have a very fair amount of spring delivery business and we expect more, as our boys will be out on the road after the New Year, so we plan to open up shortly after that time and run a fair production with the resultant benefit to our customers, our help and ourselves, so that's that.

Perhaps another reason why we have not tried to force matters is this: what is the use of making stock now, only to have it slaughtered? The retailers and jobbers have, I think, quite a fair stock even yet, and truly I have not happened to notice where either of these branches of our trade, as a whole,

are taking the losses that the manufacturers already have taken.

Individually no blame can be attached, of course, but taking it on the whole, it has in my opinion resulted in a slowing-up of business to an unnecessary degree.

I am, of course, very sorry that unfounded rumors are afloat. We are certainly healthy, and I believe, we have followed, and are following, a policy in the best interests of the trade.

With very kind regards, Yours truly,

G. H. ANSLEY.

Vice President and General Manager.

Perth, Ont., Dec. 9, 1920. Perth Shoe Co., Limited.

TANNERS ELECT BOARD OFFICERS

The Tanners' Section of the local Board of Trade has elected officers for 1921 as follows:

Chairman, A. O. T. Beardmore; first vice-chairman, K. D. Marlatt; second-vice-chairman, C. W. Conway; secretary-treasurer, F. G. Morley.

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

Legislation Committee: R. M. Beal, A. O. Beardmore, L. J. Breithaupt, G. B. Clarke, N. D. Clarke, Hon. E. J. Davis, W. J. Heaven, H. B. Johnston, C. G. Marlatt, W. G. Parsons, Chas. Robson, C. W. Tobey, S. R. Wickett.

Transportation Committee: F. C. Beal, S. P. Beal, A. O. Beardmore, L. O. Breithaupt, H. L. Daville, W. J. Heaven, Theo. King, Jas. McMillan, John Sinclair, S. R. Wickett.

RUBBER INDUSTRY EMPLOYS 11,500

A preliminary report on the rubber industry in Canada for 1919 which has just been issued at Ottawa, gives the total number of workers in the industry as nearly 11,500 and a total investment of \$43,000,000. The report is prepared by the Bureau of Statistics. For the purpose of the report the industry is divided into two groups: (1) Rubber goods, (2) rubber boots and shoes.

In the first group out of 6,006 males over 16 years of age employed, 145 get under \$10 a week; 1,763 under \$20 a week; 2,919 get between \$20 and \$30 a week; 1,324 get \$30 a week or over. Of 664 girls over 16 employed in this group, 84 get less than \$10 a week and 608 less than \$20. Five get \$30 or over. Two boys under 16 also get more than \$30 a week.

In the rubber boots and shoes group, out of 3,349 male employees over 16, 304 get less than \$10 a week and 2,000 less than \$20 a week. Those earning \$30 or over number 205. Of 2,268 females over 16 employed in this group, 2,180 get less than \$20, and of the 2,180 those getting under \$10 a week number 667.

WATCH FOR HIM

A man representing himself as E. R. Bails and carrying credentials to prove himself a representative of The Scholl Mfg. Co., Chicago, has been approaching shoe merchants in Baltimore, Md., and after gaining their confidence by this means, asking them to cash personal checks which were later returned by the banks marked "no funds."

An E. R. Bails was associated with the firm from May to September, 1919, but is no longer with them and any merchant who encounters the man using these identification papers should have him apprehended at once, notifying The Scholl Mfg. Co., 213 W. Schiller street, Chicago, who will have him prosecuted to the extent of the law.

The Shoe Repair Man

Toronto Repair Men Elect Officers

The Annual Meeting of the Association
Brings Out Some New Blood for the
Offices—An Enthusiastic Meeting

THE annual meeting of the Toronto Shoe Repairers' Association was held on their regular meeting night, December the ninth, and naturally brought out a goodly number. The meeting, in addition to the election of new officers, was a very interesting one indeed. There were many important subjects came up for consideration. Among these was the license question, which came in for a great deal of consideration. The decision was, however, that it would be better to let the matter stand for a time until more and definite information would be obtainable about it.

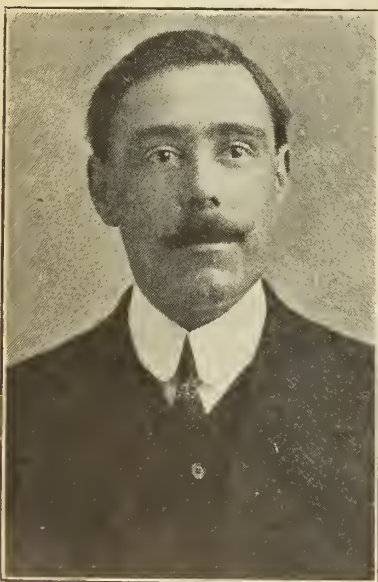
Another matter taken under consideration was the proposed convention of repair men to be held in Toronto at a near date. This convention idea was originated by THE SHOE AND LEATHER JOURNAL, and questionnaires were sent to the repair men within a radius of about one hundred miles from Toronto. Quite a number of responses were received, and all were in favor of it. As Toronto will likely have to take the initiative in the matter it naturally came up for a good deal of consideration at the meeting. This will be taken up at a future meeting and dealt with more definitely.

The Association showed at this annual meeting that it



S. BURNETT
Re-elected President

is in a very healthy condition. It has been in existence for about four or five years and has made great progress during that time. Many new members have come in recently and these are taking an active interest in the work. In fact the repair men all over the city are beginning to feel this is an organization that has some influence in the city. The



H. E. CARLEY
Vice-President



J. W. HENDRY
Treasurer



A. E. DOLLERY
Retiring Financial Secretary, now on Executive

manufacturers and wholesale houses have long recognized its influence and this is a factor that has weight with the repairers who may be still staying outside the organization.

The election for the various offices was conducted in a



W. BURNILL
Executive

most amicable manner. Everybody was happy. There were not sufficient nominees who would stand to make a contest for the president's chair, so Mr. Burnett, the retiring president, was asked to accept the chair another year. While he said he was quite willing that some one else should fall into it, if the association felt it would be best and if it was an unanimous decision he would accept it. As this met with a hearty response, he was elected to be president for the second term. In a very nice way he told of his great appreciation of the double honor conferred on him, and expressed his determination to prosecute the work of the association to the very best of his ability during the coming year.

Wm. Weir, who has been an active member of the association for a long time, was elected to the vice-president's

chair. Mr. Weir has a very nice business on Carlton street, and knows the shoe making and repairing work from A to Z. He thanked the members for the honor conferred on him and said he would work for the bettering of the association in every way within his power. This is Mr. Weir's first time for holding office in the association.

The secretaryship went to Mr. Merchant. Mr. Merchant has been a member of the association for some time and conducts a repair business on Cumberland street. He expressed his thanks for the honor conferred on him and promised he would do his best to fill the position creditably.

