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THE SHOE & LEATHER JOURNAL

PUBLISHED · TWICE · A · MONTH

Featuring ---

Market Conditions

Retail Methods

Divorce In Business

By Dr. Frank Crane

Successful Collecting

Retail Advertising

Style Conditions

Shoe Repairing

ACTON PUBLISHING CO. LIMITED
TORONTO MONTREAL

Now is the Time !

Concentrate on Sales of

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BRAND

CANVAS SHOES

Make the most of a profitable season on these popular shoes. Nearly everyone has use for cool, comfortable canvas shoes—“Outing” Brand Shoes. Some people are unaware of their need until it is suggested to them. Ingenious suggestions in your show cards, window displays and local advertising will develop sales that might otherwise have been lost. Keeping everlastingly at it rings the cash register often.

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Limited**

Head Offices and Factories, Toronto.

Branches in all Leading Cities of Canada.

*The
Counter
Of
The Day*



The day of the imported counter, like the day of the imported shoe, is gone. All false ideas of their superiority or economy have been dispelled by the D. & P. FIBRE COUNTER, with its better results in better fitting, longer wearing shoes.

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Maintain a Class of their Own

Black shoes are growing in popularity daily. There is nothing more dressy than a good black shoe for either lady or gentleman, when it is made of Davis Black you have the finest appearing shoe it is possible to manufacture.

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Here is a strong light leather of close fibred tannage. Shoes made of this leather retain their shape as well as their brilliancy and soft texture.

Nigro-Dominion Calf

This really excellent leather comes in all weights and classes for high grade shoes. A leather that makes shoes easy to sell.

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gives a superior finish to a calf shoe. Shoes made of this popular tannage sell themselves easy and often. It is economical in cutting.

We Have Other Leathers

in all weights and grades suitable for the manufacture of every variety of shoe. All the latest colors, and shades are included in the leathers of Davis tannage.

DAVIS LEATHER COMPANY
LIMITED
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Tred-Rite shoes are made only of solid leather, a point that means solid satisfaction.

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There are other Shoes but no better Shoes

You can buy other shoes for Young People, but they will not equal Tred-Rite for quality and wear. The construction of Tred-Rite shoes is dependable.

Made from selected material by skilled shoemakers, they assure a well fitting, comfortable, and long living shoe.

If you have never sold Tred-Rites, try a display in your windows, the result will surprise you.

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Wherever Style is the password into the field of bigger sales, this new Bell Shoe will find ready entrance.

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Made in patent and other popular leathers.

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Manufacturers for Canada of Dr. A. Reed Cushion Sole Shoes



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STORM CALF

ALL COLORS

H. B. JOHNSTON & CO.

TORONTO, CANADA



These
Staples
Lead
All Over
Canada



*A Stand-by with Dealers
and Wearers*

While you are looking for shoe sales your customers are looking for shoe satisfaction. Both get what is wanted in the buying and selling of YAMASKA BRAND SHOES.

Shoes so thoroughly well made, and at the same time lacking nothing in attractive style, have all the features essential to controlling the largest portion of your trade.

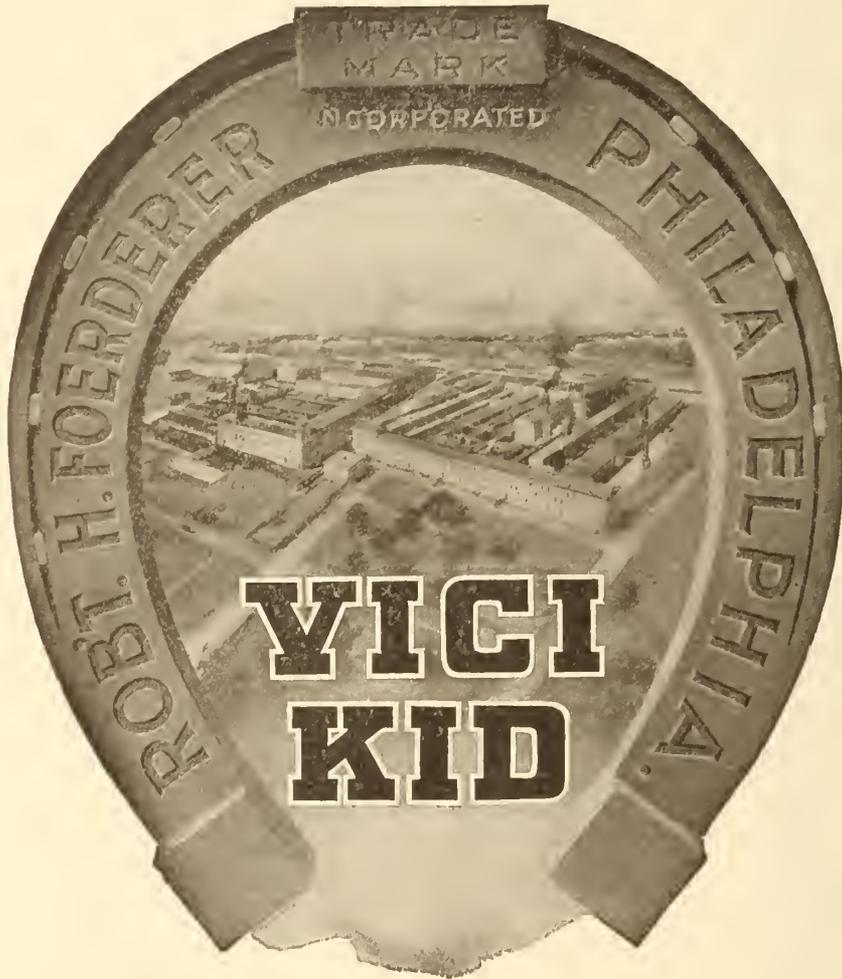
Summer buyers will find it decidedly to their advantage to look through the Cote Lines.

Yamaska
'Staples
for
Value!



La Compagnie J.A. & M. Cote
ST. HYACINTHE, QUE.

ROBERT H. FOERDERER
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READY FOR IMMEDIATE SHIPMENT

COMBINING STYLE, QUALITY AND EASY FIT, THIS STRIDER SHOE IS CLAIMING A BIG SHARE OF POPULARITY WHEREVER SHOWN

WHEN YOU WANT SURE SELLING SHOES, AND WANT THEM QUICK, PICK THEM FROM THE 24 LINES IN OUR NEW IN-STOCK CATALOGUE.



Last 62

6039 Men’s Lotus Gun Metal, Prov. Blucher Width E. Sizes 5-11 \$4.80
6040 Men’s Lotus Tan Calf, Shade 2, Prov. Blucher, Width E. Sizes 5-11 \$5.25

SALES PROVE THE ATTRACTIVENESS OF OUR STYLES AND VALUES

REPEAT TRADE PROVES THE QUALITY OF OUR SHOEMAKING

“By Every Standard of Comparison
STRIDER SHOES ARE BETTER”

For Ontario Trade Only
Also In Stock At Room H. Yonge Street, Arcade, Toronto.

EAGLE SHOE CO., Limited
587 BEAUDRY ST. MONTREAL



THE unusual care exercised in the making of our own fibre, in the methods of construction and in the performance of each operation, give to SPAULDING'S FIBRE COUNTERS universal recognition as the best counters for quality and fit.

Send us sample lasts and let us fit them free of charge with the proper SPAULDING Counters.

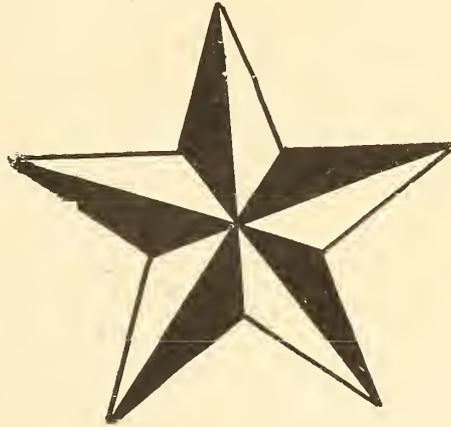
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203-B ALBANY BUILDING

Canadian Agents

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Good Printing

The Buyer's Guiding Star

GOOD printing commands attention. It is the buyer's Guide to the quality of the goods advertised—an insight to their character. Distinctive printing establishes confidence and makes it easier for the salesman. Printing settles your name and your product in the prospect's mind long before your salesmen reach him, saving fifty per cent. on your selling time and expense. The Acton Method of printing holds respect.

Write today for complete particulars.

Sell by the Printed Word





Meeting your customer's purchasing-power right!

There is no doubt that the buying-public has a diminished purchasing-power now. It still wants quality footwear but expects it at reduced prices.

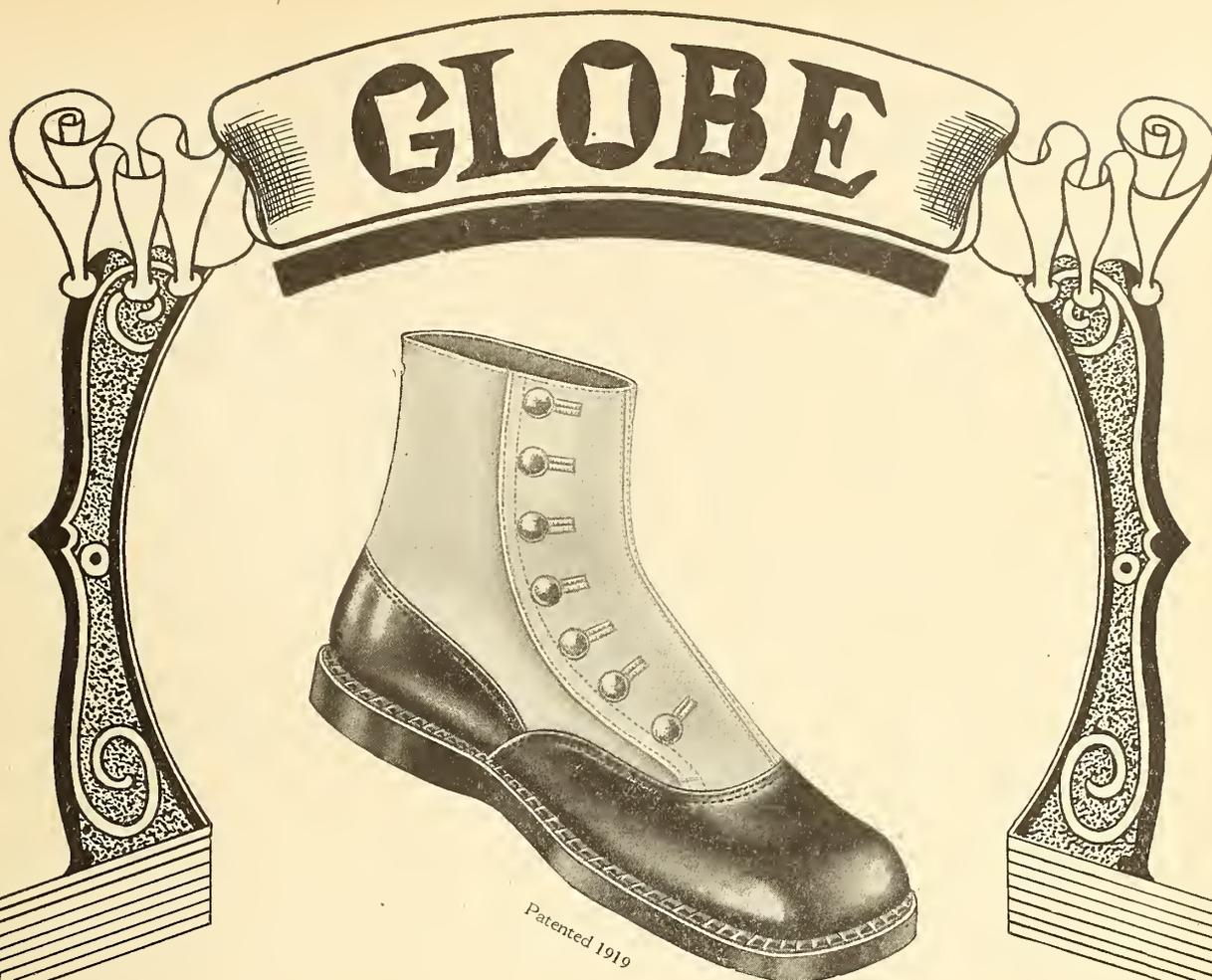
You can meet this trend right; if you will specify STANDARD KID. Through reduced overhead due to increased production, and through our policy of working on a small margin, we can place STANDARD KID in the hands of your manufacturers at prices that will effect a considerable saving all along the line. STANDARD quality is in every skin.

Specify STANDARD KID

THE STANDARD KID CO.

Boston, Mass.

Branches in New York, Philadelphia, Cincinnati,
Chicago, St. Louis and Montreal.



Controlling The Children's Shoe Trade

You will find it a fact that the merchants who handle and recommend Globe "Pillow Welt" and "Baby Pillow Welt" Shoes actually control the most of the Children's Trade in their community.

Repeat sales grow out of the satisfaction these shoes give in correct fit and durability.

THEY ARE THE ONLY GENUINE GOODYEAR WELT SHOE MADE WITH A PILLOW INSOLE.

At your request a salesman will gladly show you the entire line.

CARRIED IN STOCK BY A. LAMBERT, INC.,
MONTREAL.

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TERREBONNE - - - QUE.

Montreal Office---11 St. James St.

Representative---J. A. BLUTEAU

Who Are the Shoe Buyers?

What people are the largest buyers of Shoes? Think this over and you will inevitably conclude that the great mass of laboring people are the largest shoe buyers. These people buy nine pairs of shoes for every one, of all other people.

The great majority of laboring people are either active members of Labor Unions or in sympathy with Union ideas. In buying shoes they support Union principles, they buy shoes marked with the Union Stamp.

Sell Union-made shoes. Feature the Union Stamp in your local advertising. A large proportion of these people in your vicinity will buy of you.



*The Union that
has an agreement
with manufacturers
settling all wage differences
- by
ARBITRATION*

BOOT AND SHOE WORKERS' UNION

246 SUMMER ST., BOSTON, MASS.

COLLIS LOVELY	-	-	-	-	-	-	-	-	General President
CHAS. L. BAINE	-	-	-	-	-	-	-	-	General Secretary-Treasurer

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, 252 Notre Dame St. West, Montreal, P.Q.

RICHARD FRERES, 553 St. Valier St., Quebec, P.Q.

A. DAVIS & SON, LIMITED

KINGSTON, ONTARIO



One Strap Buckle
Made In Brown Side, Velour Calf and Patent
In stock for immediate shipment

Remember that our street number
has been changed from 808C to
1666 PAPINEAU AVE.

JOBBERS

*This is what
your trade wants.
It's a shoe of the
most popular style
and cannot be
equalled for value.*

IN STOCK

Immediate Delivery

The RELIABLE SHOE CO., Limited

1666 Papineau Ave.

Montreal

Jos. Lacasse, Manager



PANAMA *Another New
Tetrault Welt*

A GAIN Tetraults have set a new high standard in shoe style and shoe value. Here—fashioned on our new “Panama” Last—is a shoe in which thousands of men are going to find a here-to-fore unknown measure of foot-wear satisfaction.

Made in Vici Kid—Blucher—Whole Quarter.

Keep step with the latest advancement in shoedom and show Tetrault’s “Panama” this Summer and Fall.

TETRAULT SHOE MFG. CO., LIMITED
MONTREAL, QUE.

Largest Makers of Boots and Shoes in Canada



Black Beauty

Chrome Patent Sides

Are

*Unequaled for
High Quality Shoes*

The Robson Leather Co., Ltd.

Tanners and Curriers

OSHAWA

CANADA



Women's Mountain Boot

*also used extensively
as a Riding Boot.*

*Sold at exceptionally
favorable prices.*

This attractive and durable shoe is a splendid example of Williams shoe-making.

It is made in fine colored elk leather

of special tannage, as well as in calf leather.

Can be bought in a goodyear Welt, McKay Welt and regular McKay Process.

The Williams Shoe Means Profit for you.

WILLIAMS SHOE LIMITED
BRAMPTON, CANADA.

IN - STOCK



“Mayfair”
Cuban Heel

1208—Patent 1 Strap, Buckle, Last 51 as illustrated, Code Swan

1209—Kid 1 Strap, Buckle, Last 51 as illustrated, Code Strand

SIZES

A 4½ to 7½

C 3 to 7½

B 4 to 7½

D 3 to 7½

TERMS—Net 30 Days

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Limited
Toronto.

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545-549 KING STREET WEST, TORONTO

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JAMES ACTON, President

Montreal Office: Boston Office:
510 Coristine Building 161 Summer Street

TO ADVERTISERS

Over a period of thirty-five years the Shoe and Leather Journal has steadily worked to the purpose of building and maintaining a circulation which is thoroughly representative of the shoe trade of Canada. An advertiser is entitled to know not only aggregate circulation, but also just where his advertising is being sent. To that end our lists have always been open to the inspection of our advertisers. In order that certified analysis may be made, the Shoe and Leather Journal has been accepted as:

Applicant for Membership in the Audit Bureau of Circulations.

Has The Turn Been Reached?

In spite of the fact that we are practically at the end of the active selling season, and have a couple of months of quiet waiting ahead for all branches of the trade, there are indications of a strengthening in the situation that would seem to show that we have at last reached the turn in the situation.

The gradual firming up of the hide market and the steady depletion of leather stocks have combined to give leather manufacturers courage to ask more for their product. Sole leather tanners have already put up some of their lines and upper leather producers within the past week or two have been quietly holding back and sitting tight for better prices. A prominent side leather concern refused a tempting offer from an eastern concern a few days ago to ship a repeat order. The shoe manufacturer came across with an advance amounting to about five per cent.

Once prices begin to move upwards the demand will be accentuated, and it is not difficult to foresee an advance of at least ten per cent. on fine upper stock within the next two or three months.

At all events it is quite apparent that the market has touched bottom and that buying from now on will be a much safer proposition than it has been for some months. Already makers of better grade goods and especially those in women's fine lines are finding a steady dribble of orders not only for immediate use but for early fall.

A shoe manufacturer in discussing the matter the other day stated that he expected a situation similar to that of early April, only more so. Retailers, he said, will find that their supplies of saleable goods for September and October will be inadequate and will all rush into the market to remedy their error in judgment. This will further strengthen conditions in both shoes and leather.

In The Market Place

Conditions as Noted in the Manufacturing, Wholesale and Retail Fields.

THERE are still bright and dark spots to be seen in the general situation. Authorities who take a broad view assert that industrial stability has been more nearly attained in the past thirty days than at any time since the start of the war. This is evidenced further by a tendency for prices of all commodities to stand still or move upward. Iron and steel have been stimulated by railway activity, automobile production, and building operations. Agricultural prospects on this continent are good, while the export situation shows signs of material improvement.