The treasury was handed over to the safe-keeping of J. W. Hendry. Mr. Hendry is past president of the asso-

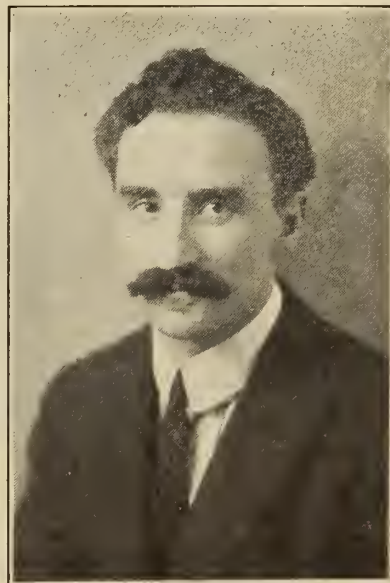


H. K. HAYWARD
Retiring Treasurer

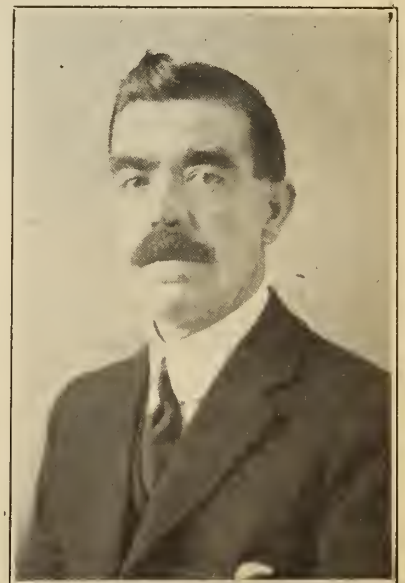
ciation and one of its most enthusiastic workers. He was chairman of the membership committee last year and did excellent work in that connection. He has a very lucrative business in the east end and knows the shoe making and



S. PEMBLE
Executive



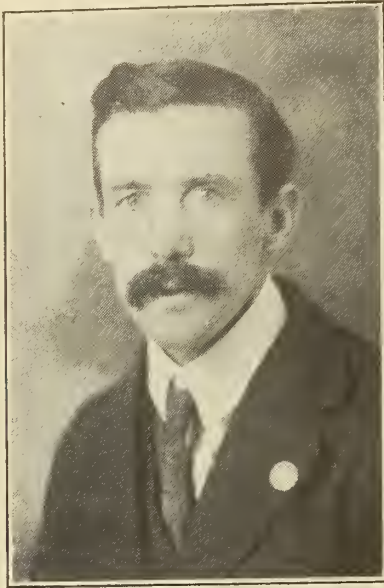
JESSE MERCHANT
Secretary



ARTHUR SAPSFORD
Executive

repairing game from toe to heel. He promised to take best of care of the cash of the association.

On the executive committee the following members were

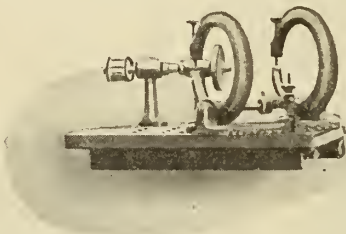


W. HUGHES
Executive

elected: Messrs. Burnill, Hughes, Dollery, Pemble, Sapsford and Rynder.

It looks as if the association had gotten off to a good start for the new year, for with this splendid line-up of officers there seems no reason why results should not be obtained.

This Skate Grinder Fits Any Machine



The patent notched base reduces friction,
making it easier to handle.

As the base is moved across the face of the wheel all grit particles are brushed through perforations in the stand into drawer fastened beneath. No grit to blow or fall upon bearings or brushes of machine.

Prices and photographs on application.

Order before the season is further advanced.

READY TO SHIP

**Universal Shoe Machinery
of Canada Limited**

186 QUEEN ST. MONTREAL

We also make the well-known
Universal Finisher for repair shops.

HELPFUL HINTS FOR REPAIR MEN

Don't adopt economical methods that will tend to cheapen your work. Good work is the thing that wins out in the long run. You may lose some customers on account of the seemingly higher prices, but you will gain many more in the end for the average person likes good work and is willing to pay for it.

Arrange your shop so you and your help can do the work with the least possible movements. Have the material where you can get with ease and quickly. Each step taken costs money. The fewer you have the less it will cost. The fact that it does not take long to do some little thing is not an excuse for trying to get a better way. It is not the time of one movement that will make very much difference, but in a year these movements if taken twenty times a day will run up to 6240 times in a year, and if each move takes a half minute that will be about seven eight hour days in just one year. Worth considering, is it not?

Have you considered which kind of finishes are the most economical? Many repairmen claim the cheap ones are dearest, and the dear ones the most economical. This is true, because the good finishes do not require so much in quantity to do the work. If the stock is well tempered and rolled it will finish easier and quicker and much better.

How about your knives? Do you keep them sharp? A sharp knife is a time and temper saver. For working rubber it is imperative that they be extra sharp.

Do not repair old shoes that are beyond the repair stage. We mean that should a customer bring a pair of shoes that are not worth repairing, tell him so and insist on not doing them. If you do, and the customer wears them for a time and they give out he will blame it on you and not on the irreparable condition of the shoes.

Some McKay shoes are made with felt insoles, and old McKay shoes, thus constructed, cannot hold the clinched nails as well as leather insoles and it is therefore well to insert slip soles. It is right in the line of practical shoemaking to insert a thin slip sole into a McKay shoe after resoling. A few tacks may be driven through the outsole and also through the slip sole. Cementing alone will not hold the slip per-



S. RYNDER
Executive

manently in position, so that nails or tacks around the toe-part and at the ball-line may be advisable.

A little glue and leather dust will fill in defective heels, although it is much better to add to the heel in a form that will make a solid foundation for the edge-setting operation.

AMONG THE SHOE MEN.

It is stated that artificial rubber is being made in Europe out of coal tar products.

Orland W. Peters, of Los Angeles, has taken out a Canadian patent on a shoe protector.

It is reported that John Knich, of Thessalon, Ontario, has sold his shoe business in that town.

A representative of The Eastern Shoe Factory, of Montreal, has been calling on his customers in Toronto.

Ed. Lloyd, of St. Thomas, has bought the business of F. N. Carter, 1233 College street, Toronto. This is a repair business.

The Hurlbut Shoe Co., of Preston, Ontario, have taken out a patent on a shoe which covers a certain process of making.

There are very few travellers out just now but the majority will have their samples all ready for their trips in January.

W. H. Grosch, of the Grosch Felt Shoe Co., Stratford and Milverton, Ontario, was a business visitor in Toronto recently.

C. L. Owens is now back at his factory after his illness in hospital with an operation for appendicitis. Mr. Owens says he feels fine.

Nathan Cummings, of Montreal, was a business visitor in Toronto last week. Mr. Cummings is always optimistic about trade.

Mr. Levinson, of Hamilton, who has been very ill for a long time, is getting around again and expects to be at business before very long.

The Ames-Holden-McCreedy Co., Limited, are making rubbers in part of their tire factory in Kitchener until their new factory will be completed.

A Brockton, Mass., shoe firm plans to make 10,200 pairs of shoes a day after the first of the year. The Rochester shops have opened again also.

J. W. Leslie, of Hamilton, former president of the Shoe Retailers' Association of that city, has been quite sick for some time, but is progressing nicely now.

The Chinese are gradually adopting the European style of footwear. At the present time almost 40 per cent. of the footwear in China is reported to be of European make.

A bad fire which broke out in the shoe store of Louis Deschenes, Quebec City, nearly caused the death of one man who tried to rescue a child which was in the burning building.

T. H. LePoidevin, who has a repair business on Roncesvalles avenue, Toronto, has moved to another store on that same avenue. He will add a shoe stock to his repair business.

It is reported that Harry Holbrook, who has a down town shoe repair shop on Richmond street, Toronto, will add a shoe stock to his business. He has a splendid location for a shoe store.

The Canadian Consolidated Rubber Co., Montreal, have a new patent on a boot. The patented part provides for adjustment around the ankle and over the instep. It is high hip boot.

Art Wilson, of Robert Wilson Shoe Store, Hamilton, has just returned from Montreal, where he was seeing Mrs. Wilson and their two little kiddies away on the Megantic, on which they took passage for Warrenpoint, Ireland, Mrs.

Wilson's home, which she has not visited since her marriage in 1914.

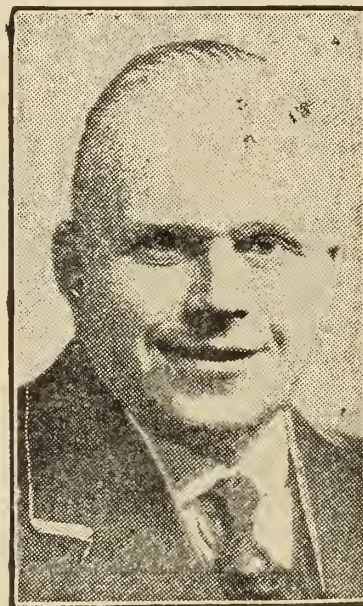
C. A. McKim expects to open a permanent sample room in Montreal and will devote his time to Montreal city. With Mr. McKim's known ability in the shoe business he should meet with success.

There is a new company formed in Montreal to be known as M. B. Steine, Limited, whose charter covers almost every kind of business among which the making and selling of boots and shoes are mentioned.

An Ontario man is writing to the Victoria, B.C., Development League as to the possibilities of establishing a tannery in that city. It is claimed that hides could be secured there from Australia at a lower cost than inland.

According to the Dominion Bureau of Statistics there are five rubber plants making footwear in Quebec, and the same number in Ontario, and the employees in these factories are 3,510 men and boys, and 2,332 women and girls.

W. J. Thurston, of Guelph, has opened a store in Hamilton King street. This is a large store formerly occupied



A. E. COPELAND, Midland, Ont.
President of the O.H.A.

by Alexander and James, hardware merchants. This Hamilton store will run special sales for a time.

The Myles Shoe Co. of Toronto are busy in their factory. They have been running right along all the time and only recently cut down to five days a week. They will keep this rate up for some time, for they are receiving orders right along.

W. H. Pearson, manager of the Ames-Holden-McCreedy Co.'s branch in Toronto, regrets very much that the Hamilton Tigers won that rugby game in Hamilton. W. H. is a great admirer of the Toronto bunch that were defeated.

The number three factory of the Getty & Scott Co., Galt, Ontario, is expected to be in full operation in a very

short time. This factory is an old building remodelled for the purpose and fitted as an auxiliary factory for their present number one and number two factories.

Mr. Van Geel, of the Tillsonburg Shoe Co., was a business visitor in Toronto last week.

Peter Chouinard, of Regina Shoe Co., Montreal, was calling on his business friends in Toronto last week.

F. X. Lablanc, of Montreal, was a business visitor among his many shoe friends in Toronto last week.

The A. R. Clarke & Co.'s factory had a small fire recently, which will in no way interfere with their deliveries of Clarke's patent leather.

The British Industries Fair will be held this coming year in London, Glasgow and Birmingham from February 21st to March the 4th.

It is reported that Perron & Ruthier, of Sherbrooke, Que., have closed out their stock of men's shoes and will confine their trade to clothing.

H. J. Johnston, who has a business on College street, Toronto, and until recently one on Bloor street, has sold the latter to F. P. Braniff who was in business in the Soo.

The building in which the Berkman shoe store was situated at 259 Queen street west, Toronto, is reported to have been sold to Goodman and Danisky, who will occupy it as a clothing store.

W. G. Marshall, of the Marshall Shoe Store, Moose Jaw, Sask., has purchased the stock and fixtures of the Emporium Millinery Parlors and will close this out and use the store for his shoe business.

Wm. Batstone, the hustling shoe merchant on McNab street, Hamilton, has purchased a bungalow in that city. Mr. Batstone says he does not want his friends to think he is keeping up with the Jones's, he just naturally wanted to have a nice home.

The Perth Shoe people are issuing a very pretty calendar to their customers this year, just a little evidence of good will and a quiet reminder that the Perth Shoe Co. will be there with the goods every day in 1921 except Sundays and legal holidays.

James Heffering, representing the Tetrault Shoe Co., Montreal, has just come in from a trip through the Niagara Peninsula. Mr. Heffering is one of the optimistic fellows. He says he has done good business, but of course not so good as in the recent past, but he has no reason to complain.

Wm. F. Smith, who represents the James Robinson Co., Limited, of Montreal, has a sample room at 77 Victoria street with an entrance at 8½ Lombard street. Mr. Smith has just returned from a trip up north and will be in the city for a time attending to his city customers as well as customers from out of town. Run in and see him.

S. T. Bates, who is well known in Ontario and western Canada in the shoe trade, has taken over the interests of Mr. Richardson of Bates & Richardson, whose business is located on Danforth avenue, Toronto. He will still continue to travel in the west and also cover Ontario. He has a number of lines for which he is exclusive representative in Ontario and the west.

In our last issue we mentioned the idea of repair men using a stamp on all the work they turn out. This stamp would have the name and address of the man who did the work. J. W. Hendry, one of the live wires of the Toronto Shoe Repairers' Association, phoned into us that he has been working this little scheme for the past eight years.

Jas. Sutherland, the popular representative of the Geo. A. Slater Co., Montreal, was in Toronto last week attending an executive meeting of the O.H.A. Jim is just as big a hockey enthusiast as he was before he went overseas. He expects to be back at the King Edward, Toronto, some time in January, and will have his samples with him, when his customers will likely hear from him.

VANCOUVER NOTES

J. Scott, of Denman street, was presented with a son. Both mother and son are doing well.

The annual Dollar Day brought many thousands of purchasers into the city. It was quite a success.

A. Webb, who a short while ago sold out to take up ranching, has purchased the repair stand of F. B. Roy, on Dunsmuir street.

Messrs. Felu and Milner, repairers, of Kerrisdale, have dissolved partnership. Mr. M. Milner carrying on the business as previously.

R. Griyner, late of Penticton, has bought out the stand of W. Chater, Lonsdale road, North Vancouver. W. Chater, who had only been here a short while from Los Angeles, has had to return to that city owing to ill-health.

W. Sugden, of Commercial Drive, has had extensive alterations made to his store and when completed Mr. Sugden will have one of the largest and best equipped repair and sale stores in the district of greater Vancouver.

J. Moir, of North Vancouver, met with a very serious accident and it was with the best of good fortune it was not fatal. He fell while walking in the woods and a broken root penetrated his cheek near his eye. The wound is painful but not severe.

Shoe repairing continues to keep brisk, several changes in the proprietorship of stands taking place, and several new stands have been opened, principally by returned soldiers who have finished their course of instruction with the Civil Re-establishment schools.

R. Tait, a returned soldier, has purchased the stand of W. Carrol, Fourth avenue. Bill, who is known to many of the readers of the JOURNAL as the Vancouver shoemaker poet, has gone to Salt Lake City. Several of the rhymes that were used for business purposes were printed in the JOURNAL.

The boot trade in the city at the present moment is in rather a state of upsidedownness. Many are putting on huge sales and advertising sweeping reductions. The general stampede of stock reducing started with the clothing trade. There does not seem much on the horizon to warrant shopkeepers here in the west to start shouting blue ruin. From enquiries there does not appear to be very heavy stocks on hand and the buying for spring has been very light, in anticipation of a drop in prices. Some of the travellers report trade a little quiet.

The Editor,

SHOE AND LEATHER JOURNAL,
Toronto.

Dear Sir,—I have read with considerable interest the article appearing in the December First issue of THE SHOE AND LEATHER JOURNAL, written by Messrs. J. Wiezel & Co., concerning the six months' guarantee of work shoes

In this guarantee the mail order house referred to states that "if, however, the materials prove defective or the workmanship faulty, return them to us with the guarantee certificate, and we will send you a new pair without extra charge." This would appear to be a guarantee against faulty material and construction only, and, no doubt, the vendor and not the purchaser would be the one to decide that the failure of the shoes to give six months' wear was due to such causes.