Immediate conditions in the shoe and leather industries of Canada do not provide cause for jubilation to any extent. The summer is usually a season of quiet, and in the face of anticipated improvement the slackness that pervades the market is causing some discouragement. The cautious buying methods that are still maintained, while they have a depressing effect, are evidence of the spirit of present day business. The day of plunging has passed. Concerns that have weathered the past two years are determined to use every means of carrying on until general conditions loosen public purse-strings. So while manufacturers may complain that retailers will not buy heavily, nor far in advance, they realize that such a condition is to be preferred to a reckless spirit of plunging. Particularly so under present circumstances of rapid changes in favor of styles and patterns. Moreover, manufacturers and tanners are wisely following the same policy of buying close to requirements. There is of course the possibility of carrying this practice to such an extreme as to throttle trade, boost prices, and lose sales. But somewhere between the two extremes lies a happy medium, which leads to successful merchandising in to-day's market.

Retail Trade.

Business fluctuates almost from day to day with the weather. Warm days bring the women in for white shoes, while cool rainy days put a damper on business immediately. This is particularly noticeable in city stores, and the wet cool weather of June in some parts of the country has had a deterrent effect on trade. On the whole, however, retailers report increased business in June as against May, and that volume of sales was as great in pairs as a year ago, and in some cases greater. The demand in women's shoes continues to be for strap effects. With white and sport shoes coming along, more oxfords moved, but the development of combination effects embodying whites, and using the strap as a basis has carried this style into the summer. Some one and two strap button or buckle effects are noted, but the greatest call is for the wide one-strap with buckle, fairly low heel and round or medium toe. The demand for higher heels has not been felt to any extent yet, and while it is predicted for fall shoes, retailers should have no trouble in moving the low-heeled stocks they have for summer or early fall. White shoes and combinations of white with black patent, calf, or kid are developing momentum. Cool weather held back white goods, but with July on hand, these stocks may be expected to clear out rapidly. The instep saddle or apron lends itself to the production of attractive summer shoes, and is being widely favored. Patent straps, and a few oxfords of patent are still selling in quantity, and may be expected

to run through the summer and fall. Black kid straps have also been moving fairly well. One Ontario dealer reports sales run in order of volume black and white sports, all white straps, patent straps. In some quarters it is felt that the vogue of patent has interfered with sales of white shoes, as the public like the appearance of a patent shoe with light hosiery and summer dresses, which would seem quite logical. Reports indicate that spring stocks are pretty well cleared, and as no heavy buying was done for summer, the average dealer should go into the fall with stocks in cleaner condition than for some time. The style situation has undoubtedly caused some retailers to guess wrong, and leave them with lines that will have to be unloaded. But if the lesson of the past two years has been learned, the dealers will realize that they cannot make a bull's eye every shot, and that the first loss is the smallest. As one man puts it "Trade has not loosened up as it should. There are too many new styles. Big sections of stocks are dead, and losses lie ahead. Cannot styles be standardised?"

Buying for fall is reported irregular. Quite a number of dealers tell us they have bought from fifty to seventy-five percent of their requirements, while others are frank in saying that the situation is so puzzling that they have bought nothing yet for fall. Some are figuring on holding their purchases down as close as possible, with a view to winding up the year with a low inventory. Men's shoes for fall present a less difficult problem than women's so that more buying has been done in those lines, although manufacturers report that fall sales of men's shoes still leave a lot to be desired. Retail sales of men's shoes continue quiet. Brown oxfords and boots are moving in about equal proportions in smaller communities, while the city trade lies largely in oxfords, running seventy five percent browns.

Manufacturing and Wholesale.

The hand-to-mouth buying policy of the retail trade has the effect of maintaining slowness in manufacturing and wholesale fields. Rush orders for small quantities constitute the bulk of the business passing, and none of the manufacturers can see very far ahead. They have been disappointed with volume of placing orders by retailer and wholesaler, and are obliged to work close to orders. This makes for an uncertain, unsatisfactory and expensive condition. As a consequence they limit their purchases to immediate requirements. Leather men find the going quiet. Patent leather producers are the only busy outfits, and they look for this to continue into next spring. Meanwhile hide and leather prices remain firm and in some lines are advancing, which spells higher prices for shoes, according to the manufacturer. Though the public and retailers are asking and looking for lower prices, there is nothing on the horizon to indicate how they may be obtained during the next six months at any event.

DON'T LIE DOWN.

The next two months will provide some quiet times and hard sledding for the retail trade. But all over the country men have seized time by the forelock and are laying plans for summer trade. There are many ways in which business can be stimulated during the summer and the normal dullness offset. Use your head to move more pairs and clean shelves. Lying down under it will not get us through.

Divorce In Business

By Dr. Frank Crane

When we speak of divorce in business we do not refer to business men's trouble with their wives. As a matter of fact business men probably have less trouble with their wives than other men have, for the simple reason that most of them have to work hard, and when men work hard it is usually all they can do to take care of their own wife and they are not liable to be bothering the wife of somebody else.

We use the word divorce in another relation, and refer to the tendency to put those things asunder that ought to be joined together.

For instance, there are the two factors Business and Charity. Most people imagine that business is an old bachelor and charity is an old maid. The truth is that they are a married couple. For the best charity in the world is an honest business. If a man has a million dollars the most benevolent act he can perform with it is to invest it in a business and give a lot of people a chance to work and attend to their own charity. Almsgiving and endowing colleges and churches may do good, but it certainly often does harm. When a man carries on an honest business however, he is directly ministering to the welfare of the public and making sound, sweet and wholesome the community in which he lives.

Another divorce which makes trouble is that of Capital and Labor. When Capital is opposed to Labor and Labor fights Capital the result is precisely the same as when a man and wife are scrapping. For Capital is no good without Labor. It is not only important but it speedily dies unless it continues to employ Labor and to cooperate with it. In exactly the same way Labor without Capital gets nowhere. The only place where there is Labor but no Capital is in a condition of savagery. Labor needs Capital to give it tools and direction and prosperity. There never was a more idiotic quarrel in the world than that between Labor and Capital.

Another lamentable divorce is that between Public Interests and Private Interests. No man can devote himself entirely to Private Interests and refuse public responsibility. And no man can give himself up entirely to the service of the public to the neglect of his private interest. The two things are one and inseparable. The most public spirited man, other things being equal, is the man who conducts an honest and successful private business. The public affairs of the United States are not run by a special class, at least they ought not to be. This is a democracy, and a democracy is made up of the cooperation of individual units.

The fourth unhappy couple that are often separated are Hand and Brain. Hand is perpetually complaining that Brain is exploiting it, and Brain is perpetually complaining that Hand is not doing its duty. But their interests are identical. Hands are no good in the world without Brains to direct them; and Brains without Hands go up in idealistic smoke.

There has been too much divorce business among these four couples. It is time they recognized that they are as man and wife joined together, for better for worse, for richer for poorer, in sickness and in health, till death do them part.

Salesmanship Examination

Second and Third Prize Papers.—Check Them Over and Compare With Your Own Views.

IN OUR last issue we published the list of winners in the Shoe and Leather Journal's Salesmanship Examination, and also reproduced the winning paper. Below, we print the second and third prize papers, by Mr. Roy A. Malcolm, of Red Deer, Sask., and Mr. A. B. Zacks, of Peterboro, Ontario.

The questions asked were of such a varied nature that it is hardly to be expected that any one man could answer all of them in such a way as to be acceptable to every person who reads them. So that in going over the answers, many of our readers will find points about which they differ with the contestants. Indeed, there are some questions, the answers to which did not meet with the approval of the judges. The answers, therefore, represent the individual opinions of the contestants, and whether the paper won a prize or not does not mean that every answer bears the endorsement or disapproval of the judges. We feel that on the whole, the answers reflect an ability on the part of shoe men in Canada, to think and express themselves clearly. We will take later opportunity to cover the various questions, using the replies taken from a number of the papers.

The majority of the trade will concur in the opinion of Mr. Rowland Hill, Jr., winner of the first prize, who says,

"Personally I think contests such as this one ought to help considerably in getting the salesman to think along the right lines. What we as merchants find is that the average salesman does not appreciate the possibilities that he has every day, with every customer and efforts such as you make from time to time should help materially toward this end."

Second Prize Winning Paper.

1. I would offer her a seat and tell her that I would be pleased to try and fit her with some of our Canadian shoes, as we did not carry American shoes. It may be that you have not been properly fitted with Canadian made shoes before. Our firm realize the importance of giving correct fitting in shoes, and I have taken a course of study in foot troubles, and shoe fitting, and believe that I can fit you satisfactorily. If, after trying to fit her with Canadian shoes without success, offer to procure for her a pair of American shoes, at the same time explain to her the extra expense she will have to bear such as duty, exchange, tax, postage, etc.

2. Never argue with a customer it doesn't pay. Say to her,—"Now Mrs. Blank, we will be pleased to adjust this little matter just whatever way you think is fair to both of us." Ask her what she would suggest. If she suggests a settlement accept it cheerfully, and tell her you are sorry it happened. If she makes no suggestion, try it yourself, and if she accepts one of your offers, ask her if she is entirely satisfied, and if so, tell her you are sorry it happened. Finally if she is not satisfied, exchange them for her. Close the sale satisfactorily to her, in every way.

3. If a customer accuses me of making false statements as to price or quality of goods, I would politely apologize and tell him he must be mistaken, and that I would be quite willing to exchange the goods or refund the money. If it comes to the worst, give him the goods

at the price he accused you of quoting. Close the sale to his satisfaction.

4. I would tell the person very politely and quietly that we did not claim the store to be perfect in every respect, and as a matter of fact we welcomed criticism. Ask the party if they would be kind enough to speak to the manager or proprietor about their trouble, who would be pleased to take the matter up with them.

5. I would measure her foot and fit her with the 4C and keep quiet about the size. If she asked if it was a 3½B. I would say "Yes" if she appeared to be able to read the sizings, show her her own foot measurement, and try and explain to her why she should wear a 4C wherein she would be getting better fit, comfort and satisfaction all around.

6. I would immediately take sides with the friend and fit the woman with a shoe that the friend and I thought looked nice on her. Very often a woman doesn't know what she wants, and I think eight times out of ten she will take the shoe that the majority favor. You might suggest sending a pair or two to her home to try on, when perhaps the friend would not be there to give an opinion.

7. I would tell her that it could not possibly be the same shoe. The first reason being, that it is not customary for two stores to handle the same make or line of shoes in one town. Second, that there would be no reason why we should ask \$2.00 a pair more for the same shoe. Third, while shoes might appear identical when seen at different stores, there is no doubt you would find a difference when comparing the two together, as to style, leather, fit and workmanship.

8. Help her to choose a couple of styles she appears to like best, and put the rest to one side. Then try and convince her that the one she appears to favor, has good style and is a good fit. If she cannot decide then, let her pay for both pairs, take them home, and return the pair she does not want.

9. I would try and suit both. If I could not suit both, I would then try and suit the child, and try and convince the mother that it was a correct fit and a good shoe for the child. Mothers will often take the shoe that pleases the child. In case you please the mother and the child is dissatisfied, tell the child that most of the youngsters like them.

10. This question depends on the policy of the store. If the store's policy is one price to everybody, and is a hard and fast rule you will have to explain that policy to the customer, and you regret you are unable to break the rule. Ask him if you may send for his size in the \$10.00 line, if not, point out to him the good qualities, durability and workmanship of the \$12.00 pair. Assuring him that the \$12.00 pair will outwear the cheaper line, retain their shape and give better satisfaction throughout. If the policy of the store is to put a flexible price on shoes then you might offer at less.

Third Prize Winning Paper

1. If the customer demands an American shoe and I have only Canadian shoes, I assume a passive attitude. It would be useless in such a case to begin arguing that Canadian shoes are equal to American shoes, etc. I would show her several shoes commenting on the style, quality and finish. Then I would ask her if I might fit the shoes on her feet. After getting a proper fit I would explain to the customer that formerly American shoes were much superior to our own, but now the best grades are produced in Canada. I would go on and explain that the Canadian shoe manufacturers get the best fitting lasts now and almost as soon as the same lasts and styles are produced in the United States.

2. Very few customers try to impose on the retailers in this manner now. However, if anything like this

occurred, I would first offer to repair the shoes free of charge. If the customer refused I would offer, in addition to repairing the shoes, to give a rebate. If the customer was still dissatisfied, I would give her a new pair. Under no condition would I refund the full purchase price because the customer probably saw another pair elsewhere that suited her better.

3. If the customer loses his temper, the clerk should be mighty careful not to lose his also. If the customer accuses me of making false statements, I offer to let him take the shoes to any competitor and if the competitor does not corroborate my statements, I promise to give the customer the shoes free of charge. This is a bluff, of course, but it usually works.

4. The clerk should never allow the customer to get so disgusted with the store as to thus criticize it. If there are other customers in the store, the only thing to do is to call the disgruntled customer aside and settle the dispute even at a financial loss. Then the clerk should escort the customer to the door joking with him on the way, to show the other customers that you are always willing to meet your customers more than half way. If the dissatisfied customer is allowed to leave the store with a frown, the other customers will probably leave without buying.

5. If the customer states that she wears a size $3\frac{1}{2}$ B, I would explain to her that the lasts are always changing and that in some shoes she could probably wear even a smaller size. By thus humouring the customer you can win her confidence. The clerk should also explain this from an orthopaedic point of view. Point out the danger of wearing the wrong size, also mentioning that the correct size will retain its shape longer.

6. The proper thing to do is to try to win over the customer's friend to your side. This can be done in different ways. I usually do it by showing the customer's friend a new shoe, telling her that it just arrived and asking her opinion about it. By this method I make an ally of an enemy, and the friend will assist me in selling.

7. Show her the different construction of shoes, turns, welts, mackays, etc. Explain to her that two shoes can be made that look exactly alike and yet sell at prices that differ by \$2.00. This can be done by the use of fibre insoles, counters, inferior lining and cheaper construction. Then in a joky sort of way tell her that she surely doesn't think that you are making \$2.00 on a pair of shoes. By joking with the customer you can usually win her confidence.

8. In this case I pick out a shoe for which the customer has shown some liking and start boosting this particular shoe. While I am doing this I would be putting the other shoes back on the shelves, so as to have her concentrate her attention on my selection.

9. I find that the mother will come around to the child's choice sooner than the child to the mother. So I usually try to please the child, then I try to persuade the mother to accept the child's choice. This may be done by appealing to her love for the child. Telling her that nothing is too good for her child, etc. Sometimes this will not work so the clerk has to switch from the child to the mother, and try to persuade the child to accept the mother's choice. Tell the child that you sell many of that style, that the ladies are wearing similar styles, etc. etc.

10. I do not think that the average man will make a great stand about \$2.00 if the shoes suit him. If he does, however, point out to him why the shoes are worth \$12.00 and that they could not be sold for less. Explain to him that the difference is small, yet the difference in the wear and comfort is very great. By emphasizing comfort and quality, a man can usually be induced to buy the superior pair.

THE BUSINESS PAPER

Of all the publications he receives, his business paper is of deepest interest to the retailer, because it talks his language, assists him with his business problems and has his confidence, said S. H. Ditchett, editor of the Dry Goods Economist, New York, in addressing the Educational Conference of the convention of Associated Advertising Clubs in Milwaukee. The retailer has been inquired into, "helped" and held up to criticism more than is justified, the speaker declared, so it is not unlikely that he feels a little resentment.

But the wide-awake dealers welcome safe and sane assistance. They want to know how to run their business along better lines and get better results. So the business paper, he said, "is constantly seeking new ways of helping its subscribers to realize and grasp the new opportunities that open up before them. It studies the trend of conditions and helps the merchant and manufacturer to prepare for important price changes. In November, 1919, the Dry Goods Economist, for example, began to put up storm signals and issue warnings as to the drop in prices which, as we all know, occurred in May of the following year.

Business papers have taken an active part in the organization of trade associations. The Society of Automotive Engineers—one of the largest engineering organizations in the country—was established almost entirely through the efforts of the publisher and staff of an automotive paper. The Textile Exhibitors' Association owes its existence to the work of a textile paper. That same paper was also instrumental in promoting the first textile machinery exhibit held in this country and was a prime mover in bringing about the World Cotton Congress."

He also pointed out how business papers are helping develop better methods of advertising and better store salesmanship, and recommended as a program of progress for retailers, a survey of opportunities in their respective communities and the adoption of adequate means for taking care of purchasers who drive to the store for purchases. In referring to the latter he said;

"Our cities and towns were never laid out with a view to carrying the traffic they have to bear nowadays. In practically every center how to take care of the incoming automobiles is an intense problem not only to the city authorities but also to the retailers, for the simple reason that their sales are cut down by sheer inability on the part of farmers and others to get into town. In one center, at least, (Cincinnati) the retailers found that the traffic regulations were so severe and the traffic cops so arbitrary that people having automobiles were going to Indianapolis and Columbus instead of to what is their natural shopping center.

"To meet the situation parking facilities have been provided in Davenport, Iowa, in Cincinnati, and perhaps in a few other centers by the stores. In some other centers, notably Spokane, Wash., and Dallas, Tex., one store has gone it alone and provided special parking space

But customers cannot be created from "lookers" without the right sales sympathy inside the store, and Mr. Ditchett added:

"But if we're to have better selling the value of salesmanship must be sold both to the boss and to his salespeople. And here is where the business papers come in. They are the best medium for getting progressive ideas and methods before the retailers—for one thing because the reader has confidence in the paper's views. The business papers, moreover, are the clearing house through which co-ordination of effort among all the various organizations working in the retailer's behalf can be effected, resting, as this co-ordination does, so fundamentally on the interchange of news as to what each of these organizations is planning and accomplishing."

What The Manufacturers Say

A Few Round Table Questions Passed Onto Shoe Manufacturers.

IN the process of carrying on our "Round Table" discussions, some questions have been handed to us which are more in the province of the manufacturer than the retailer. We therefore submitted a few to a number of manufacturers for their opinions. The questions were:—

1. Will prices be maintained next season?
2. Who is it really demands the style changes?
3. Why do not the factories carry more styles in stock?

4. Why should there be such a difference in the price of women's and men's shoes?

Dealing with them in order.

1. Will prices be maintained next season?

An Eastern manufacturer says:—

"Prices will likely be higher, as leather is advancing in price."

A maker of children's shoes says:—

"I believe prices are at the bottom at the present time. In fact, in our opinion the prices of calf skins, sheep skins and some other leathers may advance substantially during the fall."

An Ontario man says:—

"I do not think they can, as several lines of leather have already advanced and prices of shoes for some time back have been so close that the price situation is a very sensitive one. Any firmness on the part of raw materials is bound to be reflected in shoe prices."

Another Ontario man says:—

"The outlook is for higher prices."

A Montreal firm says:—

"In all probability prices will be higher next season. Hides have already increased and an increase in upper and sole leather is looked for."

Others who replied were unanimous in the opinion that prices would not at any rate be reduced, and can hardly be held down to present levels.

2. Who is it really demands the style changes?

The replies to this question covered quite a range, and evidenced the fact that the origin of styles or rather of style changes is the same extent clothed in mystery. An Ontario manufacturer says the consumer demands the style changes. Two Montreal firms agree with him, one of them saying, "Style changes are principally in women's shoes and are demanded by the public. Women are always looking for something new."

A Montreal maker of women's shoes and an Ontario firm both lay the style changes at the door of the retailer.

A Quebec manufacturer says; "The pattern makers create them."

A maker of children's shoes says:— "We may be wrong, but we believe that the manufacturer is mostly to blame for style changes. Each manufacturer has an idea that to be able to put something over, he must get out something new and different from the other fellow. In the long run we believe that this is detrimental to the shoe industry as a whole."

An Ontario man says:—

"Keen competition. Referring mainly to the "high-class" retailer, and also the self-termed "up-to-the-minute" manufacturer. The latter tries to produce something exclusive, and on account of its newness and exclusiveness readily finds a market with the high-class

retailer. If it goes over, the other retailers take hold, and the shoe manufacturers follow, and by the time the style starts to become "common" the manufacturer leads off with a new one. This system, of course, as we see it, mainly applies to women's shoes, but is reflected in other lines of footwear in varying degrees. And so the endless chain continues."

Another frankly says:—

"The Lord only knows! We don't."

3. Why do not the factories carry more styles in stock?

A Montreal man says:—

"They will have to."

An Ontario man says:—

"It is our opinion that the factories to-day carry a great deal more stock than they legitimately should be called upon to carry. Factories carrying stock should be placed in the jobbing class, and must add a margin of profit to cover carrying charges, risks, and distribution expenses. Many factories have not the shop room to carry this extra service."

An Eastern man says:—

"There is no money in manufacturing style shoes for stock. All lose money on them."

A Quebec man says:—

"Ask the Bank Manager."

An Ontario manufacturer:—

"Because the retailer expects the manufacturer to carry extreme styles in stock at same prices as regular placing orders. Left-overs to-day have to be sold at discount ranging from fifty to seventy-five percent."

A Montreal man says:—

"Because the changes are too fast."

An Ontario maker says:—

"Because the retailers purchases are too varied in style."

A Montreal manufacturer:—

"Owing to the fact that styles change so quickly staples are the only lines we try to carry."

4. Why should there be such a difference in the price of women's and men's shoes?

A Montreal man says:—

"On account of frequent changes in styles and lasts of women's shoes."

An Eastern man says:—

"Men's shoes are sold too cheap. Cut-throat competition. Too many making men's shoes."

An Ontario man says:—

"There are more style changes in women's than in men's shoes."

A Montreal maker says:—

"On account of the labour in the cutting and fitting rooms."

An Ontario man says:—

"Women's fashions change over night; men's are comparatively staple."

Another side of the story was told by an Ontario man, who said:—

"Men's and women's fine grade shoes are about the same price."

And by a Montreal man, who said:—

"Our women's shoes are cheaper, owing to their being cut from cheaper stock and taking less material."

Another Ontario man says:—

"We think most retailers claim that there is more profit in handling the men's lines as the style changes wipe out any extra profit on women's. This is even more correct as regards manufacturing, as lasts and patterns are a heavy expense."

More Business At A Profit

**Mr. M. A. Condon Tells Shoe Retailers
Benefits of Training Salespeople.**

DEALING with the question of "Training the Salespeople," Mr. M. A. Condon, of Charleston, S.C., addressed the Southeastern Shoe Retailers' Convention, as follows:—

"The largest single item of retail shoe store expense is selling cost. However excellently managed in all other respects, the final contact with our customers is made by our salespeople. Your salespeople are YOU, to your customers—so are mine.

"Goodwill, which is our greatest asset, is made or lost by our salespeople. Success or failure is made most often at this point.

"We are here in the interest of better business. We have the courage to believe that our business has even a greater future than its past.

"Because I believe we are all anxious to serve our customers in the best and most satisfactory way—

"Because I believe it is the best and most profitable policy to do so—

"Because this sort of service is an investment and not an expense, and is always the cheapest to have—

"Because of these things, I present my thought on the importance of scientific, practical sales training.

"Charles H. McIntosh, president of the Associated Advertising Clubs of the World, is barn-storming this entire country with the sole purpose of getting across to retail merchants the importance of training for better store service.

"He puts it this way:

"The merchandising process can be likened to a tank in which all merchandise to be sold is poured. From this tank extends a pipe line, which represents distribution. The first section of the pipe, provided for the flow of merchandise to the consumer, may be called the manufacturer. Then comes a joint which is transportation, succeeding sections of the pipe line represents the merchandising service, in successive order, of the wholesaler, the jobber and retailer.

"But mark this: Although your pipe line may be in perfect order to move your merchandise without loss of motion or time, there is no sale until the goods are in the

hands of the people who wear them, eat them or use them up in some other way. All else is but a means to this end.

"At the end of the merchandising pipe line is a tap. This tap represents the retail shoe clerk.

"And here is the weakness of our whole system of distribution: For the tap, through which our goods must pass to the consumer, is only 45 per cent open. Inexperience, lack of interest and lack of training clog the opening in the tap and shut off more than half our possible distribution.

"What we have all been trying to do is increase the pressure of the tank. We can't continue the pressure much longer or something will surely break. We must open up the tap.

"We must help the retail clerk to sell more goods. Nothing else in the whole system of distribution will help so much.

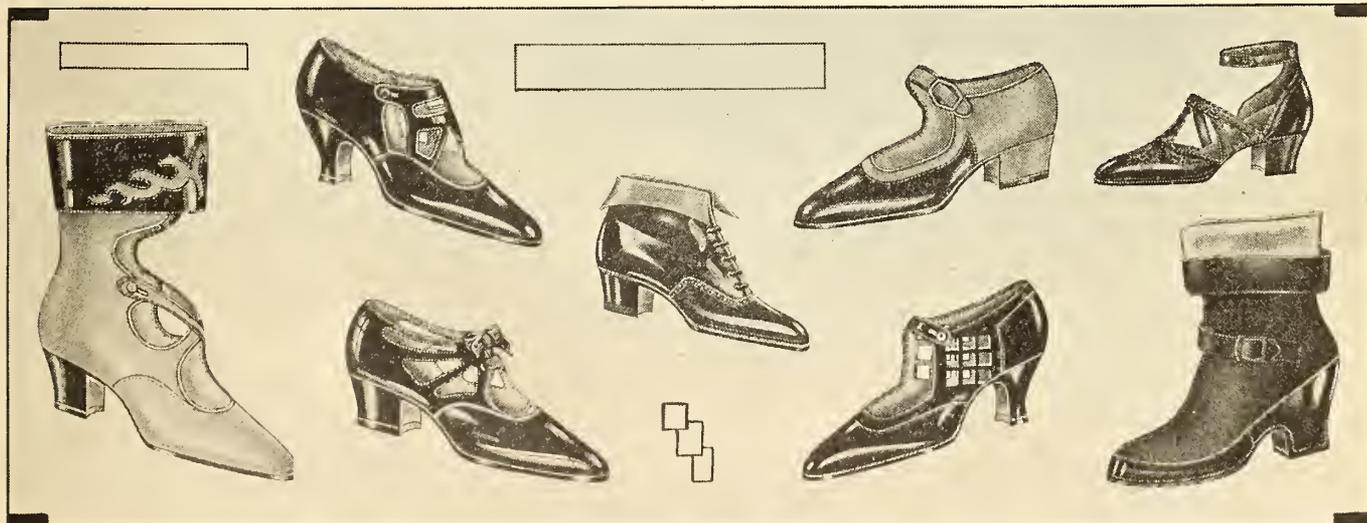
"Retail clerks must be trained in their work. Courses in retail selling must be placed at the disposal of retail merchants and their clerks everywhere. This is a subject that can be taught and must be taught. Get the pressure where it belongs, not at the tank or in the pipes, but at the tap.

"I would like at this point to give a personal testimony to the value of the course of the Retail Shoemen's Institute, of Boston, in giving the experiences of the best shoe merchandising and leather men in America in such a form that our salespeople can benefit thereby.

"In connection with the course, among the boys of our store we have what is called a "Round Table Study Class," which is really a get-together meeting, where we discuss, by question and answer, what we have learned to date, and bring in helpful suggestions in relation to our business. These Round Table meetings have developed into regular fellowship gatherings, where all restraint and petty jealousies are swept away, and where we get the help of the boys in handling the daily store problems. Material necessary for these meetings is furnished by the institute.

"As for results, I can only say we are more than pleased. These get-together meetings are worth more than one realizes, while the feeling of mutual fellowship and cooperation among the whole staff creates an atmosphere where more efficient service and better and more intelligent work is the result.

"We are taught to think in school. After we get out of school we don't think enough about thinking.



Some Novel American Ideas

Our Ad. Critique

This month we have just picked a few advertisements at random from various parts of the country, and our comments are likely to be more of a complimentary nature than otherwise. The stores represented are in the far east and the west, in small towns and large, and we also include one French advertisement. Let's look them over and pick out the good and weak points as we go along.

No. 1, which is from Winnipeg, is a sample of good retail advertising. It embodies most of the qualities looked for in an advertisement, and shows few of the weaknesses often found. The setting is good, the cut is of good quality, and being large shows the detail of the shoe. The signature stands out, and the price is plain. Possibly the cut is a little large for the advertisement. The other suggestion we would make is that the ad. would gain in effectiveness if a wider margin were allowed around the type.

No. 2, is another Winnipeg advertisement. And like the first, it is of high quality. The signature is particularly distinctive, cuts, descriptions and prices stand out. The cut of the buttoned strap shoe is not up to the mark and would tend to detract from the value of the advertisement. The lay out is pleasing and the type faces good. The leading question might have been made shorter and more arresting. But on the whole, the advertisement leaves little to be desired.

No. 3, from the Maritimes, is in general a good advertisement for its purpose. The type setter has not done his part as well as might have been desired. An attractive border would help the reading matter to stand out, while less emphasis on the first two lines would allow an opportunity to bring out descriptions more forcibly.

No. 4, another western advertisement contains the essentials of a good advertisement. It is, however, a bit general in tone. The sport oxford possibly needs no description, but there is room for more definite descriptive matter, while the price would have been just as strong if slightly smaller, and at the same time space would have been left for some other descriptions and prices.

No. 5, from Montreal, shows the type of regular advertisement used by the Gales firm. It is good, but not particularly so, nor particularly attractive or distinctive. It is better, however, to do this type of advertising regularly, than to come out occasionally with a big splash.

No. 6, is interesting from several points of view. Mr. Graze tells us it is his first attempt at writing an advertisement, and as such it is very creditable. The idea of the store front, which he drew himself, is original, and distinctive. The signature also stands out. The two strap slipper was also one of Mr. Graze's drawings, but, as we told him, while it may be economical to make one's own drawings, unless one is a really good artist, he might better leave that to a man who specializes in that type of work. And artists themselves will say that a shoe is by no means an easy object to draw. The advertisement, however, is well laid out, shows evidence of care and thought. Cuts and prices are used freely, and all things considered we would think it should produce results.

No. 7, is another example of the high class advertising found in Winnipeg. The lay out is very attractive. The cut is large and clear—possibly too large for the size of the ad. We would feel that the only criticism that could be made is of the subordination of price to descriptive matter. Price could have been brought out more strongly.

No. 8, from the Maritimes again, is a good example of how an advertisement can be used to cover a wide range. The type-setting is of a high character, and the lay out good. In an advertisement of this size one might use a few more cuts to advantage, but this lack is outweighed by the number of lines covered.

SELLING STUNTS.

Baby Week.

A shoe dealer offered a cash prize of \$5.00 for every set of twins under four years brought to the children's department during "baby week." It cost him twenty dollars, but he got real advertising out of it.

There is a Reason.

A western dealer offered prizes of \$5.00, \$3.00 and \$1.00 for the best ten reasons why mother should trade at the store to be written by boys and girls under fourteen. He had quite a contest, and it cost only \$9.00.

Window Trimming Contest.

A town dealer got the high school teacher to select ten boys and ten girls with artistic ability, and these were offered a liberal cash prize for the best window trimmed with the store's goods. The window was to remain three days and have the boy's or girl's name on it. This is a good suggestion for developing trimming ability and could be applied in other ways.

Competition in Lines.

A shoe retailer hit upon the expedient of giving a prize to the saleswoman or salesman selling the most of any particular line in a single week. They were selling a health boot one week and the sales were run up wonderfully.

The Balloon Stunt.

It has been worked before but it is always a good one when introduced at first and even pays to repeat. Get a number of toy balloons and release them from the roof or upper windows. These balloons have on them certificates entitling the boy or girl bringing them to the store to so much merchandise. At Port Huron, Michigan, sometime ago, the retail merchants announced a series of dollar days in that city by means of these toy balloons. The committee sent up each day a number of balloons of various colors which were carried to all parts of Michigan and even across into Canada. To the balloons were attached tags bearing the announcement of the dollar bargain event, and the name of a local merchant who would give the bearer a dollar in trade. Many people from outlying districts that never traded in Port Huron before, found their way in with these certificates and bought goods.

Pumpkin Seeds Used.

A dealer sometime ago gave out little envelopes with his announcement on containing half a dozen pumpkin seeds. He offered a liberal cash prize for the largest pumpkin grown from the seeds, and proposed to maintain interest by publishing news notices from the youngsters who were growing the pumpkins during the coming summer.

Collecting Accounts and Keeping Friends

By Harold F. Podhaski.

Note: This article is based on an interview with one of the most successful credit men in the country. This man has had several years of experience in the collecting of accounts for retail stores, and his success is largely due to the fact that he invariably creates friendships by the letters he writes. The eight letters reproduced with this article are samples of his work, representing some of the most successful he has written.

A retail merchant in one of the large southern cities numbered among his regular customers a certain business man, who for perhaps five or six years, had been one of the steady patrons of this store. It was very seldom that he traded anywhere else when he happened to be in need of anything that he could obtain from this particular store. Undoubtedly this man was a mighty good customer—one of the kind whose friendship and goodwill it always pays to cultivate.

Then, suddenly, something happened, and the merchant lost this very excellent customer. It was seemingly a thing of comparatively trivial consequence, but nevertheless it changed this man from a good friend and a booster into an enemy. It is not likely that he will ever again patronize this store, and the chances are that if he can talk any of his friends into going elsewhere he'll probably do that too.

It was the merchant himself who related this incident to me, but he did so only upon my promise that his name be not used. While I am not, of course, going to betray that confidence, still I will tell you just how it came about that he lost this customer. For the opportunity is always afforded us you know to profit from the experiences of others in a field of endeavour kindred to our own.

Well, to begin at the beginning then, this customer whom we shall call Mr. Smith, purchased a bill of goods from this merchant some five or six months ago which amounted in all to \$43.50. This was charged to his account.

It was sometime during the course of this same month that a glib-tongued salesman called upon the merchant and sold him a series of three printed collection letters which, so the salesman claimed, would almost invariably get the money. Personally I am rather inclined to agree with the salesman for I have read all three of these letters, each one of which is considerably more insistent than its predecessor, while the last one is made up mainly of thinly veiled threats of suit, et cetera. But at the same time I am also inclined to believe that if Mr. Average Customer were to receive this set of letters from a store to which he happened to owe a bill, he would probably take his trade elsewhere the next time. Somehow or another there is something about these letters that seems to leave a sort of a bad taste in one's mouth, so to speak.

However, to get back to the story, it so happened that when Mr. Smith received his bill for \$43.50 he had just purchased a piece of real estate for which he had paid cash, and though he was com-

paratively well-to-do he just didn't happen to have the money available right at that moment with which to cancel the obligation. That is likely to happen you know in the best regulated of families. Therefore, Mr. Smith merely decided to let the bill run for a while.

Well, the fifteenth of the month came around and on that day he received the first of the three printed letters, reminding him of this unpaid account. As he likewise paid no attention to this the early part of the following month he received the next letter of the series, which was headed, **Second Notice.**

Now, as you are undoubtedly aware, a great many people are sensitive about their credit, and Mr. Smith happened to be one of that type. The second letter was quite insistent, and as he had been a steady customer of this store for some four or five years, had usually paid his bills promptly, the receipt of it did not please him. However, he let it go at that and said nothing about it, still permitting the account to run on. It was his intention to send a check some time during the course of the current month.

Before he was able to get around it, however, he received the third letter of the series which was headed, **Third and Final Notice.** This letter was couched in mild enough terms alright, but it nevertheless insisted on immediate payment of this account. "We would regret very much indeed the necessity of turning this account over to our attorneys for collection," was the concluding statement it made.

The gentleman in question went immediately to the store and sought out the owner. He wrote his check for \$43.50, and handed it to him together with the letter he had just received. This done he proceeded to tell the merchant emphatically what he thought of such methods, and further advised him of the fact that never again as long as he lived would he patronize that store. And the merchant, seeing the futility of argument, had little to say. As a matter of truth, there was but little he **could** say under the circumstances, for remember this man had been a steady customer for years, had always heretofore paid his bills promptly.

When the irate customer had taken his departure, however, the merchant sent at once for copies of the three letters, and he proceeded to carefully digest their contents. His was not a large enough store to maintain a regular credit department, so a young lady was in charge of this particular work. From her he learned that these letters had been sent promiscuously to all customers at stated intervals who carried open accounts, and who for some reason or other had permitted their accounts to run beyond the usual time limit. In fact, this was as the proprietor himself had instructed.

"What I endeavored to do then," he told me, "was to put myself in the place of the customer. How would I feel if for some reason or other I had left my account unpaid and should receive these three letters? I was forced to admit that I would probably not feel overly pleased about it, especially if it had been my custom in the past to pay bills due this store promptly. You see, it was the actual loss of Mr. Smith as a customer that brought home to me more forcibly than anything else could have done, how easy it is for a collection letter to make or to break friendships. Believe me, it was a costly lesson

learned in the school of experience and this store has since profited well by it."