It does not seem reasonable to suppose that any merchant can unconditionally guarantee any shoe to give six months' wear and get away with it.

Yours truly,

A RETAILER.

WHILE the year just closing may have been replete with strenuous times for many of us, the smile is still in our hearts. We all look forward in confidence to the coming year and at this season are happy in wishing for all our friends in the trade a truly cheerful,

Merry Christmas



—Metropolitan—

Daoust, Lalonde & Co., Limited
MONTREAL, QUE.

McKEEN SPECIALTIES

CHROME PATENT

(CHILDREN'S TURNS)

Mary Jane Pumps

698	Prs.	Infants' Sizes	1 to 4	@	.90	Pr.
840	..	Child's	.. 3 to 7½	@	\$1.05	..
280	..	Girls'	.. 8 to 10½	@	1.30	..
200	..	Misses'	.. 11 to 2	@	1.55	..

That's all we have left and there is no telling when more will come; you know the market and ought to know these values—orders will be accepted for delivery as desired and on terms to suit, but subject to prior sale only, for at these remarkably low prices we must abide by that old adage:

FIRST COME FIRST SERVED as
OUR LOSS IS YOUR GAIN

This small lot won't last long; better wire now for yours.

THE C. E. McKEEN SHOE CO.
LIMITED
MONTREAL

Robert Ralston & Co.

Limited

HAMILTON

OVERGAITERS THAT FIT

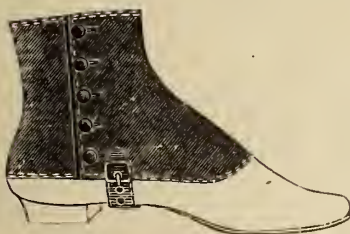
Send us your requirements NOW as our stock is limited.



BLACK JERSEY
 Ladies' sizes 3 to 7
 Misses' " 11 " 2
 Children's " 5 " 10

This season has been a record one with us, due to the fact that our Gaiters are of Good Quality, Well Made and Sure to Fit.

Our stock is complete but fast disappearing, so that we advise our customers to send their orders in early.



MEN'S
 Felt or Broadcloth
 Sizes 6 to 10

Robert Ralston & Co.

Limited

HAMILTON, ONTARIO



BOOT TOP
 Felt or Broadcloth 14 Buttons
 Sizes 2 to 7



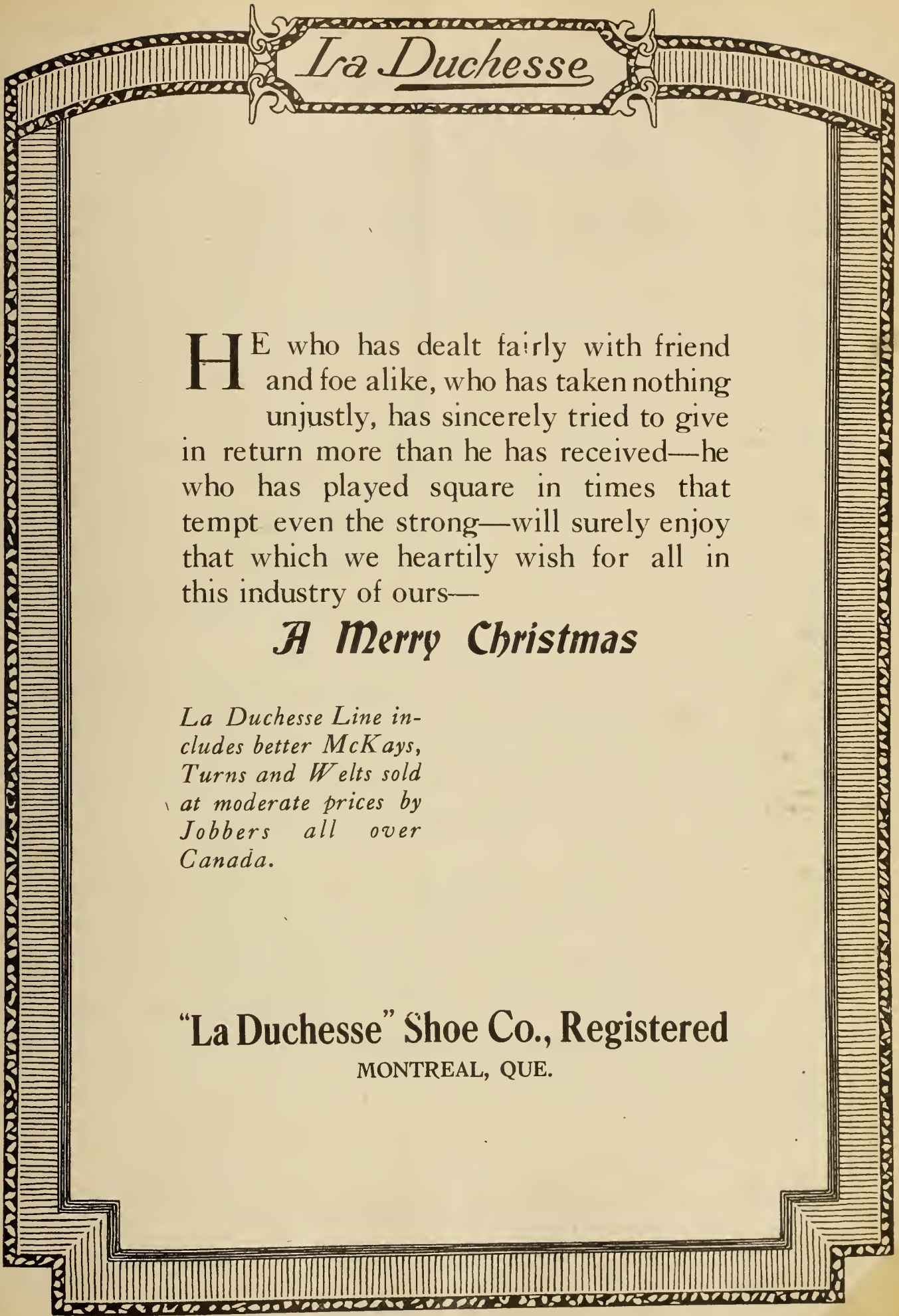
FELT OR BROADCLOTH
 12 or 14 Buttons
 Sizes 2 to 7



**CALF AND KIP SIDES
STORM CALF**

ALL COLORS

**H. B. JOHNSTON & CO.
TORONTO, CANADA**

*La Duchesse*

HE who has dealt fairly with friend and foe alike, who has taken nothing unjustly, has sincerely tried to give in return more than he has received—he who has played square in times that tempt even the strong—will surely enjoy that which we heartily wish for all in this industry of ours—

A Merry Christmas

La Duchesse Line includes better McKays, Turns and Welts sold at moderate prices by Jobbers all over Canada.

“La Duchesse” Shoe Co., Registered
MONTREAL, QUE.

H. O. McDOWELL

H. N. LINCOLN

INTERNATIONAL SUPPLY CO.

IMPORTERS
MANUFACTURERS



JOBBERS
SALES AGENTS

SHOE MACHINERY, FINDINGS AND FACTORY SUPPLIES

FACTORY AND BRANCH
37 FOUNDRY ST. S.
KITCHENER, ONT.