Naturally when one of your customers has permitted his account to run beyond the usual time limit the thing to do is try and collect it, but why in the world employ crude methods while you are doing so and thus take a chance of losing this customer's friendship, and incidentally his trade? The collection letter that threatens the recipient with suit, or that intimates in any way you consider him a "dead beat," will not, as a general rule, accomplish any better results in the matter of getting the money than the friendly sort of a letter; the kind you would like to receive yourself if you happened to be in the customer's place. And furthermore, the "blunt" letter is likely to leave such a bad taste in one's mouth, so to speak, that the next time your customer will take his trade elsewhere.

The proper time to deal austere with a customer about an unpaid account is only after every other resource has been exhausted in your efforts to collect it. Ordinarily when that happens it is likely that you will be dealing with the contemptible creature we refer to as a "dead beat," and you certainly don't want that type of customer on your books anyhow.

In any kind of a business—whether in the retail field or elsewhere for that matter—the collection letter is a powerful factor in the creating of friendships. Yes, and it can break friendships just as easily too by an inordinate or ill-advised demand for the payment of an overdue bill. Always give your customer the benefit of the doubt if any exists.

In the writing of collection letters there are four important principles to carry out if you want those letters to succeed in their purpose—that is, to not only collect the money, but to make friends for the store at the same time. These four principles can be outlined as follows:

No. 1.—Every letter should be individual; that is, it should be multigraphed or typewritten, never printed; if multigraphed, every letter should be "filled in" with the customer's name and address in order that it may have the appearance of a personal letter. Thus, is the customer made to feel that you consider his trade of some importance.

No. 2.—Every collection letter should be essentially a sales letter. It should never deviate from this pathway save on those infrequent occasions when you may find yourself dealing with the so-called "dead-beat." Naturally no direct effort is made to sell merchandise; what the letter should try to do is to "sell" the customer the idea of good credit; to "sell" him confidence in the business as an institution. People will usually react to this sort of a thing even if they do realize that the letter is but a reminder of their overdue account: it takes away that element of ill feeling that the "blunt" collection letter will nearly always create. For remember, a majority of people are rather sensitive about their credit.

No. 3.—Every letter should adhere to a certain element of dignity. It should be couched in good enough English as to not offend a college professor, and still should avoid the "highbrow" tone. It should never contain those tricky, or cute, pert sayings; and that sort of stuff is "bunk" and is very seldom appreciated. In fact, put no-

thing in the letter that will serve to detract from its dignity.

No. 4.—Until the time may come when you are compelled to deal austere with the customer always lead him to believe that you have absolute confidence in him—confidence that he is going to pay the account promptly on receipt of this letter. Never let him think for a moment that you doubt his sincerity or good faith; let the tone of your letter throughout be such as to indicate that you take it for granted he has merely overlooked this account, and that you are sending him the letter only as a friendly reminder. If the account is still unpaid after the first few letters, then it is time to become insistent, severe; still, don't overdo it even then. Wait until every other resource has been exhausted and then go after the money with a determination to get it.

As brevity is the soul of wit, so, too, is it the soul of the successful collection letter. Every sentence, every word in fact, must serve its definite purpose, and do so in as few lines as possible. To write a collection letter in which are embodied the principles above outlined, and which at the same time the average person can read within the space of 15 or 20 seconds, is not quite so easy a task as it may sound. For that reason every letter should be given the time and attention it justly merits, and should never be permitted to go out until you have satisfied yourself that it is the sort of a letter **you** would like to receive if you were in the customer's place. It is mainly due to the fact that so many people are easily offended where their credit is concerned that the writing of successful collection letters is really something of a scientific and delicate work.

Perhaps no better method could be employed to illustrate the real importance of these various points than to illustrate here a few letters in which are successfully carried out the principles involved. All of these letters are to accounts that are from 15 to 60 days in arrears.

Letter No. 1.

Mr. John Doe,
Anytown, U. S.
Dear Mr. Doe:—

At no other time in our history have we faced the future with such a degree of confidence as at present.

Confidence, born of the knowledge of your appreciation of our strict adherence to the highest ideals in merchandising.

This esteem is apparent by the generous support of our ever increasing clientele.

We are enclosing a statement of your account which is somewhat past due, confident it will receive an early settlement.

Here's a self addressed envelope for your convenience.

Very truly yours,
Your Firm Name Here.

Letter No. 2

Mr. John Doe,
Anytown, U. S.
Dear Mr. Doe:—

In spite of the period of depression of the past year or so business at this store has been

(Continued on page 39)

Successful Retailing

Some of the Difficulties Analyzed.
By Professor Whitehead.

PROFESSOR WHITEHEAD of Boston University who has made a study of retail store methods, says:—

"Ask the average small retailer what his business policy is and he will give one of those delightfully vague answers that tell plainly of his neglect to establish one—or even of his ignorance of what it means.

"For example: The small retailer cannot successfully cater to all the people in his community. He can cater to the poor, the medium or the fine class trade, but he cannot hope to get all of them. He may bid for the medium-to-fine trade, or the medium-to-poor trade—but if he tries to reach both extremes he will slip between the two and get—neither.

"Through not having this definite sales policy he loads up his shelves with good merchandise that is not suited to the class of trade that patronizes his store, and the people who could use it to advantage do not think of his store as one that caters to their needs and wants.

"If he lacks a definite policy with regard to credit limits and terms he, in consequence, spends (or wastes) much time in deciding individual cases that ought to be settled according to policy.

"With no definite advertising policy he spends money spasmodically and to no fixed idea. Then he wonders why his advertising does not fill the store with eager buyers."

Professor Whitehead points out the advantages of quick stock turns and, regarding quantity buying, remarks:

"The small retailer who does not realize the magic of turnover often falls into the pitfall of quantity buying to get a reduced price. As a rule, he is money in pocket if he buys a small quantity that will sell quickly and pay the extra price for the small shipment.

"This does not mean that he should never buy a quantity of an article if the price is low enough to justify it. But if he does, he should sell at a low price and stimulate sales by passing the saving in price on to the customers.

"If, however, he buys and then tries to sell them at the full retail price, he ties up money that should be working overtime instead of slumping on the job."

On disproportionate expenses he makes this comment:

"A retailer may keep his expenses down to 25 per cent, let us say. Grant for the sake of illustration that 25 per cent is normal for that trade.

"Because of illogical division of expense percentages, the energy of the business is unequally applied. Too much pressure is made in one direction, while starvation of energy pertains to another. The allowance for rent may be overstepped by 2 or 3 per cent, and that extra expense has to come out of other expense items and therefore creates an unbalanced distribution of expense allowances.

"Further than that, few small retailers make any serious attempt to departmentize sales and to charge up to each department its fair proportion of expense. If the small retailer would do this, he would find that some departments do not justify their existence and should be made to work profitably or be cleaned out to make room for a more profitable 'worker.'"

Buying profits, he asserts, are the kind that may be taken advantage of when they occur, but they should not be sought.

"Every retailer makes profit from three sources—a buying profit, a selling profit, and profits from taking cash discounts. The second and third profits are vital—

the first should only be a 'hapenstance.'

"A buying profit is one that is made by buying goods before a rise. Thus when prices go up, the merchandise at once increases in value. The small retailer therefore makes a profit on buying and a profit on selling.

"Woe betide the retailer who tries to do this—it will cost him lots of money. In the first place, trying to anticipate a rise in prices is gambling—just betting on the future, and that is not the function of the retailer. In the second place, merchandise bought for a rise has to stay in stock longer than it should. There is loss instead of profit on the tied-up capital, and the more or less rapid depreciation of the merchandise. By the time such goods are sold they are quite likely to have become shop soiled, and the 'profit' thus made is turned into loss through markdown."

It is a fallacy to consider an increased inventory as a profit, he declares, for in reality it may prove to be a liability.

"When the books are closed at the end of the fiscal year, profit is shown in the increase in capital over the amount shown in the preceding balance sheet. Suppose that the net worth of a business was \$25,000 at the beginning of a trading period. At the end of that period the business may show a net worth of \$30,000. Therefore, the business is \$5,000 better off than it was.

"But until the inventory item is studied the applause had better be restrained. If the merchandise investments should show a \$5,000 increase, it is safe to assume that the business has lost money.

"Increased merchandise is only potential profit—or potential loss. Indeed, when inventories begin to swell it is wise to assume that the increase is unsaleable

"Profit should be disclosed by increased cash and a merchandise inventory substantially the same in amount as before. Of course, if new departments have been added, the stock should show an increase in proportion."

The day that new fixtures are built into a store, says Whitehead, "they are worth less than half what they cost."

"While it may not be politic to take such a heavy markdown the first year, it is wise to mark down heavily all fixtures. True, the loss thus taken is a paper one, yet it is wise to face facts at their worst. It is so easy to bluff oneself into believing that everything is lovely just because a 'profit' is made, when the 'profit' may be represented by a too high value on fixtures and merchandise."

It is a mistake for the individual to accept a thing as inevitable simply because it is general, he says, in commenting on the way some retailers allow "conditions" to affect their hopes and efforts.

"This accepting of the general as inevitable for the particular is unfortunate, especially at this time. Some retailers, many retailers, are doing a bigger business than ever before—yet 'trade is bad.'

"The reason for their success is that those prospering retailers would not accept conditions as bad for them. They would not allow themselves to be influenced by the psychology of general pessimism.

"If every small retailer would forget conditions as they apply to him and offer a wise selection of merchandise, marked at close figures based on present-day costs (even if the goods were bought at a much higher figure), and then go ahead after the trade as if he really meant it, he would find his conditions improve and continue to improve.

"Unless the small retailers know the goods they cannot sell them—they can merely allow customers to buy them. The retailer cannot, and should not, expect his help to know the stock and to be enthusiastic about it unless he tells them about it.

Retail Shoe Advertising

Southern Shoe Men Get Ideas from F. S. Stewart.

MR. FRED S. STEWART, of Atlanta, Ga., addressed the recent convention of Southeastern Shoe Retailers on the subject of "Advertising a Retail Shoe Store," and in the course of his address touched on many topics of real value to the shoe-dealer. He said in part:—

"There are many forms of advertising, but the most direct benefit comes from the local newspaper. Some say that is too expensive. Well, it does cost a lot, but it pays, nevertheless. Women read—children read—even the busy business man reads the newspaper and everybody reads the advertisements, too, don't you forget it.

"Now as to the results derived from advertising—much depends on the lay out of the advertisement. In the first place you must have a stock worth advertising, and in the second place you must say something about your shoes worth while—illustrate them, of course, and tell about their good qualities and quote prices. Then let every member of your salesforce know what you are advertising and in what paper and when it is to appear.

"Insist on your salespeople giving every customer courteous and conscientious attention and if sometimes you find it impossible to fit a patron, tell them so and let them go elsewhere. It is better to miss a sale than to give a misfit.

"What amount should we spend for advertising? In my opinion, after a business has become established in a live, growing city, where there is room for expansion

and where a large stock is carried and new goods are constantly coming in, let the merchant estimate his advertising appropriation on a basis of 3 to 4 per cent of his total sales—but beware!

"Don't waste your money. Don't just hand out your advertising because you are asked for an "ad." Be an aggressive advertiser; it is a good thing for you to call the advertising man instead of waiting for him to call on you.

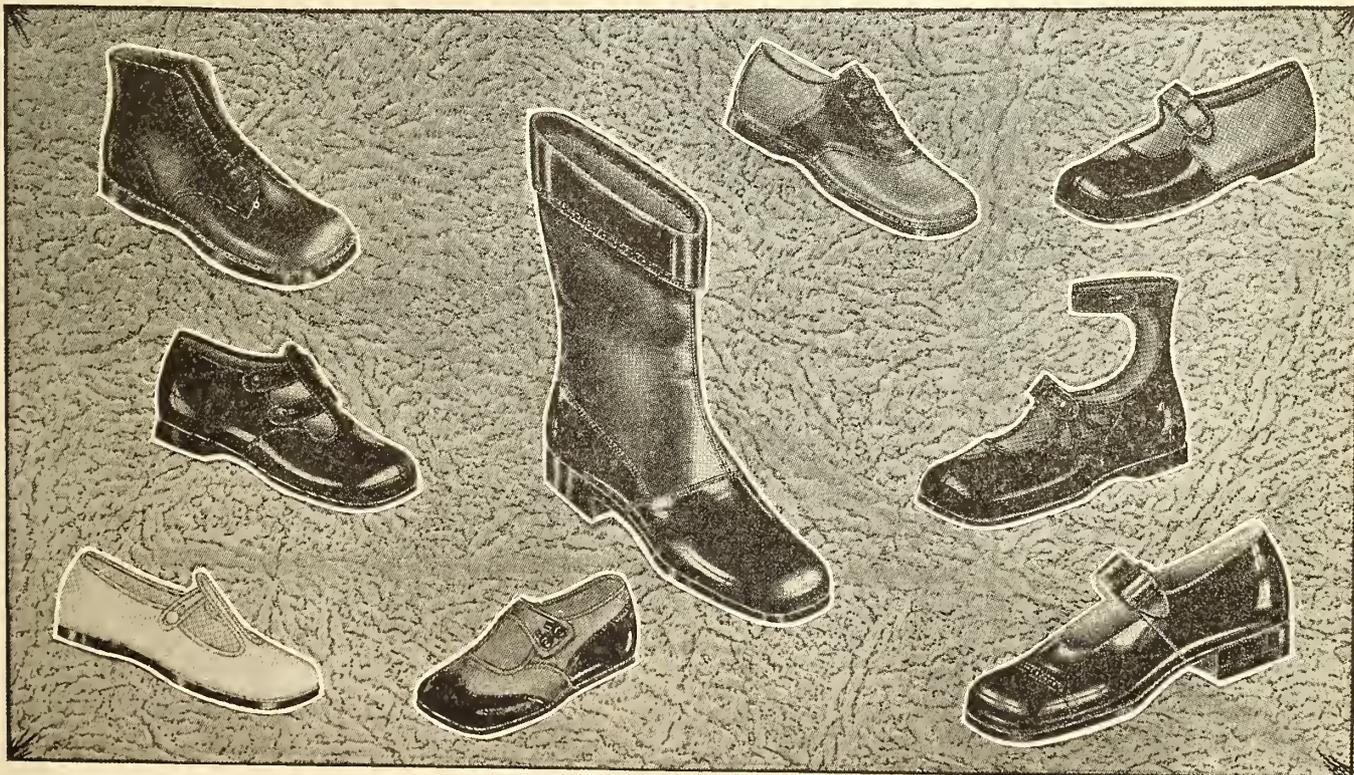
"It is false economy to figure on how little space you can use. Be liberal—use a-plenty of white space—be definite and let the price be conspicuous.

"Be tactful in your advertising. Cleverly worded advertisements are sure to take hold. Successful advertising is that which pays best; sometimes results don't come just when you expect them, but keep at it—advertising is accumulative and the only safe ground is to "keep everlastingly at it."

"How can I do this? By making it a study—let it be, as I said at the beginning, one of the first and most important details of your business, and not the last, like so many merchants do, and further, adopt new styles, changing the form, the type and the border occasionally.

"Don't stay in the old rut. If you are too busy in the general management of your business to look after advertising yourself, employ an expert. It is best to get a bright young man in your store, who has ambition, who has a fairly good education and who wants eventually to be at the head of a big shoe store himself. If you have a young man of that calibre in your store give him a "try-out" and ten to one he will succeed.

Advertising is growing continually—it will never grow less. The successful merchant must continue to advertise and the better his advertising the bigger and better his business. Let "Truth in Advertising" be your motto and then back it up with all the other essentials necessary to conduct a progressive and prosperous retail shoe business.



Children's Ideas from American Makers

Legal Problems

Giving Notice.

S. R.—Communications are continually being received on this question. If you are a monthly tenant you give a full month's notice, prior to any date upon which tenancy expires. If you have a written lease no notice is required. It expires automatically. Most of the trouble comes from what is known as yearly tenancy. If your lease has expired and you run over the term you become a tenant upon the same terms as the expired lease unless different arrangements have been made. If no definite notice has been agreed upon a yearly tenant must give six months' notice of his intention to leave at the expiration of the lease year or he can be held for the next year. The same rule applies to the landlord. Where a tenancy exists from year to year arrangements may be made for notice to quit as between landlord and tenant.

Acceptance of Offer.

C. B.—“I received a letter three weeks ago offering to rent me a store at so much a month for a year. I wrote the other day accepting the offer, and have just received a letter saying that the deal is off. What can I do?” You can do nothing. The law allows for a reasonable delay in accepting a proposition in writing but three weeks is rather unreasonable and the owner would be considered as acting within his rights if he rented the place to someone else in the meantime. You should have written him asking him to hold the offer open for a definite period. It may be taken for granted that where no time is specified for acceptance only a reasonable period for reply is allowable. In verbal conversations any proposition is practically dropped when the parties separate.

Notes Without Value.

B. W.—“I gave a note as an accommodation to a friend, and the bank threatens suit for payment although I have told them I received no value for same. Will I have to pay it?” You will have to pay. When a note passes to an innocent third party the latter can collect whether the consideration is valid or not. If it is in the hands of anyone who has purchased it after maturity, however, and it can be shown to have been given without value it is not collectable. Don't give notes that you do not expect to pay.

Selling to Minors.

W. T.—“I have an account against a young man, a minor, who is clerk in a bank, and who refuses to pay. The father also refuses to pay the account. How will I proceed to collect?” The law looks upon a young man who is in any sense self-supporting as being liable for his debts, especially for necessities such as clothing, shoes, etc. You can sue the debtor himself and garnishee his wages or you can, if you want to, make sure, name the father as co-defendant, leaving the court to decide who is to pay the bill. Parents are liable only for necessities in keeping with the station of the minor. Luxuries bought on credit by minors are a doubtful proposition as to collection. Minors' notes are not collectable. The suit must be on the account. An endorser, however, can be held liable.

Get the Note Back.

N. P.—“I paid a note by cheque about three months ago, and have just received a notice from a bank that it is “unpaid.” Will producing my cheque be sufficient to establish the fact that the note has lect it. It looks, however, as if you had a good cause for a charge of fraud against the party to whom you gave the cheque unless it is possible that you owed been paid?” You should have insisted on getting the note back at the time you paid it. Possibly it was not retired by the party to whom it was originally payable, and if held by a third party he can collect money beyond the note, and he applied payment on same.

Paying Interest.

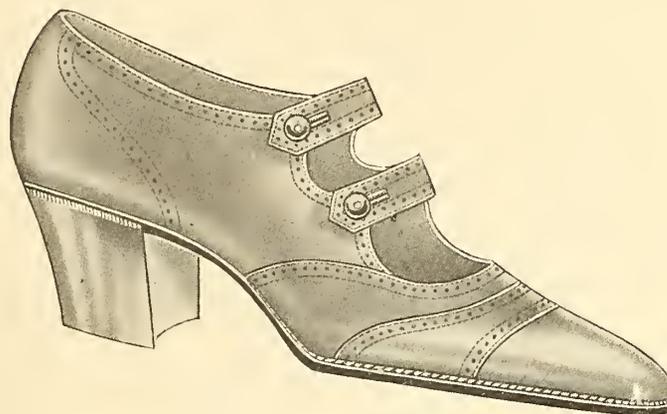
Q. D.—“I have been billed for seven per cent interest on a note due two months ago, and on which I made a part payment at the time. Do I have to pay it?” You will certainly have to pay interest, but unless the rate is mentioned on the note or the recognized rate at which you have been doing business with the party is stated regularly on a bill or invoice, you will only have to pay the legal rate of interest as fixed by Parliament which is five per cent. The party holding the note will have the right to demand at least this amount for the use of his money. It will save a lot of hard feeling as well as trouble if we just remember that money has to earn money. It is not a sign of smallness to charge interest on a debt.

Guaranteeing an Account.

W. B.—“What constitutes a bona fide guaranty of an account? I had a man call in and tell me that a friend of his was good enough for an account of twenty-five dollars, and if he did not pay, the speaker would. He now repudiates the arrangement.” You should have gotten his guaranty in writing to make it valid although in certain cases an oral guaranty holds good. For instance, if a farmer calls and tells you that you may let his hired man have goods to the amount of \$40.00 in Ontario, and says he will see it paid, you can hold him to it. It has been accepted in law as equal to ordering the goods for himself. A man who calls and even promises orally to be responsible for the debts of another cannot be held responsible unless he puts it in writing, even if there were witnesses present at the time.

About Tenant's Fixtures.

C. S.—“In removing from one store to another what can I take in the way of “fixtures” without getting into conflict with the landlord who is inclined to be exacting?” Most leases cover definitely the question of fixtures and repairs, but the Ontario law, and for that matter the same applies to the other Provinces, says “The lessee may, on or prior to the expiration of the term, remove and carry away all fixtures, fittings, machinery, or other articles upon the premises, which are in the nature of trade or tenant's fixtures, or which were bought upon the premises by the lessee. But he shall make good any damages to the premises by such removal.” You can't take anything that is essentially a part of the freehold such as buildings of stone or brick, wells, walls or other extensions. Permanent partitions, doors or windows may not be removed.

La Duchesse

The results you want are the results you get when selling La Duchesse Shoes. They are results that can be given only by shoes that constantly meet the combined demands of Fashion and Economy, for shoes of latest vogue and fullest value.

Jobbers, impartially judging by sales alone, pronounce La Duchesse Lines unrivalled as trade producers.

“LaDuchesse” Shoe Co., Registered
MONTREAL, QUE.

*Making Women's Welts, McKays and Turns of a Standard
quality for the Wholesale trade*

Paying Salesmen

Southern Shoe Merchants Discuss Methods.

FOLLOWING our recent "Round Table" discussion of selling cost and methods of payment of salespeople, it is interesting to note what was said on this subject by Mr. J. O. Steele, of Atlanta, before the convention of Southern Shoe Merchants. Mr. Steele's address, was, in part, as follows:—

"My experience has been that a basis or method which is a success in one store does not seem to succeed in another, even in the same city. There is of course a common ground for all, in that compensation must be based on a certain fixed percentage and is the surest barometer of net profits.

"If there is a merchant here who does not know exactly what each of his sales people cost on a percentage basis, I'd say he does not know who is most valuable, because in the last analysis amount of sales is the way to judge. The amount allowed for sales must be determined by each store, and should be in proper relation to gross profit. In no case, however, should this amount exceed 10 per cent., and this amount should cover the manager's salary as well. Ten per cent. should be and must be the maximum allowed for the selling department. This should cover bonuses of every description, including p.m.s.

"At the present time we are using in one of our stores a drawing account and 2 per cent. weekly on all net sales. In addition, we give p.m.s. Under this plan we base the drawing account on six per cent. A salesman drawing \$24.00 per week is supposed to sell no less than \$400.00. If this amount is sold, he is paid \$24.00 plus two per cent., or \$32.00, which makes the cost eight per cent. on his sales. Should he sell \$600.00 he is paid \$24.00 salary and \$12.00 bonus, which reduces the percentage to six per cent. Should he sell \$800.00, he is paid \$24.00 salary and \$16.00 bonus a total of \$40.00 which reduces the percentage to five per cent.

"This plan is not entirely satisfactory, as we find the sales people seldom exceed their drawing account as they naturally insist on as large drawing account as possible.

Advantages of a Bonus.

"In another store we base a salesman on six per cent. of net sales and if he costs us less for a period of six months he is paid a bonus equal to the difference.

"In another store we give as a bonus 15 per cent. of the net profits each six months. This is divided on the basis of the salary drawn. The salesmen in this store are based on a commission of seven per cent., but are not paid a bonus other than the per cent. of profits, except p.m.s., which we give in all stores.

"We have found recently, however, we are largely like the man in a small town who was asked by a visitor if they were bothered much with autoists breaking their speed laws, who replied, 'No, not now; we increased the speed limit to 60 miles an hour and very few can make it.'

"It seems to me on the basis of fairness that sales people should participate in the profits of a concern which they help to make a success. We

have always paid this in some form, and we did not hesitate to cut salaries when the slump came. I do not think we lost a man when the cuts were put in effect. The several very successful merchants have told me they did not believe in bonuses of any description, except p.m.s.

"I feel each man is the best judge of what his business will stand and the kind of business should be a deciding factor. Summed up, I would say:

"Fix a reasonable per cent. for sales and stay within that amount. At any time this is exceeded you have too much help for the business done or the wrong kind of help.

"Don't take it for granted a man is valuable unless the figures show it.

"Be able at all times to tell in a few minutes how much each man is costing you.

"If a man is worth it, do not wait for him to ask you for a raise."

SERVICE

The following editorial from the *Boot and Shoe Recorder* is particularly timely, and is of interest as bearing on some of the subjects now being discussed in our "Round Table." Under the caption "Who is Boss?", the writer says:—

"Within the last 18 months many shoe manufacturers have insisted upon merchants placing orders in the oldtime way of six months or so in advance of the date of shipment; while other manufacturers have rearranged systems of production in their plants in order to make deliveries on short notice. Even yet we hear some manufacturers saying: 'If they don't place their orders now they will not have the merchandise when they need it.'

"And some of these factories are not getting their accustomed amount of business, while the others who have tuned their business to the new song of production, are not complaining about the dearth of orders.

"The same principle applied in retail stores. Recently the proprietor of a store finished waiting on a customer, put on her old shoes and said to her:

"We have lots of shoes in this house, they are good shoes and they please lots of people, but I guess we can't please you and my advice to you is to go elsewhere to buy your shoes."

"The customer took the advice and undoubtedly when she wants another pair of shoes she will remember that bit of advice and go elsewhere to buy them.

"The question is:

"Is it the province of the manufacturer or the merchant to dictate, or is it their province to serve?"

"The manager of one of the largest and busiest retail shoe houses in Chicago a few days ago said:

"I spend a part of my time every day on the floor talking to customers, getting their ideas of styles and prices and whether or not this store is serving them as they wish to be served. I can get more information in one hour by talking to eight or ten customers than I can by talking to the floor manager all day.

"The success of this store is due to the fact that we do not try to buy what we think people should wear, nor do we try to conduct this business altogether as we think it ought to be conducted. We try to buy what we believe people want, and we try to serve them in the way that we feel they wish to be served, and so long as the store succeeds as it has in the past we will adhere strictly to this policy."

"Here is the foundation of successful merchandising, whether at wholesale or retail.

"He profits most who serves best."

(Continued from page 33)

mighty good.

A realization of the good will of our patrons as manifested by their generous support, is the impulse which actuates us to better acquit ourselves of our responsibility.

We anticipate the coming year as one replete with the opportunity to be of still further service to you.

That we deem it a service prompts us to direct your attention to the enclosed account, which we believe you will act upon in the spirit of reciprocity.

For your convenience in remitting, one of our self addressed envelopes is enclosed.

Very truly yours,
Your Firm Name Here.

Letter No. 3.

Mr. John Doe,
Anytown, U. S.
Dear Mr. Doe:—

Someone has said that to retain the business of an old customer is more important than to get the business of a new one.

While this statement is true as to relative importance, yet every growing institution must have the business of both.

We endeavour to retain the business of our customers by zealously guarding their interests from the beginning to the end of every transaction—even in the little things.

This letter, reminding you in a friendly way that your account has become past due, illustrates well our desire to be of service.

The knowledge that such a service is generally appreciated prompts us in the sending of this reminder.

We enclose one of our self addressed envelopes for your convenience in remitting.

Very truly yours,
Your Firm Name Here.

In Letters Nos. 1, 2 and 3 you will not find a single statement of any kind that would offend the most sensitive of persons. Still, every letter is nevertheless out after the money, but note how delicately this matter is handled.

Look at the fourth paragraph of Letter No. 1.

"We are enclosing a statement of your account which is somewhat past due, confident that it will receive an early settlement."

In other words, this expresses about the following meaning:

"We have confidence in your sincerity and good faith; we are sure that you will not impose upon our good nature by permitting this account to run any longer."

The customer knows quite well just what you mean but he likes the gentle way in which you say it.

One of the basic ideas in the writing of a collection letter that will not only get the money but also create a friendship, is to avoid the "blunt" request for payment of the account. The direct or "blunt" method would be to say "Please pay this account." But there are other terms that can be used to express precisely the same meaning in a manner that is much less austere. Note how it is handled in the fourth paragraph of Letter No. 2.

"That we deem it a service prompts us to direct

your attention to the enclosed account, which we believe you will act upon in the spirit of reciprocity."

Naturally what we mean is that we want the customer to pay up, but we don't say it in quite so pointed a manner and our customer appreciates it. Another way of making the request mildly would be to say:

"We enclose a statement of your account which is now a little overdue, confident that you will let us have your immediate co-operation."

Letter No. 4.

Mr. John Doe,
Anytown, U.S.
Dear Mr. Doe:—

The suggestion embodied in our letter of April 1st, evidently failed in its purpose, so we are again calling your attention to your account which is now somewhat past due.

It is our desire that this account be settled at once if it is convenient to you, and we are of the opinion that your desire in the matter will harmonize with ours.

Your efforts towards this end will be greatly appreciated by us.

For your convenience in remitting we are enclosing one of our return envelopes.

Very truly yours,
Your Firm Name Here.

Letter No. 5.

Mr. John Doe,
Anytown, U.S.
Dear Mr. Doe:—

We confidently expected a remittance on your account as a response to our letter of April 1st.

Obviously, we were disappointed, but it is quite impossible for us to believe that you would wilfully impose.

It has been our pleasure to have the opportunity of rendering you a service.

However, there is a sense of reciprocity which should manifest itself in the nature of a remittance.

May we not, with propriety, ask that this account be settled now?

The return envelope is for your convenience in remitting.

Very truly yours,
Your Firm Name Here.

In Letters Nos. 4 and 5 we are dealing with customers whose accounts now are sufficiently in arrears that the time is at hand to become more insistent. To our previous letters they have paid no attention. Still, Letters Nos. 4 and 5 are so constructed as to not cause offense, and we continue to show our customer that we have every confidence in his sincerity and good faith.

In the second paragraph of Letter No. 4, we say:

"It is our desire that this account be settled at once if it is convenient to you, and we are of the opinion that your desire in the matter will harmonize with ours."

You see, we are letting the customer think that we take it for granted he is going to pay this bill promptly on receipt of the letter, and this sort of confidence pleases him.

Letter No. 5 is still more insistent but we don't

for a moment let the customer think that we are beginning to doubt him.

"It is quite impossible for us to believe that you would wilfully impose," is the delicate way in which we tell him not to impose any longer.

Letter No. 6.

Mr. John Doe,
Anytown, U. S.
Dear Mr. Doe:—

A man is known by his friends; by the same token a business is known by its customers. We are mighty glad to be judged by ours.

Good credit is so desirable a thing that we would like to aid in that line as well as to make collection.

Thirty and sixty days are our usual terms, though we do not always insist on it.

Our policy is to be as generous as possible.

This friendly reminder of the enclosed account, which is now somewhat past due, will no doubt result in a prompt remittance, which we feel sure is just as you would have it.

May we not hear from you? Just send your check in the enclosed self addressed envelope.

Very truly yours,
Your Firm Name Here.

In Letter No. 6 we start out by making our first appeal to the customer's vanity. "We are mighty glad to have this store judged by its customers." In other words, "We are proud of you, Mr. Doe, as one of our patrons." And as a general rule you will find that Mr. Doe rather likes it.

In the next paragraph we use a bit of salesmanship. We are endeavoring to "sell" our customer the idea of good credit.

And then in the fifth paragraph, despite the fact that this account is long overdue, we still evidence our confidence in the customer's good faith when we say, "will no doubt result in a prompt remittance."

Letter No. 7.

Mr. John Doe,
Anytown, U. S.
Dear Mr. Doe:—

This letter is written in the interest of good credit.

From the enclosed statement you will readily realize the exact condition of your account, which is now somewhat past due.

Our terms are thirty and sixty days, and we are of the opinion that a remittance should be expected now.

Our past relations with you have been of such nature as to warrant our confidence that this friendly reminder will be sufficient.

The enclosed return envelope is for your convenience in remitting.

Very truly yours,
Your Firm Name Here.

In Letter No. 7 the effort is again made to "sell" the customer the idea of good credit. The account is considerably in arrears and should be paid at once, and we let the customer understand our attitude when we say, "we are of the opinion that a remittance should be expected now." Still, at the same

The Hockey Shoe That Sells Best

Dealers from Coast to Coast have proven the fact that Samson Shoes outsell any Hockey Shoe Line. Wearers know them to be the best made hockey shoes obtainable, possessing improved features that perfect their fitting qualities and prolong their wear.

Buying from these lines now is an assurance of having popular trade winning Hockeys for the coming season.



A complete line of McKays
A leading line of Heavy Staples
Unequaled Hockey and Football Boots.

J. E. Samson, Enr.
20 Arago St. QUEBEC.

time, we also endeavour to show him that our confidence in his good faith remains unshaken. In fact, nothing is said that should cause offense, though we are getting right down to bed-rock now in our efforts to collect this money.

Letter No. 8.

Mr. John Doe,
Anytown, U. S.

Dear Mr. Doe:—

Here's an account that is considerably past due; it was made in good faith, let's keep it in a like manner.

We feel that our part in the transaction has been fulfilled, and we are quite sure that you will not allow yours to run any longer—that you will give it your immediate attention.

A remittance now would be quite acceptable, and certainly a source of satisfaction to you.

We are confident that your response will be as pleasant as this reminder—to our mutual advantage.

Here's one of our self addressed envelopes—just stick your check inside of it.

Very truly yours,
Your Firm Name Here.

Mr. Doe's account is now so long in arrears that the time has come to deal with the matter quite firmly. This is done in Letter No. 8. It is, in fact, our final effort to collect the money and still retain his friendship and good will. Note the statement, "we are quite sure you will not allow yours to run any longer." By the use of just one little word—quite—Mr. Doe is given to understand that after all may be our confidence in him was misplaced. At the same time we are really handling the matter with more or less delicacy. And we make him feel good again in the fourth paragraph when we say, "We are confident that your response will be as pleasant as this reminder."

And finally, we make it just as easy as possible for him with a little suggestion that he just write his check, stick it inside of the self addressed envelope, and drop it in the mails.

A BOUQUET FROM WINNIPEG.

One of the leading shoe retailers of Western Canada writes as follows:—

"In my opinion your publication is covering he work in a most efficient and instructive manner. In fact, it is pushing the manufacturer, wholesaler and retailer to improvement and efficient methods. And if the standard set up by your periodical can be maintained, losses and waste will be eliminated to a minimum, and the trade will be running, not only on a higher and more perfect plane, but the antagonistic ideas usually fostered by opponents in business, will be greatly lessened."



ANOTHER
ONE OF OUR LEADERS
FOR 1922

"Cavalier"

*Patent leather top
giving Russian effect.*
Made in the popular 11" height
of all wool English Felt
Melton or Broadcloth

Full Particulars on Application.

Colonial Mfg. Co.

366 Adelaide W.,

Toronto.

AGENTS:—Galt Building, Winnipeg, Manitoba; 182 St.
Catherine St, East Montreal, Quebec; 325 Howe
Street, Vancouver, B. C.



“And in Cleveland you can reach me at the
Hotel Cleveland”

Where courteous service to the guests surpasses your every expectation.

Where this supreme service is rendered under singularly auspicious circumstances.

Where the atmosphere is homelike.

Where quiet refinement surrounds every move made by every employee.

1,000 Rooms

1,000 Baths

Hotel Cleveland
 CLEVELAND, OHIO

Make
‘Kiwi’
 your first
 line in
 Boot
 Polish

“Kiwi”
 KEE WEE

The
 Quality Boot Polish

When you offer a customer “Kiwi” Boot Polish, you offer the finest polish it is possible to manufacture. Being made of the purest ingredients, it possesses unequalled qualities for polishing shoes. It will easily put a patent leather finish on the dullest of leathers.

It is famed for its brilliancy, and is waterproof, two features that assure a dependable dressing and preservative for shoes.

Our stain polish removes stains and fading from leather, a point that brings repeat orders. Kiwi is made in seven shades. Patent Leather, Black, Tan, Light Tan, Dark Tan, Tan and Ox Blood Stain Polish. Wholesale price on application.

CANADIAN AGENTS

J. W. Price & Coy.
 Lombard Bldg.
 Toronto, Ont.

Anglo British Corp. Ltd.
 Briggs Selman Bldg.
 Vancouver, B. C.

MANUFACTURED BY
 THE “KIWI” POLISH CO., PTY. LIMITED, FINCHLEY, LONDON, N. 3.

Mention “Shoe and Leather Journal” when writing an advertiser

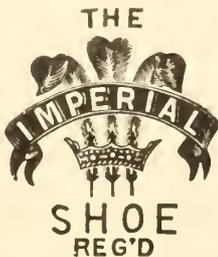
What's In A Name?

THE shoe wholesalers are frank to admit that they do not care for the name "jobber," as applied to themselves. Through a period of years, the function of the wholesaler has developed, and through it all the name "jobber" has been retained. So that the term has lost much of its original significance. Nevertheless there remains attached to the word a flavor that is distasteful to the man who is not buying up job lots of goods, but who feels that he is performing a function vital to the shoe trade.

Wherefore, the Shoe Wholesalers' Association of Canada, are asking that the trade, retail, wholesale and manufacturing, refer to them as "wholesalers," and forget the old name of "Jobber." This may be more easily said than done, but in the course of time the new habit can be formed.