BRANCH
566 ST. VALIER
QUEBEC

THE LARGEST SHOE FACTORY SUPPLY HOUSE IN CANADA

MAIN OFFICE

154 NOTRE DAME ST., WEST
MONTREAL

REPRESENTING

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

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

Boston Leather Stain Co.,
Boston Mass.
In's Stains, Waxes, etc.
Cyclone Bleach

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

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

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

Hazen, Brown Co.,
Rockton, Mass.
Waterproof Ox Toe Gum
Rubber Cement

Lynn Wood Heel Co.
Keene, N.H.
Wood Heels and Die Blocks

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

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

Puritan Mfg. Co.,
Boston, Mass.
Wax Thread Sewing
Machines
Poole Process for Goodyear
Insoles

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

H. S. & M. W. Snyder, Inc.,
Boston, Mass.
Kids, Cabrettas and Horse

J. Spaulding & Sons Co.,
N. Rochester, N.H.
Guaranteed Fibre Counters
Fibre Innersoling

Textile Manufacturing Co.,
Toronto, Ont.
Shoe Laces

United Stay Co.,
Cambridge, Mass.
Leather and Imit Leather
Facing, Weltting, etc.

Safety Utility Economy Co.,
Boston, Mass.
Electric Heating Equipment

*"It's easy enough to look pleasant,
When life flows by like a song,
But the man worth while,
Is the one who can smile,
When everything goes dead wrong."*

That quotation seems to hit us just about right this year. If we will hold the smile just a little longer there will be real cause to smile as conditions improve.

While thanking our friends for their co-operation during the years past, we extend to the Trade our Best Wishes and hope they may enjoy a further measure of Happiness and Prosperity in the years to come.

INTERNATIONAL SUPPLY CO.

Montreal

Kitchener

Quebec

WE take advantage of this season to express our thanks to so many of our friends in the trade who have made our lot during the year not a little more pleasant than the average.

Extending to all our Hearty Wishes for a very Merry Christmas and a Happy New Year.

Regina Shoe Co., Limited

Montreal

P. Q.

DO YOU USE
FELT?

We can make Prompt Deliveries
 on all kinds of Felt for

SOLES

BOX TOES

INSOLES

HEEL PADS

CUSHION SOLES

UPPERS

LININGS

FILLERS

SHOE ROLLS

SHOE RACKS

WE SOLICIT YOUR INQUIRIES

Commonwealth Felt Co.

78 SUMMER STREET

BOSTON, MASS.

CABLE ADDRESS

“COMFELT, BOSTON”

THERE are times when we like to drop the grind of business, and surely this Christmas season is one of those occasions.

Probably because of the many difficulties of the year just closing, we realize more than ever our exceptional good fortune in being in Canada and in the shoe industry.

May we extend our best Christmas wishes to all in the trade together with the hope that they will find the New Year to hold for them many of the good things of life.



Star Shoe Co. Limited

MONTREAL, QUE.

ROBERT H. FOERDERER

PHILADELPHIA

INCORPORATED

PENN., U.S.A.



Mention "Shoe and Leather Journal" when writing an advertiser



LET us unite, in the spirit of fraternity and good fellowship, in making this a truly Merry Christmas for others.

Then will your holiday season be what we sincerely hope for you—one of joy and gladness.

CANADIAN FOOTWEAR CO.
LIMITED
MONTREAL, QUE.



G.L.H.



Medium Priced
Women's McKay
Leather Shoes.

Special Values
in Canvas Shoes for
Women, Misses,
Children and Infants

We thank the trade for the support they
have given our efforts during the year.

May we wish you all a very
Merry Christmas

and at the same time express the hope and
desire that the years to come will be replete
with happiness and prosperity.

Gagnon, Lachapelle & Hebert

55 KENT STREET, MONTREAL

TO our good friends the Merchants,
the Jobbers and the Manufact-
urers of shoes in Canada we extend
our hearty friendly

Christmas Greetings.

John R. Evans Leather Co. Limited

214 LEMOINE STREET

::

::

MONTREAL



Greetings From Hydro City

OUR HEARTY GREETINGS AND BEST WISHES are extended to all in the Shoe Trade at this Christmas Season. The patronage accorded us during the past year is highly valued and gratefully acknowledged, and speaks for the Reliability of our lines.

To win for HYDRO CITY SHOES a more prominent place than ever in Shoe Production and Selling will be our earnest effort, and there is no better policy for Shoemen for Nineteen Twenty-One than to feature this Solid Leather. Sure Selling Line.

Hydro City Shoe Manufacturers

Kitchener

Ontario

LIMITED

**Beco Leathers
The Line of Solid Merit**

HEAVY LEATHERS

**Elk, Kangaroo
and
Box Grain**

**Blacks and Colors
Sides and Bellies
Shoulders and Splits**

White Chrome Sheep

**COLLAR LEATHER
KIPS**

**THE BERNARD COMPANY
111 LINCOLN ST., BOSTON, MASS.**

The trade has been very kind to us, to our men and to our merchandise this year, and we thank you for your patronage.

Let us extend our best wishes to you all for a

**Merry
Christmas**

Overgaiters in a hurry!

Having recently enlarged our plant, we are in a position to fill orders for Overgaiters within one week from receipt of orders.



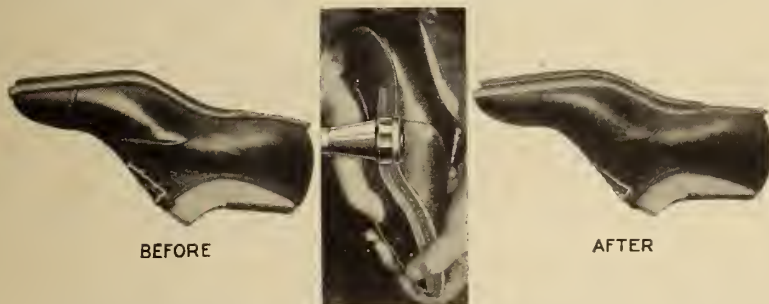
Wire, Phone or Write

L. H. PACKARD & CO., LIMITED
Montreal

Have You Seen this Shank Breaker in Operation?

If not we suggest investigating its merits as many manufacturers find it to be just the tool to get the results they desire.

This tool does not turn over the edge but lays the shank the entire width of channel as well as rubbing down seam. Can be used on foreparts as well as shank.



With the use of this tool there is no opening left between sole and upper where it is desired to get a close edge after it is trimmed.

THIS INEXPENSIVE TOOL SHOULD BE INCLUDED IN YOUR FACTORY EQUIPMENT

THE LOUIS G. FREEMAN CO.
CINCINNATI, OHIO



Our Best Wishes

If we wished for you, our customers, every human joy it would not exceed our desire for your Happiness at this Christmas and for your Prosperity during the New Year which is about to dawn.



Great West Felt Company, Limited
ELMIRA :- :- ONTARIO

LANG'S
LEATHER
LASTS

LANG'S
LEATHER
LASTS

Lang's
REAL
SCOURED
OAK
Leather Lasts

LANG'S
LEATHER
LASTS

LANG'S
LEATHER
LASTS

Mention "Shoe and Leather Journal" when writing an advertiser

GALIBERT'S KID

is famous wherever good shoes
are made, sold or worn.

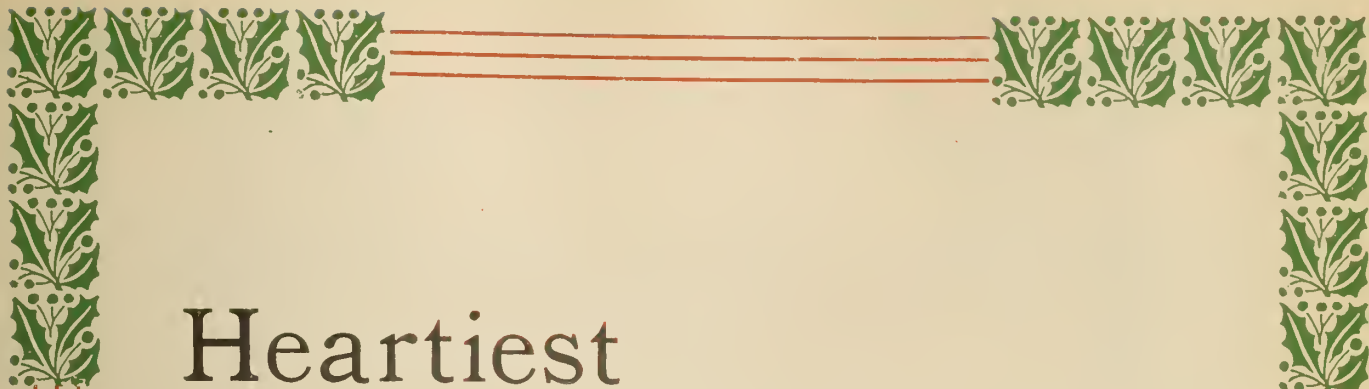


I want to thank my good friends in the Industry for their patronage during the year and to extend to all of them my best wishes for a Merry Christmas and a Happy New Year.

PAUL GALIBERT
Montreal P.Q.



Mention "Shoe and Leather Journal" when writing an advertiser



Heartiest Greetings

THE past year, with its unusual conditions, has served to strengthen and extend the business ties linking our institution with the Canadian Shoe Trade. We are looking forward to a still closer relationship in Nineteen-Twenty-One, and in thanking our friends for their many favors, we extend to one and all our most sincere wishes for a Merry Christmas and a Bright and Prosperous New Year.

AMES HOLDEN McCREADY, LIMITED

HALIFAX, ST. JOHN, QUEBEC, MONTREAL, OTTAWA,
TORONTO, LONDON, WINNIPEG, REGINA, SASKATOON,
EDMONTON. CALGARY, VANCOUVER



Mention "Shoe and Leather Journal" when writing an advertiser



GREETINGS

THE year is closed. The last page of the book is ready to turn.

At the bottom of the last page let us complete the record by entering to the credit of all our friends sincere thanks for the business with which we have been favored.

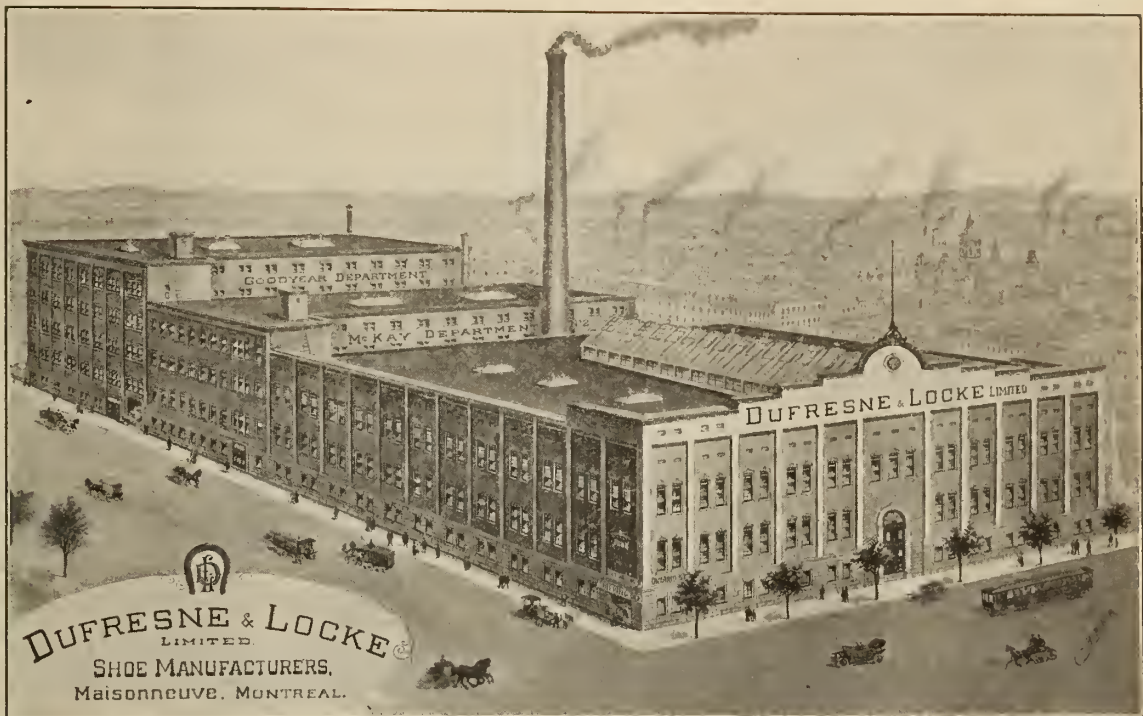
And may this Christmas be a right merry one, the years to come holding an abundance of prosperity for you all.



Dufresne & Locke, Limited

Montreal, P.Q.





Large Capacity *plus* Exceptional Efficiency

has resulted in rock-bottom figures on all our samples.

Each shoe represents the lowest cost in good leathers, findings and labor *but* the most efficient methods of production.



Dufresne & Locke, Limited

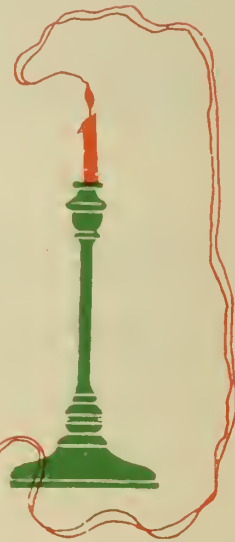
Montreal, P.Q.

Merry Christmas



Keep your face always turned towards the sunshine and the shadows will fall behind you.

Here's to good cheer during Nineteen Twenty-One. Let the past be forgotten.



Happy New Year

**Corson Shoe Manufacturing Co.
Limited**

STIRLING ROAD, TORONTO

REGAL SHOES

MANUFACTURED

UNDER LICENCE



Mention "Shoe and Leather Journal" when writing an advertiser



With the true spirit of the season, we want to thank the trade for the share of business which has been ours.

And with our sincere wish that this may be a truly

Merry Christmas

for you, we express the desire to serve you so well in the years to come that your relations with us will always be pleasant and profitable to you.

Kingsbury Footwear Co., Limited

MONTREAL

--

--

CANADA





The Management and Staff
of the
**United Shoe Machinery Company
of Canada Limited**
join in extending to you
Hearty Christmas Greetings
with the wish that the
New Year
may bring you Peace and Plenty

Christmastide

Nineteen-Twenty



Friends In The Trade

The privilege and the pleasure is again ours
of extending to you

Our Sincere Wishes

for your Christmas Joy and New Year
Prosperity, and

Our Appreciation

of the part you have played in making this another gratifying
year for us in the production of LADY BELLE SHOES.



The Lady Belle Shoe Co., Limited
Kitchener, Ontario.

We have much pleasure at the close of a very trying year
in wishing our Friends a Happy Christmas and a New
Year that will be brighter from a business standpoint than
the one just passed.

There is one thing absolutely certain, this Canada of ours
has the greatest future of any country in the world.

Whether we participate in this **Future Greatness** depends
on ourselves.

Let **US** at least keep Cheerful and Do Our Best to be
Helpful—other things will straighten themselves out.

WICKETT & CRAIG, LIMITED

Toronto

Employment Exchange

Bona-fide advertisements of Situations Wanted or Situations Vacant in shoe and leather trade inserted free of charge. Space limit—one inch.