Meanwhile the jobbers — beg pardon, the wholesalers — feel that this is their year. Never before have retailers done so much sorting up as this year. And never before have the wholesalers gone to such pains in keeping a wide range of styles, not only staples, but shoes running into the novelty class. They are in a position to fulfil their proper function, to carry stocks with which to supply the retailer, and to supply the link between the manufacturer and large or small retailer.

J. A. McLAREN COMPANY LIMITED



Concentrate on White Shoes

We have an excellent range of last minute summer sellers. McLaren leaders that assure satisfied customers and profitable sales. Concentrate on White Shoes in one strap, one buckle, and also one and two straps, buttoned.

Patent Leather, Gun Metal and Brown Calf.

We have Patent Leather, Gun Metal and Brown Calf in one strap with buckle, also one and two straps, buttoned, in 12/8 Cuban and 8/8 low heels.

McLaren Shoes Build Good Business Speed King Tennis and Outing Shoes.

There is still time to cash in on this popular line. For summer wear, everywhere people of all ages buy these popular shoes for sport and daily wear. Well sorted stocks mean increased sales. Look your range over and order now for last minute summer selling.

WE MAKE PROMPT SHIPMENTS

J. A. McLaren Company Limited

30 FRONT STREET W.

-:-

TORONTO



AMONG THE SHOE MEN.

Mrs. Joseph Wrangham of Chapleau, Ont. sailed for an extensive visit to England on the S. S. Empress of Britain, June 23rd. Mrs. Wrangham will visit her many friends in Whitehaven, Cumberland and Nelson, Lancashire.

The death occurred recently of one of Toronto's oldest shoe merchants. Mr. James Weir of Toronto. Mr. Weir was 88 years of age and had retired from business 10 years ago.

E. J. Naylor, western representative of the Myles Shoe Co., of Toronto, registered at the Macdonald Hotel on his recent visit to Edmonton.

Mr. Cummings, the new manager of Agnew's Shoe Store, moved his family household goods from Brantford to Norwich last Wednesday. He will reside near the West Station in the house lately vacated by Mr. Cline.

Yale Boot Shop opened last February at 124 Wyndham St. Guelph. Ont.

The Reliable Shoe Store in Montreal was recently registered.

Mr. S. Gremason a resident of Winnipeg for 15 years has opened a large and well stocked shoe store on Portage Ave. at Edmonton St. under the name of Grimms Ltd.

Mr. Startup and Mr. Fletcher of the T. Eaton Co., Ltd., Toronto were among recent visitors to call upon the shoe trade in Montreal.

The Canadian Tack & Nail Co., Ltd., of Canada, has appointed M. V. Dreyspool their United States and export representative, with offices at 219 Madison avenue, New York City. They manufacture a complete line of tacks and nails for the findings trade.

Mr. Wilfred White of Toronto, has joined the Sales Department of the Blachford Shoe Mfg. Co., Ltd., and will look after the portion of the City of Toronto and Eastern Ontario.



Mr. D. Sussman, representing the Colonial Mfg. Co. sailed for England and other points by the S. S. Olympic on June 3rd. He reports that the Wool Market is advancing.

Mr. J. H. Buckler has taken over the business of Mr. Victor Buckler, Fort William.

Corbeil Ltd. manufacturers of shoes, Montreal, suffered a loss from fire recently. Insurance covered the loss.

Mr. J. A. McLaren of Toronto was a recent visitor to Montreal calling on the Trade.

H. E. Coxford, manager of R. Neill Shoe Store, Guelph was a very busy man last week. He was on the committee of "The Buy in Guelph Week."

Fulton's Shoe Store, Sudbury was destroyed by fire last week.

Mr. Geo. Morreau of Yale Shoe Store Ltd., Edmonton has been calling on the trade in Toronto and other eastern cities.

Mr. John Claman has been granted permission to cure hides in the Pacific Avenue premises formerly occupied by the T. Eaton Co., Saskatoon Sask.

Mr. Kidd of the Neill Shoe Co., Peterboro, Ont. recently paid a visit to Montreal.

The Grosch Felt Shoe Company had an interesting exhibit at the Stratford exhibition recently.

Mr. W. F. Martin of the Kingsbury Footwear Co., Ltd., Montreal, has returned from a visit to Boston and other shoe centres of the United States.

Geo. E. Fortin, Montreal, Eastern representative of Geo. E. Bolter, Toronto, was in Toronto calling on his house and also visited John McPherson Co., Limited, Hamilton.

The Hector Shoe Company of Montreal have added several new lasts to their extensive lines of turn footwear.

A. E. Jones of The Regal Shoe Store, Montreal was in Toronto on business, week of June the 19th.

Mr. W. R. Davison who has been in the order department of Blachford Shoe Mfg. Co., is representing that firm in North Western Ontario also the Maritime Provinces.

Mr. J. S. Coates of the Amherst Boot & Shoe Co., Limited, Amherst, N.S. spent a few days in Montreal recently in the interests of his firm.

Seeing that such a large number of Shoe and Leather men spent the holiday fishing we are looking forward to some brand new fish stories.

Mr. Hittl, Secretary Treasurer of Kenworthy Bros., of Canada Limited, St. Johns, P.Q., has returned from calling on the shoe trade throughout Ontario. He reports business in his lines much improved.

Mr. Bill Pollard who held the Canadian Agency of the J. Gibson Co., Bramley, England is now connected with Beardmore & Co.

Mr. Frechette of Montreal was in Toronto last week.

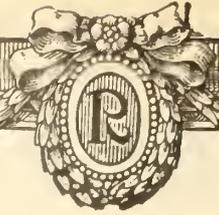
Mr. A. A. Charron of Contrecoeur, Que., has installed some new welt machinery. His plant is now well equipped for the manufacture of the lines in which he specializes.

Mr. Rowland Hill, Sr., of London Ont., is away on a three months' trip to England and European countries.

Mr. Higgins Jr., of L. Higgins & Co., Moncton, N.B. was one of the Maritime shoemen who lately visited Montreal.

Mr. Harry Cohen of the Standard Shoe Store, Winnipeg recently visited Toronto, Montreal, Quebec, and other important shoe centres in Eastern Canada and the States.

Among visitors to Europe this summer are two well known Toronto shoe men, Mr. W. T. Fegan, and Mr. J. W. Jupp. They are leaving with their families early in July for two months in Europe. They say they are going to forget business while they are away, but it would not surprise the trade to hear that branches of the N.S.R.A. have been formed in England, Scotland, France, and other countries by the ex-president and treasurer of the Canadian body.



Fresh Stock

Nothing invites patronage so strongly as clean fresh stock.

Just one of the beauties of Robinson Service is that dealers do not have to buy so heavily that their stock becomes stale, but can buy in the exact quantities their trade demands the kind of shoes that draw trade and sell out clean.

Summer specials in all kinds of footwear are being featured at exceptional values at Robinson's. Our immediate service fills your most urgent needs with quick selling serviceable lines.

James Robinson Company
Limited

184 McGill St.

Montreal

American Leather Chemists Meet.

One of the liveliest organizations in the leather trade of this continent is the American Leather Chemists' Association, which held its nineteenth annual meeting at Bigwin Inn, Lake of Bays, Ontario, June 21st to 23rd. This organization though small, is doing valuable work in developing the scientific phases of leather manufacture and thereby working in the interests of shoe manufacturers and dealers of the country.

This was the first occasion on which their meeting has been held outside of the United States, and its success means that it will not be the last. The location was found satisfactory from every standpoint, and the registration of over one hundred attested the success of the experiment. Leaving Toronto on the morning of June 20th, the party arrived at the Bigwin Inn in the evening, after a delightful sail through Lake of Bays. The accommodation at the hotel, which had been opened early for the Convention, left nothing to be desired, and for the moments not occupied with business, diversions of varied character offered themselves.

The programme consisted for the most part of technical papers and discussions, covering various phases of laboratory and practical work in the production of leather. The work of the past year was reviewed by President F. H. Small, and Secretary H. C. Reed. Reports of committees for the year were also presented. Valuable discussions covering the bacteriology of hides, and the science of curing took place.

One of the most pleasing features of the whole Convention was the address by Mr. F. M. Moffatt. He represented the Tanners' Council, and is Chairman of their Research Committee. He voiced the new spirit, and perhaps the new era, in the Tanners' world. Never before did the trade require their chemists more. During the last two or three years, the manufacturer has learned that there is a scientific side to his business, and that there is a chemists' association. The layman must act as ballast in the scientific combination of theory, practice, and finance. The research must square itself with sound economic laws. He, on behalf of the Tanners of America, faced the situation, and admitted that an industry which abounded in waste and the destruction of natural resources must take stock of its situation. The tanners are now contributing to science. It must never be again said that "there is \$50,000 for legal fees and \$5,000 for science". Secrecy must be scorned as poor form. Thus, in his opinion, may an industry which has never been operated in general at any great profit, be turned into a sound scientific business.

Co-operation along the line was pointed out in a paper by Mr. H. B. Smith. As a salesman of leather he demanded care in finishing, as well as quality. He met the leather consumer and urged tanners to produce a uniform product that would cut to advantage.

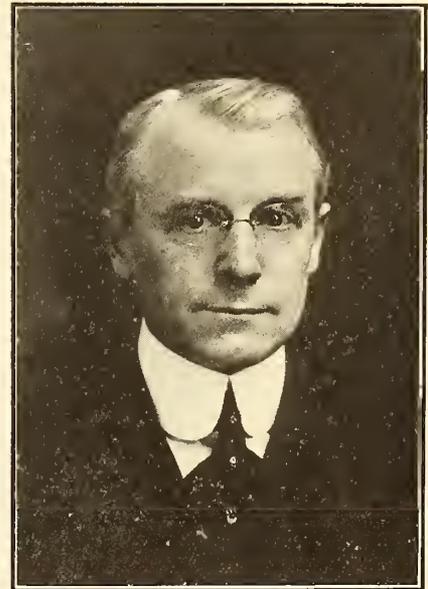
The Convention was favored with ideal weather which permitted boating, golf, tennis, bowling and dancing. On Friday afternoon the famous Anglo-Canadian Concert Band, of Huntsville gave an excellent concert; which was one of the features of the trip.

An Honour for Mr. A. A. Bradley.

The shoe trade will be interested in knowing that one of the executives of J. & T. Bell, Limited, in the person of Mr. A. A. Bradley, received the honor of being elected President of the Quebec Division of the Canadian Credit Men's Trust Association Limited, at the annual meeting of that body held at the Windsor Hotel, Montreal, on May 29th.

Mr. Bradley's native Province is Ontario, his birthplace being Hazeldean in the Ottawa Valley. After graduating from the Ontario Business College, Belleville, he took a course in Accountancy, and was associated for a number of years with his father in business. Following this he spent some years in Toronto as an Accountant.

Mr. Bradley's connection with J. & T. Bell, Limited, has been quite a long one, dating back to 1909, when he first took up the position of Accountant with this old established firm which was founded in 1814. Upon the death of the late Wm. Booth he became secretary-treasurer of the Company.



The marked business ability and thorough knowledge of financial matters that have won for Mr. Bradley his present position in one of Canada's leading shoe manufacturing firms, also makes him particularly well qualified for the position to which his fellow members of the Credit Men's Association have elected him.

He is well known as a man very charitably disposed, and many are the organizations and institutions that have experienced the benefit of his willingness to help at all times in all worthy movements. His chief pastime and favorite hobby is business, but he occasionally likes to play a game of golf. He is a member of the Senneville Country Club, of which he is Honorary Treasurer. He is also a member of the Westmount Bowling Club and held the position of Honorary Treasurer of that organization during the term 1920-21.

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.

R. B. GRIFFITH & CO.

"THE WHITE SHOE HOUSE"

R. B. GRIFFITH & CO., wish to thank the trade for their patronage during this season, and to announce that for early Autumn and Winter trade, they are showing a most complete range of Satin, Suede, Gold and Silver Slippers, at prices, from \$3.00 to \$7.50.

They respectfully solicit a careful inspection of their samples.

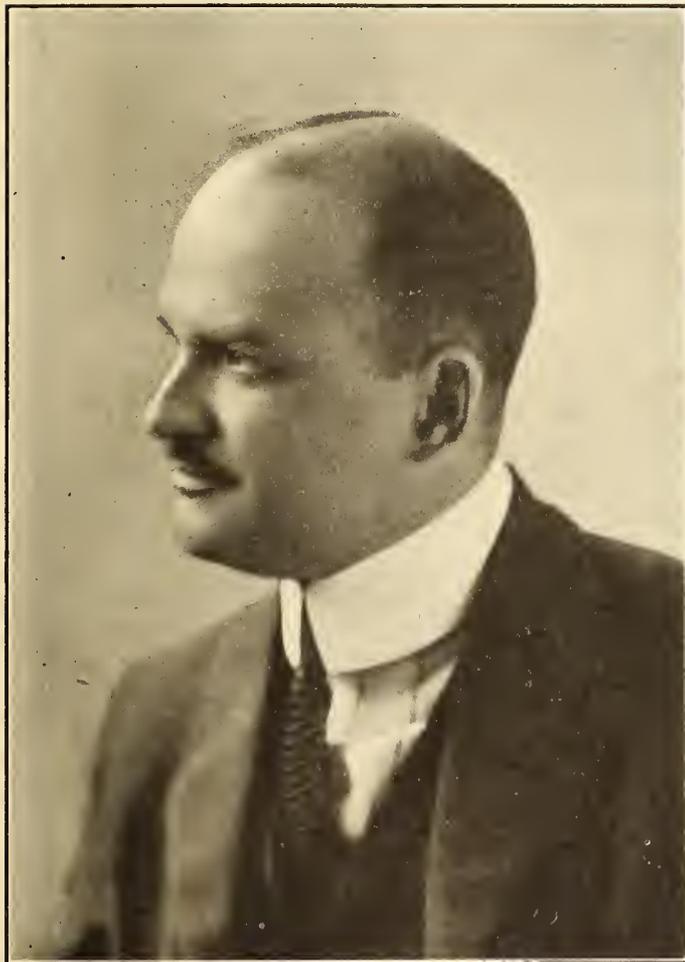
R. B. GRIFFITH & CO.

HAMILTON, ONT.

Mr. Armand S. Many.

In the reorganization of the firms formerly known as the Standard Welt Co., and the Children's Footwear Co., the control of the new organization now known as the Arrow Shoe Co., Limited, 3 St. Alexander St., Montreal, has been taken over by Mr. Armand S. Many, who is acting as President and General Manager.

Mr. Many is a man of long and wide experience in shoe manufacturing and selling. He was born at St. Hyacinthe, Que., and upon completing his college course entered upon his successful commercial career. He has filled positions with various shoe firms, among them being J. A. Wiggett & Co., Sherbrooke, Que., with whom he served for eight years, Geo. G. Gales & Co., Montreal, and was also associated with leading shoe manufacturing concerns. His connections with the trade have not been confined to Canada alone, but he has been identified with well known firms in the United States, including John Strootman Co., Buffalo, N.Y., and Nathan D. Dodge Co., Newburyport, Mass. With such complete experience and possessing not only exceptional business abilities but a very pleasing personality, there is undoubtedly a full measure of success awaiting Mr. Many in his present executive position.



Mr. Many has all his life been a baseball enthusiast. He was pitcher for the Sherbrooke, Que., team when that organization won the championship, and in sport as well as in business he has won many friends.

The Arrow Shoe Co., Limited will produce a full range of high grade men's welts and fine stitchdowns.



New Castle Kid

Noted for its excellent Finish, fine Texture and wonderful Wearing Quality

The Leather for Greater Value

Fancy Colors, White, Black, Glazed or Mat

Canadian Agents

for American Tanners of Calf, Splits, Indias, Heavy Leathers, Skivers, Cabrettas, as well as for Cotton and Cloths

WRITE OR WIRE FOR SAMPLES

New Castle Leather Co. Inc.

New York

*Canadian Branch—335 Craig St. W. Montreal
Factory—Wilmington, Del., U. S. A.*

**O. K. FIBRE
COUNTERS**

A
Little Thing
To Ask For—
A Big Thing
To Get!

Retailers Know It To Be A Fact

—that there is no part of the shoe subject to greater strains, harder knocks, more pulls and wrenches from any greater number of angles than is that part of the shoe the COUNTER gives shape to, protects and reinforces.

Therefore They Want A Counter They Know Will "Deliver" —service. So an increasingly large number are specifying in their orders that O. K. FIBRE COUNTERS be built into their shoes by their shoe manufacturers. For this is the counter that embodies high quality raw material, is made by highly standardized methods and undergoes rigid factory inspection.

O. K. SHANK, COMPANY
307 Fourth Street - Chelsea, Mass.
Canadian Agents: Trudeau Co., 719 Panet St., Montreal, Que

United States Hotel

Lincoln, Beach and Kingston Sts.

BOSTON, MASS.

Near South Terminal and easily reached from North
Station by elevated

European Plan \$2.00 up

Jas. G. Hickey, Manager

G. W. Hanlon, Asst. Mgr.



Black Beauty Oil Polish for Black Shoes, Brown for Brown Shoes, Kid Cream for Kid or Calf leather, Suede Powder and Suede Dressing for Suede Shoes.

No. 1

No. 3

No. 4

No. 8



The above line comes in Black, Brown, Tan and Oxblood

White Beauty for White Canvas Shoes or Buck. Universal Sport for Sport Shoes, latest addition. A dressing for every Shoe. A satisfied customer with every sale.



There is no Sale like a Ralston Sale

There is no sale like a Ralston sale, because it establishes the consumer's confidence, and assures repeat orders.

Ralston Polishes are 100% pure, and will

not harm the finest shoe.

An all year seller that sells to all people of every class. Try a window or counter display, and watch your sales jump.

Robt. Ralston & Co.,
 Limited
 Hamilton Ontario

We have a Complete Range of Shoe Findings and Novelties



At the Canadian National Exhibition.

For the first time in the history of the Canadian National Exhibition the exhibits will include a group of products of Canadian shoe manufacturers. Nearly thirty manufacturers have booked space, and also a number of the allied trades. The exhibits will be on the second floor, at the north side of the western annex of the Live Stock Arena or Coliseum. Booths will be of a uniform character, and the displays will give the trade and the public an opportunity to look over the latest products of Canadian shoe and leather factories.