BUSINESS MAN going to England in February would like to take some business commission for manufacturer or private person. Will handle on commission or stated sum. Address Box 918 SHOE AND LEATHER JOURNAL

WANTED—Executive Position, as Buyer, sales or merchandise manager. Experienced in all branches of the shoe trade. Best references can be procured. Box E. H., 117 SHOE AND LEATHER JOURNAL, 510 Coristine Building, Montreal, Que.

WANTED—A manufacturer's line of boots and shoes, to go only to the jobbing trade, territory Winnipeg, Man., to Vancouver, B.C. On a commission basis with a drawing account, by a first class shoe salesman with an A1 connection of twenty years. Answer, Box W.D., 136 SHOE AND LEATHER JOURNAL, 510 Coristine Building, Montreal, Que.

WANTED—A good second hand 6 or 7-foot Beam Sole Leather Dieing-out Machine, Parson or U.S.M. Co. make. Give description and best cash price. Apply Box 916, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED—Experienced, first-class, energetic traveler for high grade line of shoes. Apply Box 917, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

SALES MANAGER—Wanted for Ottawa Branch of large wholesale shoe house. State fully experience, age, salary expected and when available, in strict confidence. Box C.E.L. 14, SHOE AND LEATHER JOURNAL, 510 Coristine Building, Montreal.

SHOE AND RUBBER SALESMAN—For Ottawa territory. State experience, salary expected and when available. Box C.E.L. 15 SHOE AND LEATHER JOURNAL, 510 Coristine Building, Montreal.

TRAVELLER, with good connection in Alberta and British Columbia, wants full line of shoes from manufacturer. Salary and commission. Ready to start trip in January. Send full particulars to Box 915, SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto, Ont.

WANTED—Experienced Shoe Salesman for Sample Room of Toronto Wholesale House. Excellent opportunity for advancement. Apply Box 914 SHOE AND LEATHER JOURNAL, 545 King Street West, Toronto.

GROWING IN POPULARITY

ACTUAL SUPERIORITY—FINER STYLE, BETTER QUALITY, GREATER VALUE—IS FAST WINNING THE FAVOR OF THE TRADE FOR

Minister Overgaiters & Spats

This season promises to be a record one in SPAT SELLING. Minister Spats are the strongest selling line with which to meet the big demand. It will pay you to feature them.



SELLING AGENTS

ROSS & SHAW

32 FRONT STREET WEST

TORONTO

Mention "Shoe and Leather Journal" when writing an advertiser

WE sincerely appreciate the co-operation of the good folks of this industry who have helped make this, our first year operating in Canada, so pleasant and profitable.



We want to extend our warmest greetings to you all and trust that 1921 has much prosperity and joy in store for you.

Conaway-Wadsworth pattern service is suited to the most exacting demands of particular shoe-men.



Conaway-Wadsworth Pattern Co.

Limited

223 MCGILL STREET
MONTREAL, QUE.

Rooms 11 and 12

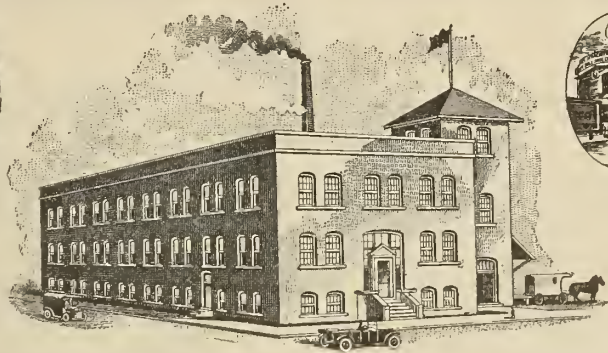
GUS LOSSMAN, Manager

STANDARD SCREWED SHOES



IN
MEN'S, BOYS', YOUTHS',
LITTLE GENT'S
AND CHILDREN'S

A. A. COTE & SON
LIMITED



McKAY SEWED SHOES

IN
MEN'S, BOYS', YOUTHS',
LITTLE GENT'S
AND CHILDREN'S

ST. HYACINTHE,
QUEBEC

Manufacture lines of Staple McKay Shoes in Men's, Boys', Youths', Little Gent's and Children's, as well as a Strong Line of Heavy Working Shoes, out of best Chrome Side Tanned Leathers, on Foot Fitting Lasts, at reasonable prices, Standard Screwed Soles, Stitch Aloft, Natural Finished Bottoms, so that buyer can see the nature of leather and know what he is buying. That's the line for you.



reetings

To The Canadian Shoe Trade

May your Christmas be a very, very Merry One, and may the New Year be the Happiest and Best it is possible to have, is the sincere wish of

THE HURLBUT CO., LIMITED

PRESTON, CANADA

Edwards & Edwards Limited

TANNERS OF

SHEEPSKINS

FOR

SHOES GLOVES

SADDLERY

UPHOLSTERING

BAGS AND SUIT CASES

BOOKBINDING

FANCY AND

NOVELTY GOODS

SKIVERS

EMBOSSED LEATHERS

ETC., ETC.

Edwards & Edwards Limited

Head Office

27 Front Street East
Toronto

Tanneries

Woodbridge Ont.

Quebec and Maritime Provinces

Represented by

John McEntyre, Limited - Montreal, Que.**Montreal Heels**

MAY WE TAKE ADVAN-
TAGE OF THIS HOLIDAY
SEASON TO WISH ALL
IN THE INDUSTRY A
VERY

Merry Christmas

* * *

Montreal Heel Co. Limited

J. E. DUPRÉ, Pres.

321 AIRD AVE. - MONTREAL

THE BANKRUPTCY ACT

In the Estate of Edward Howe, of the Village of Arthur, Ontario, Merchant, Authorized Assignor

AUCTION SALE

There will be offered for sale by public auction Tuesday, December 28th, 1920, at 2 o'clock p.m., at the Commercial Hotel, Arthur, Ontario, the following:—

A—The stock-in-trade in the store premises recently occupied by the said Edward Howe, consisting of boots, shoes, rubbers, etc. (inventory value, \$2,653.32), harness, etc. (inventory value, \$829.64), machines, store fixtures, fittings, etc. (inventory value, \$288.50). These will be offered in separate parcels at a rate on the dollar.

B—Two parcels of real estate consisting of Part of Lot 83 on east side of Isabella Street, and Lot 103 on west side of Eliza Street in the Village of Arthur. On the first parcel there is a good brick house and frame stable and on the other parcel there is a frame house. These two parcels will be put up separately.

C—1 model 17 Overland touring car.

Copies of the stock sheets may be seen at the offices of the following:—

The Guelph Trust Company, corner Wyndham and Cork Streets; Guelph; David T. Small, Arthur; J. L. Griffith & Sons, Stratford; The Karn Shoe Company, London; The Greb Shoe Company, Kitchener; Samuel Trees and Company, 42 Wellington Street East, Toronto; C. Parsons & Son, 79 Front Street East, Toronto; Dominion Rubber System, 1 Front Street East, Toronto; The R. M. Beal Leather Company, Lindsay.

The above will be offered subject to reserve bids.

Terms and conditions of sale will be made known on day of sale, or on application to the undersigned Authorized Trustee.