Expense has very sensibly been held down to a minimum compatible with requirements of attractive display, and it is hoped that this year marks the beginning of an annual exhibit which will grow in size, interest, and value. The cut reproduced shows the layout of the exhibits. The shoe manufacturers exhibiting are as follows:—

The Corson Shoe Manufacturing Company, Limited, Toronto, Ont.; Owens-Elmes Mfg. Co. Limited, Toronto, Ont.; The Macfarlane Shoe Limited, (2 spaces) Montreal, Que.; Williams Shoe Limited, (2 spaces) Brampton, Ont.; The Slater Shoe Company Limited, Montreal, Que.; The Hartt Boot and Shoe Co. Limited, Fredericton, N.B.; The Brandon Shoe Company Limited, Brantford, Ont.; Blachford Shoe Manufacturing Company Limited, Toronto, Ont.; The John Ritchie Company Limited, Quebec, Que.; The Walker, Parker Co. Limited, Toronto, Ont.; Scott-McHale, Limited, London, Ont.; Perth Shoe Company Limited, Perth, Ont.; J. & T. Bell, Limited, Montreal, Que.; The Lady Belle Shoe Company Limited, Kitchener, Ont.; Weston Shoe Company Limited, Campbellford, Ont.; The Hurlbut Co. Limited, (2 spaces) Preston, Ont.; The Tebbutt Shoe & Leather Co. Limited, Three Rivers, Que.; Charles A. Ahrens, Limited, Kitchener, Ont.; Getty and Scott, Limited (2 spaces) Galt, Ont.; The Talbot Shoe Company, Limited, St. Thomas, Ont.; The Murray Shoe Company, Limited, London, Ont.; The Eagle

Shoe Co. Limited, Montreal, Que.; Kingsbury Foot-west Company, Limited, Montreal, Que.; The Tred-Rite Shoe Co. Limited, Otterville, Ont.; Clark Bros. Limited, St. Stephen, N.B.; Oscar Rumpel, Kitchener, Ont.

THE WINNING WAY.

Never to ask for an easy task
Nor a prize for winning through
But just to pray for a better way
And a better will to do.

Never to sigh for a sunny sky
Nor mourn the gloom in vain
But to strain your strength the whole day's length
In spite of the midst and rain.

Never to look for a trout-full brook
Nor to ask for an easy shot
But just for sand, a steady hand,
And an eye that falters not.

Bravely to face the hottest pace,
Nor ask for rest till the end,
But for strength to last though the race be fast
Is the winning way, my friend.

For not the prize nor the cheering cries
Acclaiming the contest won,
Will count so strong your whole life long
As the way the thing is done.

The best of tools in the hands of fools,
Are nearly useless things
While the poorest kind, with a Will behind,
May fashion the thrones of kings.

Arthur Johnston McElhone



**“Wilmac” Better Laces
Made**

Better material and workmanship accounts for the superior strength of WILMAC LACES. The “Wilmac” Label is your guide in buying and your protection and help in selling.

Sold in banded pairs attractively packed in handsome cabinets of 100 pairs or 50 pairs assorted lengths. Also supplied in plain boxes of 72 pairs.

E. W. Mc MARTIN

45 ST ALEXANDER ST. MONTREAL

J. HARDY SMITH & SONS

**HIDE and LEATHER
FACTORS**

CODES: MARCONI, BENTLEY, LIEBER.
CABLES: HIDES, LEICESTER

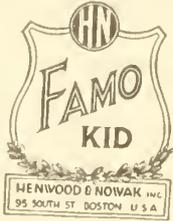
Belgrave Gate, Leicester, Eng.

A Boost for Parkdale.

The Parkdale Business Men's Association recently put on a contest, in which letters were written by the school children of the district giving reasons why the people should patronize the stores in their own community. One of the prize winning letters contained quite a tribute to Mr. J. C. Budreo, the well known shoe retailer, which makes interesting reading. It was as follows:

"Parkdale beautiful suburb of Toronto. The many

pretty stores with all up to date boots, shoes, drygoods, dresses, drug stores and florists. Why should our Mothers go down town in crowded stores and pay more than they charge in Parkdale and come home cross and tired and scold us kids for doing nothing? Now, for instance, Mr. Budreo has a shoe advertised for five ninety-five that my aunt bought down town for ten dollars, same shoes. So she took the shoes back down town, and got her money back, and bought her shoes at Budreo's. The only thing that is not cheap is rents. Although we have the nicest apartment in Parkdale and the cheapest so Mother says. And my Mother keeps her bank account in the Canadian Bank of Commerce, Queen Street, Parkdale and I guess I will win a prize and a bank account."



The Kid That Made Fine Shoes Famous

Ask any of the Shoe Manufacturers using *good kid* and they will tell you that they can always rely upon FAMO.

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

New York Representative
SEIDERMAN-SALMON, Inc.
95 Gold Street --:-- New York City
GEO. W. NEWMAN LEATHER COMPANY
Cincinnati and St. Louis
Canadian Representative
R. E. Bennett & Co. Room 32, 70 Lombard St.
Toronto Phone Main 4016w

L. H. Packard & Co., Limited, Montreal, report that their new Cavalier design Overgaiter has been favorably received by the trade, and orders are being placed extensively from all over the country. These are shown in two models the designs of which are full protected by registration.

HOW DO THEY FIGURE SHOES?

"I've looked over a lot of shoes lately," remarks a manufacturer who watches what the other fellows are doing, "and I am wondering how they are figured. Frankly, I do not see how some of the popular-price shoes are made and sold, unless somebody is sailing too close to be safe.

"I am reminded of a story father told me, when I started in the factory. It ran like this:—'Once upon a time, a veteran took in a young fellow, as a partner, and that young fellow went into the business hammer and tongs. One day, when the veteran was away, the young fellow booked an order, at \$2.25 a pair, then a popular price.

"The old fellow reviewed the order, and inquired—'are you sure you figured the costs right?'

"'Certainly,' says the young fellow. 'Here are the figures. Look them over for yourself.'

"They look all right, so far as you have gone,' said the veteran, 'but what about the soles? I do not see any figures for them.'

"'But,' said the young fellow, 'we have more soles in the stock room than we know what to do with!'"—(Hide and Leather.)

Manufacturers

I BUY ALL KINDS OF SURPLUS

Shoe Stocks for Spot Cash

— Send samples, particulars and prices to —

L. M. BARNETT

Wholesale & Retail Shoe Dealer
10 Market Square Hamilton, Ont.

References—Dun's and Bradstreet's.

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

Mention "Shoe and Leather Journal" when writing an advertiser

The Shoe Repair Man

THE BIG CONVENTION

The Second Annual Convention of the Ontario Federation of Shoemakers and Repairers will be held in Hamilton on Wednesday and Thursday, July 26th and 27th. The draft program has been laid out and plans are being made for one of the most interesting and successful meetings in the history of the repair trade of Canada. Those who were present at Toronto last year will need no urging to go to the meeting at Hamilton, while those who did not attend, and who can possibly come this year, will be well advised to be on the job for both big days in Hamilton this year. We quote from a circular sent out by the secretary:—

"Headquarters will be at Stroud's Hotel, on Merrick St. where the business sessions will all be held and the Banquet in the evening, and where reservations may be made for rooms. Registration of delegates will take place at nine o'clock Wednesday morning in charge of Mr. Henderson and Mr. Miller.

"The following extract from the Minutes of the Councillors meeting held on March 7th might be mentioned here.

"Resolved that a Committee be appointed to register each delegate to the Convention and that each member pay a fee of \$3.00 said fee entitles member to a ticket for the Banquet, a ticket to the Picnic and a badge, which admits him to all meetings of the Federation.

"Business session to commence at ten o'clock for which the following program has been arranged:

PROGRAM

WEDNESDAY, JULY 26th, 1922.

9 A.M. Registration of Delegates.
10 A.M. Remarks of President, Mr. Frank H. Revell, Address of Welcome to the Delegates. Address, "The Right Way to Figure Prices of Shoe Repair Work."

By Mr. S. Pettit, of Brantford.
Discussion

Address, "Advantages of early closing and how to obtain it."

Speaker to be selected later.

Adjournment.

2 P.M. Address, "The Development of Up-To-Date Shoe Repairing Business."

By Mr. Thomas Grayson.
Discussion on same.
Address: "The Importance of Keeping Accounts in Connection with the Boot-Making and Repairing business."

By Mr. A. E. Angus

Several other matters of advantage will be presented to the Convention, such as the advisability of universal prices, the advantages of organization, and the betterment of all those engaged in the Shoe Repairing Business, etc.

WEDNESDAY EVENING

8 P.M. Banquet in Dining Hall, Stroud's Hotel.
A good and varied programme has been arranged and all will be well entertained, both musically and otherwise.

THURSDAY

10 A.M. Nomination and election of officers for the coming year. Selection of City for next Convention.

Any other business which may be brought forward.

Adjournment.

2 P.M. Busses and autos meet at Stroud's Hotel for the Dundas Driving Park. Picnic to commence at 3 o'clock. An elaborate programme has been arranged. Races will be run off, various contests engaged in. A baseball match will be a feature and refreshments will be provided.

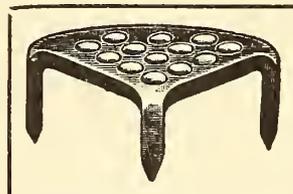
Every Shoe Repairer in the Province that can possibly attend, should do so. Much good will be accomplished by co-operating together."

TORONTO ASSOCIATION

The regular monthly meeting of the Toronto Shoe Repairers' Association was held in the Forester's Hall, Toronto on June 22, 1922.

Mr. A. Butterworth, President, was in the chair.

The attendance was fair. The executive being fairly well represented, it was moved and seconded that no general meetings be held during July and August. The Executive will carry on the same as usual during



**WE COULD NOT IMPROVE
ON THE "NATIONAL" SHOE
PLATE SO WE HAVE IM-
PROVED TREMENDOUSLY
ON FORMER METHODS OF
PACKING HEEL PLATES!**

"National" Shoe Plates now are packed first in neat one-gross cartons and then in heavy cardboard telescoping boxes as follows:

Size No. 1:	Packed 10	one-gross	cartons in	box
" " 2:	" 10	" "	" "	" "
" " 3:	" 6	" "	" "	" "

Furthermore, the boxes are neatly re-wrapped in stout paper with plain markings as to description and size of contents.

National Shoe Plate Mfg. Co.

160 North Wells Street

Chicago, Illinois

the summer months, and will call a general meeting if the occasion should arise.

Mr. Butterworth turned in an encouraging report on the committee's efforts, in collecting dues from lax members. This work will be carried on to greater extent in the future.

It seems that the chief drawback to well attended meetings is the clashing of lodge dates and late closing. If the members can be educated to the advantage of early closing, better attended meetings are expected.

An interesting discussion was held on the subject of advertising. Several ideas were proposed, one being that the tanners be approached to stimulate repair business by advertising their leathers in street cars, newspapers, and so forth, something after the style of the rubber manufacturers. This interesting discussion will be resumed at a later date.

The arrangements for the picnic have been left in the hands of the committee who will decide when and where this social event is to be held. The members will be notified in due course.

Repair Conditions

Commenting on conditions during the past month, Mr. Walter Legg of St. Catharines says that business has been quiet. He says:—

"We find trade poor, possibly due to so many being out of work. Non-members of the association are cutting prices, and some members are also doing it. There are also various causes for the condition, over which we have no control. But we "keep smiling."

Mr. F. R. Revell, of Hamilton, says business continues fair, but slower than last year. He is a firm believer in high quality, saying "One quality of material and workmanship; one price for each job. I am convinced that the general public don't want cheap, sloppy work. They want good work, at fair prices."

Shoe Repair Notes

Mr. W. Burnill, well known for his efforts on the committee of the Toronto Shoe Repair Association, left, with his family for England and European Countries. Mr. Burnill will spend a three month trip visiting his many friends and relatives, incidentally improving his health, which has not been too good of late.

Mr. M. A. Florentino has opened a shoe repair business in Hamilton.

Edmunds Bro. and Co. of London, Eng. manufacturers of fine spats and gaiters are represented in Canada by J. R. Price & Co., Toronto, in the Lombard Building, where they show a full line of samples in Melton, Box Face and Broadcloths, spats and gaiters for both men and women.

A PARCEL MESSAGE.

We reproduce a leaflet introduced by Mr. Thos. Grayson, of Hamilton. One of these is placed in each parcel leaving the store. He believes that this will prove successful in bringing business.

**OUR CONSTANT AIM IS TO
PLEASE OUR CUSTOMERS**

We thank you for your patronage and trust for a continuance of same and if our work and service is Satisfactory, your recommendation to your friends will be greatly esteemed and appreciated by

Yours

The RAPID SHOE REPAIRING CO.
107 James Street North

Thos Grayson, Prop.

A LAYMAN'S OPINION

In the smoking compartment on a train there are probably more weighty questions decided than in any other one place we know of. The other day we encountered a friend in one of these said compartments, and after discussing the European and Irish situations, the budget, bootlegging, and other important topics, we got around to business conditions, and touched on the shoe repair trade. The other fellow is a man who has made quite a success in his own line—which has nothing to do with the shoe business—and has had considerable experience in merchandising, manufacturing, and the development of a small business through its various stages to final success. In the course of the conversation he took up some of the problems of the repair man from the layman's point of view.

"You say that most shoe repair men are complaining that business is poor," he said. "Well, that's not a new story these days. And yet, who is to blame?"

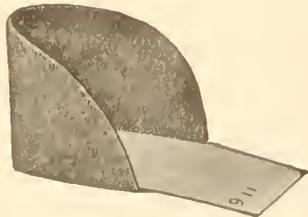
"The public, it is true, have developed into a lot of tightwads, partly because they have no money, partly because the only think they are poor, and partly because they feel that they have been unmercifully gouged by all hands during the fat years.

"And yet what do we see?"

"On all sides we have reports from men in different lines of business, that never have they done a bigger bus-

"Silverite" The House of Reliable Shoe Findings

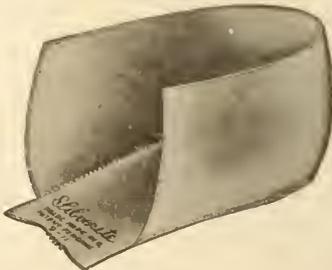
GRIPPER



"SELWELL"
Heel Lining Repairers
Uniform Weight—Perfect fitting



"GRIPPER"
Made of Suede Leather—Satisfaction
Guaranteed. Manufactured By
The Silverite Co.
Boston, Mass. U.S.A.



"BEST-ON"
Heel Lining Repairers
Perfect fitting
Cemented and Stitched

BEST-ON

Mention "Shoe and Leather Journal" when writing an advertiser

iness. The automobile men are selling cars to somebody, and for real moeny, too. Stock markets have been fairly active, and from the clothes the women are wearing there is lots of money in the country.

"In our own business we found things slowing down, and for a while became discouraged. But we went out and dug for business, and got it. So that today we are doing a good business, at fair prices, and by watching expenses have trimmed things down to a satisfactory point.

"Now, take your friends the shoe repairers. What I know about them is confined to my experience with a few of them I have had dealings with. But let us say that they represent a fair average sample of the lot.

"I have been living in Kingston (which is not the city he names,) for twenty-five years, and I have yet to have a shoe repair man solicit my business. When I get shoes mended, it is because the spirit moves me, and not because anyone suggests it to me. The chances are I have a couple of pairs of boots at home that it would pay me to get fixed up. But I don't know anything about shoes, or what can be done to them. Maybe they wouldn't be worth repairing. But if a neighboring repairer called to look them over, he'd probably get a job; or I might even be persuaded to take them in to him, if the suggestion were made, and I knew where to go to get service.

"I'd take a bet that if I were running a repair shop, I wouldn't be satisfied to sit in my store waiting for business to come to me. I know that most of them can't afford to do big advertising in newspapers. Possibly some of the live ones do that, or get out circulars, or letters, all of which would get some business.

"But what are the big merchandisers doing today? Have they cut down their sales forces? Not a chance. The salesman is working harder than ever, and his per-

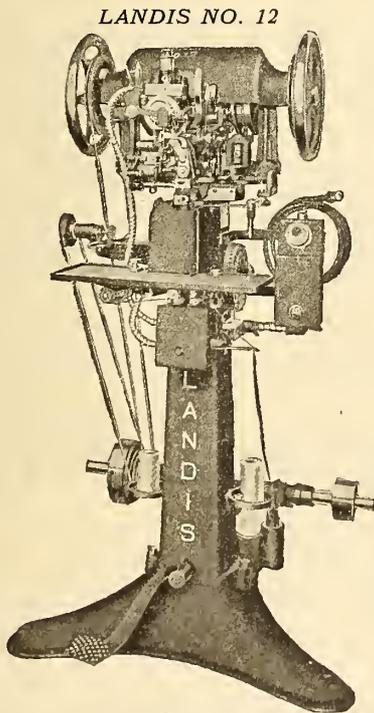
centage of sales is smaller, but his number of calls is greater, which makes it up."

"How would you suggest a shoe repairer to go after business?" we asked.

"Well, that's a question that has many answers, and if I knew more of the details of the business I could answer it better. But, offhand, I'd say that he must have, first of all, the equipment and ability to turn out a first class job. He must know his costs pretty closely, and from what I've seen of shoe repair men, most of them are locking in that respect. His prices must be fair, but give a profit to allow him to keep running. I'd forget low prices, or competition, and sell my work on its merits. My shop would be clean, neat and attractive, to catch the transient trade, and bring back customers. I'd look after my customers, and show them I was glad to serve them, learn their names and addresses, and follow them up frequently with circulars or personal letters, or phone calls, on repairs, polishes etc. I'd have everyone in my neighborhood know who I was, and what I did.

"But to-day all this must be backed up by constant chasing for business. Suppose I took any street in my neighborhood, and visited every house. Possibly one house in twenty would have a pair of shoes or so that needed fixing, and I'd stand a fair chance of getting the job. A couple of days a week or part of every day, devoted to personal canvas, in which I could give a selling talk, leave my card and some literature, and I'd gamble that pretty soon I'd not be able to keep pace with the work offered.

"Every game is the same. The man who sits still gets a certain amount of business. But today you've got to go out and dig for it. And you can tell your friends the shoe repairers from me, that year in and year out, business is pretty much what they make it."



Model D

OWN YOUR OWN

LANDIS Stitchers and Finishers for the
Shoe Repair Trade.

Highest Quality.

Prompt Shipments.

Canadian Representative

ROBERT J. VAN STONE

165 Queen St.

Hamilton, Ont., Can.

Special inducements to immediate buyers.

Write for particulars.

Landis Machine Company

No. 1515 25th St.,

St. Louis, U. S. A.

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.

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Head Office

27 Front Street East
Toronto

Tanneries

Woodbridge, Ont.

Quebec and Maritime Provinces

Represented by

John McEntyre, Limited - Montreal, Que.

Curriers, Shoe Manufacturers and Tanners

The H. S. P. Uniform Finishes are the standard. In the latest colors for Calf, Side, Sheep and Goat Leathers.