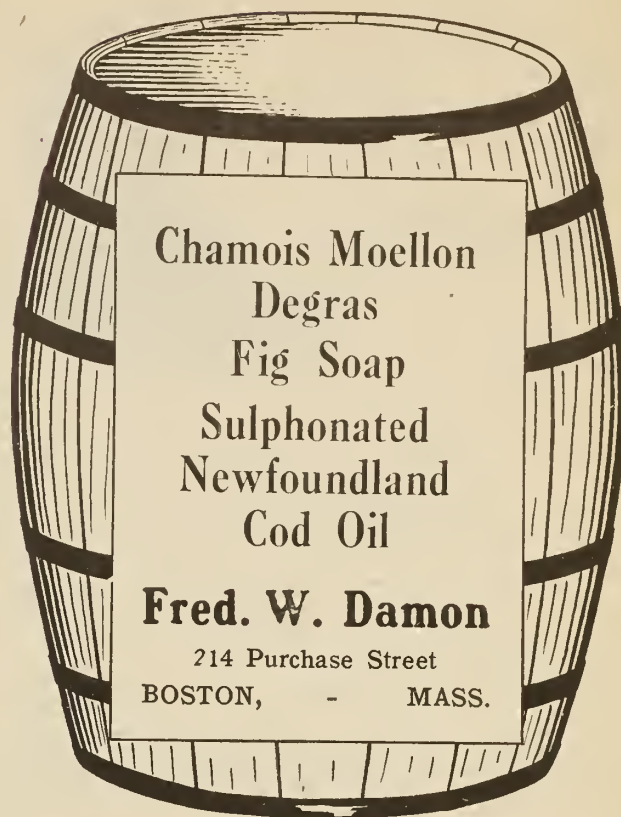
Dated at Guelph this 14th day of December, 1920.

JOHN M. KEARNS,
Solicitor for the said Company herein,
27 Douglas Street, Guelph.

THE GUELPH TRUST COMPANY,
Authorized Trustee,
Guelph.



*From drawing made by
H. Handelman and Staff
of Artists
50-56 N. Randolph St., Chicago.*



Chamois Moellon
Degras
Fig Soap
Sulphonated
Newfoundland
Cod Oil

Fred. W. Damon

214 Purchase Street
BOSTON, - MASS.

Your Windows need more Attention!

Mr. Shoe Retailer

This book of
Shoe Window Displays
was written for you!

**NEW IDEAS AND METHODS.
ORDER NOW!**

Post Paid, \$2.75
U.S. FUNDS

FRANK P. TAYLOR

381 Washington Street Boston, Mass.

CANADIAN SHOES-FINDINGS & NOVELTY CO.
2 Trinity Square TORONTO
Canadian Representatives.

INFOOT BRAND
BRITISH - MADE

Infants' Footwear

SOFT-SOLE SHOES

in Kid, Silk, Poplin, Wool, etc.

HARD-SOLE SHOES

Sizes 1-6, Black and Tan Leathers

INFANTS' FOOTWEAR LTD.

London, England

GREENE-SWIFT BUILDING

LONDON - CANADA

JOHN McENTYRE, LIMITED

LEATHER and SHOE GOODS
28 St. Alexander Street
MONTREAL

PLANTS
Rubber Cement Factory
26 Gladstone Ave.

TANNERY
1704 Iberville St.

Beal's
Shoepacks
for
Rough Work



The leather used is our own tannage, carefully chosen and fashioned into footwear in the best manner that skill and brain can conceive to get the maximum of resistance to wear and weather.

The R. M. Beal Leather Co.
Lindsay, Ont. Limited

CLARKE & CLARKE Limited
Established 1852

Manufacturers of
SHEEPSKINS
Of all kinds

Our sheepskins have been the standard for quality and colors in Canada for over thirty years

Clarke & Clarke Limited
General Offices & Works
Christie Street, Toronto

BRANCH WAREROOMS
252 Notre Dame St. W., Montreal
553 St. Valier Street, Quebec
RICHARD FRERES, Agent

BEVINGTONS & SONS
42 St. Thomas' St., Southwark, London, S. E.

TANNERS AND LEATHER FACTORS

IMPORTERS OF AMERICAN LEATHERS
SOLE LEATHER, PATENT LEATHER
AND GLAZED KID

Buyers on Commission of Indian Tanned Goat and Sheep at London Sales

Davies & Co.
LIMITED

BRISTOL, - ENGLAND

Importers and Distributors
of All Descriptions of **Leather**

Branches: London, Leicester, Northampton

Cable Address:
"HEMLOCK, Bristol"

Codes: Widebrook
A. B. C., Fifth Edition

COLONIAL HIDE COMPANY

MONTREAL PACKER HIDES.
CALFSKINS AND HORSE HIDES
OUR COUNTRY AND OUTSIDE CITY HIDES

Switches and dewclaws off.
Well fleshed of excess meat.
Lead in quality and condition.
Liberal yields to the tanner.

274 Wellington St., Montreal, P. Q.

Quebec, P. Q., St. John, N. B. Three Rivers, P. Q.
Ottawa, Ont. Peterboro, Ont. Windsor, N. S.

A. FICQ en ZOON

*Hide and
Skin Merchants*

Rotterdam - - Holland

Cable Address: FICQ, ROTTERDAM

Ross & Shaw

Successors to Chas. F. Ross

Sole distributors for Canada of

Armand Bastien } Indian Lorette,
and Bastien Bros. } P.Q.

Jack Buck, Elk and Moose Moccasins, Snow Shoes,
Chrome Tanned Shoepacks and Indian Slippers

Also the famous Indian Moccasins that will not harden.

32 FRONT STREET WEST,

TORONTO

MORSON, BOSWELL & COMPANY

IMPORTERS

64 Wellington St. West
TORONTO

St. Nicholas Building
MONTREAL

We Specialize in

CLOTH SHOE TOPPING—Black and all Colors

COTTON SHOE LININGS

GAITER CLOTHS

WILSON & CANHAM, Limited

HEAD OFFICE - - - TORONTO, CANADA

Shippers of HIDES, CALFSKINS, PELTS, WOOL,
SHEEPSKINS, RAW FURS, ETC., ETC.

Main Office for Australasian Branches - - AUCKLAND, N.Z.

ESTABLISHED 1863

THE KING BROTHERS COMPANY, LIMITED, WHITBY, ONT.
Manufacturers of CHROME, COMBINATION AND BARK TANNED SIDE UPPER LEATHERS

OOZE, FLEXIBLE AND WAX SPLITS FOR HOME AND EXPORT TRADE

J. HARDY SMITH & SONS

HIDE and LEATHER
FACTORS

CABLES: HIDES LEICESTER.
CODES: MARCONI, BENTLEY, LIEBER.

Belgrave Gate, Leicester, Eng.



“ALL ABOARD!” Direct through Connections from **“HOOF TO BEAMHOUSE”**

Only stops to improve quality and selection. Depots at all principal Hide centres including
CHINA, INDIA, JAVA, BRAZIL CUBA, COLOMBIA, COSTA RICA

SCHMOLL FILS & CO.

International Hide Merchants

PARIS HAVANA BASLE



NEW YORK CHICAGO

“We deliver what you buy”

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DO IT NOW!

Order your winter supply of

USMC Hub Pastes

Before the cold weather sets in, because Hub Pastes are subject to frost.

Put up in convenient kegs of approximately 10 gallons or in barrels of approximately 30 and 60 gallons.

We supply Pastes and Powders for all purposes and shall be pleased to quote prices

United Shoe Machinery Company of Canada, Limited
MONTREAL

TORONTO
90 Adelaide Street West

KITCHENER
46 Foundry St. South

QUEBEC
28 Demers Street



May
Christmas Joys
be Yours

From Coast to Coast, wherever
our many customers are located,
we send forth our best wishes
that you may all have a Season of
Peace and Joy and a New Year
of Prosperity and Happiness
such as has not come to you
before.

Clarke's Patent

Is a joy bringer to manufacturer,
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