If you want the best glazed finish, try H. S. P. Pigment Finishes.

Our 72 years' experience and up-to-the-minute methods are yours for the asking.

Black Finishes in Mats and Gun Metal are all that you need.

CHEMICAL RESEARCH COMPANY
652 Summer St. West Lynn, Mass., U. S. A.

Turn Into Money

Your slow and doubtful book accounts. Hand them to the collection Department of The Mercantile Agency.

R. G. Dun & CO., 70 Bay St

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

A BUSINESS QUIZ

Question No. 1—What is known as the "eighty per cent" co-insurance clause?

Question No. 2—What is known as the "tickler system" of filing?

Question No. 3—What one particular business fault is responsible for the major portion of failures?

Question No. 4—What is known as a negotiable instrument and what does same consist of?

Question No. 5—In what manner are Corporations classified under existing laws?

Question No. 6—What is the difference between "Fixed Capital" and "Working Capital?"

Answer No. 1—The eighty per cent co-insurance clause is one adopted by most companies and reads, "This company shall not be liable for a greater proportion of any loss or damage to the property described therein than the sum hereby insured bears to eighty per centum of the actual cash value of said property at the time such loss shall happen.

Answer No. 2—The "tickler system" which is short for "particulars" is a device or warning placed on cards, papers or other data which shall require prompt attention at some particular time. This device is usually in the form of a red metal clip attached to the papers or cards in the file.

Answer No. 3—It is proven that over 84% of failures in recent years have been among merchants that do not advertise in some form or another proving conclusively that lack of advertising is the main cause of failures.

Answer No. 4—A negotiable instrument is divided into the following classes: (a) Bills of Exchange; (b) Promissory notes; (c) Bank Notes; (d) Checks; (e) Bonds; (f) Certificates of Deposit; (g) Bank Drafts.

Answer No. 5—Corporations are classified under existing laws as (a) Public, i.e. who carry our government or civic functions; (b) Quasi-Public, covering railways, telephone, telegraph; (c) Private, those conducted for private benefit of members.



High-Grade WOOD HEELS

All Styles

Prompt Service

Standard Quality

Canadian Trade a Specialty

G. H. MOORE HEEL CO.
39 N. Water St. Rochester, N. Y.

CLASSIFIED ADVERTISEMENTS

WANTED for Canada, Selling Agent to handle English Camel Hair and Felt Slippers, etc., Best Class. Must have a good connection and in touch with all the best houses, or are open to consider limited territories for first class jobbers. Please forward particulars to:—Joshua Trickett, Ltd., Shoe & Slipper Manufacturers Green Bridge Works, WATERFOOT, Nr. Manchester, Eng.

TWO LIVE-WIRE SHOE SALESMEN with a wide experience, about to open an agency in Toronto, would like to get in touch with several Canadian firms manufacturing popular priced Men's, Women's and Children's footwear. References furnished to those interested and all communications treated confidentially. Box 46, Shoe & Leather Journal, 545 King St. W., Toronto.

FOR SALE—Controlling interest in a successful shoe repair company now operating four stores in large Canadian city. This is a splendid investment. Stores are in choice locations, low rentals, all equipped with Goodyear stitchers and finishing outfits; also one McKay stitcher. Experience not essential, as all stores are in hands of capable managers. Price \$12,000.00. Terms can be arranged. Box 45, Shoe & Leather Journal, 545 King St. W., Toronto.

SITUATION Wanted by a Canadian Shoemaker and Repairer. Capable of managing any sized shop, 8 years' experience on machinery. Desires situation where he can have entire charge. Open for engagement May 1st. State wages. Box 39, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

IF you have retail shoe experience, we can increase your earnings fifteen dollars a week or more, without capital investment. Send full particulars of experience, etc., to Manager, Box 441, Ottawa, Ont.

YOUNG MAN, with experience in shoe factory accounting and costing, desires permanent position. If I cannot produce results, no salary. Open for immediate appointment. Act quickly. Box 40, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED.—A Line of Shoe Findings, Laces, Polishes, etc., Maritime Provinces on commission basis. Will be pleased to correspond with manufacturers or wholesalers. Box 41 SHOE & LEATHER JOURNAL, 545 King St. W. Toronto.

WANTED by Experienced Shoe Traveller a line of shoe samples to represent British Columbia and Alberta, or British Columbia only. Address, Box 43 SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

FOR SALE.—2 Singer Flat Machines for Fitting Uppers and 1 Singer Patcher. These Machines are in fine running condition. We also have lasts for speeder skating boots, cutting boards, etc. For further particulars, apply to C. Wright, 1175 Dundas St. West., Toronto, or phone Parkdale 6925W.

A Practical and Experienced Foreman Shoe Cutter desires a change, willing to go anywhere. Apply, Box 42, SHOE & LEATHER JOURNAL, 545 King St. W. Toronto.

WANTED.—Experienced Shoe Salesman for Ontario. Replies confidential. Apply Box 49, Shoe & Leather Journal, 545 King St. W. Toronto.

LIVE WIRE SHOE SALESMAN with an extensive experience and excellent connection in Ottawa City and surrounding towns, desires to get in touch with Canadian Manufacturers making Men's, Boy's, Women's and Children's popular priced footwear; would also consider a wholesalers line as an instock proposition. Highest references. Box 48, Shoe & Leather Journal, 545 King St. W., Toronto.

WANTED by experienced Shoe Salesman to link up with shoe manufacturer or jobber to cover Western Ontario connection established a good hustler full of pep and ambition and can get good results apply Box 47, Shoe & Leather Journal, 545 King st. W., Toronto.

Show Them JOHN BULL Shoepacks



For your customers who are looking for EXTRA VALUE in shoepacks let them examine a pair of Beal's. They will note the good leather used—our own tannage—the high class workmanship and the real GOODNESS contained in every pair. These qualities can only give one result—long service, comfort and resistance to weather.

The R. M. Beal Leather Co.
Lindsay, Ont. Limited

CLARKE & CLARKE Limited
Established 1852

Tanners 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 Wareroom and Cutting Department
252 Notre Dame St. W., Montreal

PERCY J. MILBURN, Agent

BRANCH WAREROOM

553 St. Valier Street, Quebec City

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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

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"We deliver what you buy"

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*One Of The Many Special
Sellers for Summer and
Fall Offered In Our . . .*



\$5.00 RETAIL PROPOSITION

No. 1491	Wos. All Patent Wide Strap Buckle Shoe, Slip Sole, Last 210, $\frac{7}{8}$ Straight Heel	
	Widths B. to E.	\$3.20
" 1489	" Brown Calf Wide Strap Buckle Shoe, Slip Sole, Last 210, $\frac{7}{8}$ Straight Heel	
	Widths B. to E.	\$3.20
" 1490	" Gun Metal Calf Wide Strap Buckle Shoe, Slip Sole, Last 210, $\frac{7}{8}$ Straight Heel.	
	Widths B. to E.	\$3.20
" 1500	" Brown Kid Wide Strap Buckle Shoe, Slip Sole, Last 210, $\frac{7}{8}$ Straight Heel	
	Widths B. to E.	\$3.20
" 1501	" Black Kid Wide Strap Buckle Shoe, Slip Sole, Last 210, $\frac{7}{8}$ Straight Heel.	
	Widths B. to E.	\$3.20

*The above cut is an exact reproduction of shoe on Last 210, Low Heel.
We make the same shoe on Last 205, Cuban Heel, as follows:—*

No. 1488	Wos. All Patent Wide Strap Buckle Shoe, Slip Sole, Last 205, 12/8 Cuban Heel, Widths B. to E.	\$3.20
" 1486	Wos. Brown Calf Wide Strap Buckle Shoe, Slip Sole, Last 205, 12/8 Cuban Heel, Widths B. to E.	\$3.20
" 1487	Wos. Gun Metal Calf Wide Strap Buckle Shoe, Slip Sole, Last 205, 12/8 Cuban Heel, Widths, B. to E.	\$3.20
" 1502	Wos. Brown Kid Wide Strap Buckle Shoe, Slip Sole, Last 205, 12/8 Cuban Heel, Widths B. to E.	\$3.20
" 1503	Wos. Black Kid Wide Strap Buckle Shoe, Slip Sole, Last 205, 12/8 Cuban Heel, Widths B. to E.	\$3.20

ORDER BY MAIL. Do not wait for our representative to call

All goods made to order, which
takes from four to six weeks

TERMS NET THIRTY DAYS

We are the largest manufacturers of Ladies' McKays, exclusively in Canada

CLARK BROS., Limited
St. Stephen N. B.

THE SHOE & LEATHER JOURNAL

PUBLISHED · TWICE · A · MONTH

Featuring ---

*The Round Table
Market Conditions
Boston Style Show
Advertising Ideas
Show Cards
Stray Shots
Retail Problems
Shoe Repairing*

Come to Chicago with us---See Pages 36 and 37

ACTON PUBLISHING CO. LIMITED
TORONTO MONTREAL



Established 1857

“THE WEAR IS THERE”



“PENETANG”

The Same Leather In A New Color

Penetang Tannage in a handsome union color in place of the former cherry red tinge is gaining in popularity daily.

We have created this new color to supply the demand for a lighter colored hemlock. The quality is still the same.

Tanned from best South American dry hides.

Used by Canada's Most Discriminating Trade.

The Breithaupt Leather Co. Limited

Producers of the Standard of Canadian Sole Leather

SALES OFFICES

Kitchener Toronto Vancouver Montreal Quebec

TANNERIES AT

Penetang Hastings Kitchener Woodstock Burk's Falls



*Canadian
To
The
Core*



That is the splendid character of shoes which have at the centre of their thorough Canadian construction a reliable D. & P. FIBRE COUNTER.

The Imported counter robs shoes of this most desirable Canadian Character, while giving nothing in return either in extra economy or better quality.

The toughness that withstands wear, the strength that holds the counter's shape, the shape that means perfect fit, - these are features of D. & P. FIBRE COUNTERS that have helped to make many a Canadian-made shoe unrivalled for wear, style and value.

CANADA'S NATIONAL COUNTER

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



Mention "Shoe and Leather Journal" when writing an advertiser



Notice to Shoe Manufacturers

Calf Leather Cannot Be Replaced Today

Finished Calf Leathers in our bins on July 15th can only be replaced from Raw Skins costing over 30% in advance.

Subject to previous sale and while finished leather in our bins lasts from this July 15th stock, our May 2nd price list remains operative

Orders accepted according to moment received at our office,
Orders accepted on this price list only for immediate delivery.

Wire Your Requirements.

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.

“ O U T I N G ”

Brand

Canvas Shoes

Will Swell Your Total Summer Sales

Because they have been designed to fill a definite, well-recognized need for summer use. Not only are thousands of people already appreciative of the coolness, comfort and freedom of “Outing” Brand Shoes, but your knowledge of local conditions will enable you to induce many others to begin using them this summer.

While the sales on “Outing” Brand are always gratifying in volume and profit, you can greatly enhance your success this summer by skilful displays and convincing advertising.

Is Your Stock Complete ?

Gutta Percha & Rubber
Limited

Head Offices and Factories: Toronto

(Branches in all leading Canadian Cities)



This beautifully fashioned Bell Shoe touches the very spot from which style taste springs, therefore it commands a popularity which all dealers should take advantage of in their Summer and Fall Selling.

While in pattern and last it represents the time's most advanced mode, its trim smartness, as with all Bell Styles, is well within the bounds set by particular people as the limits of refined footwear fashion.

J. & T. BELL, LIMITED

Montreal, Quebec

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

The Voice of Fashion Says

PATENT

The Voice of the Trade—

Black Diamond



"Lawrence Leathers are Reliable Leathers"

**A. C. Lawrence
Leather Company**

161 South St., Boston, Mass.

New York - Philadelphia - Chicago - St. Louis

Cincinnati - Rochester - Milwaukee



These
Staples
Lead
All Over
Canada



TOP Value— Sales

Your sales cannot climb high on low values.
They cannot go ahead if style lags.

EVERYTHING that makes a shoe SELL to the MOST people is put into Yamaska Brand Shoes. Wherever they are featured trade rises to the height of their top value standard.

Our salesmen cover Canada and look after your needs in supplying you with these sales leading shoes direct from the maker.

Yamaska
Staples
for
Value!



La Compagnie J.A. & M. Cote
ST. HYACINTHE, QUE.



A Shelf Full Or A Store Full

Whether your want list comprises only a few sizes short or a few styles needed, or whether there are complete new lines that have to be installed, Robinson's offer you unsurpassed buying advantages.

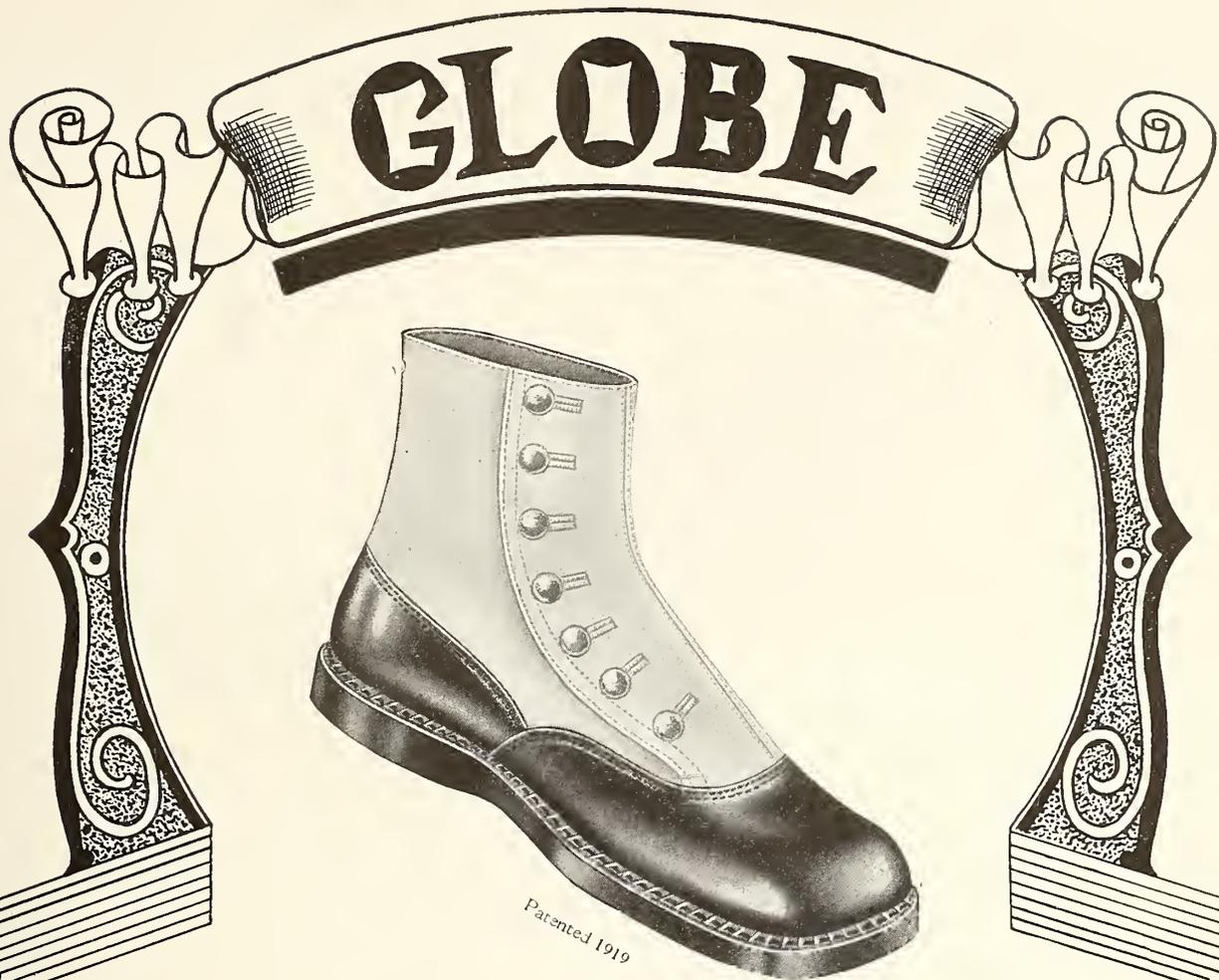
The market, and the demands of the people, are both an open book to us. We have the goods you need on hand **BEFORE** you need them and they are yours when and how you want them.

When looking for Specials in Styles and Values to stir up Summer Trade our popular lines and prompt service help you to put up a steady strong selling campaign.

James Robinson Company
Limited

184 McGill St.

Montreal



WORTH RECOMMENDING

You will always find yourself well repaid for recommending Globe "Pillow Welt" and "Baby Pillow Welt" Shoes. The satisfied parents credit you with showing them the way to greater economy and more perfect fit in their children's footwear. Growing sales is the natural result.

THEY ARE THE ONLY GENUINE GOODYEAR WELT SHOES MADE WITH A PILLOW WELT INSOLE.

A request from you brings a Globe Salesman with the entire line.

Carried in stock by A. Lambert, Inc., Montreal.

GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

Montreal Office---11 St. James St. Representative---J. A. BLUTEAU

La Duchesse



The constant aim of La Duchesse Shoemakers is to make and keep their lines famous on the market as well made shoes of outstanding style at a moderate price.

Jobbers would not concentrate on featuring this popular line as most of them are doing if its sales volume did not place it in the very front rank of money-makers.

Your Summer and Fall Trade will thrive on the styles and values we are showing.

“LaDuchesse” Shoe Co., Registered
MONTREAL, QUE.

*Making Women's Welts, McKays and Turns of a Standard
quality for the Wholesale trade*



Individuality
a strong feature of
Black Beauty
Chrome Patent Sides

The Robson Leather Co., Ltd.
Tanners and Curriers
OSHAWA CANADA

Mention "Shoe and Leather Journal" when writing an advertiser



Meeting your customer's purchasing-power right!

There is no doubt that the buying-public has a diminished purchasing-power now. It still wants quality footwear but expects it at reduced prices.

You can meet this trend right; if you will specify STANDARD KID. Through reduced overhead due to increased production, and through our policy of working on a small margin, we can place STANDARD KID in the hands of your manufacturers at prices that will effect a considerable saving all along the line. STANDARD quality is in every skin.

Specify STANDARD KID

THE STANDARD KID CO.

Boston, Mass.

Branches in New York, Philadelphia, Cincinnati,
Chicago, St. Louis and Montreal.

*Astoria Shoes Are Better Because
We Know How To Make Better Shoes.*



Any shoe firm can make the average kind of shoes. It takes a firm with years of experience and an organization of real craftsmen to turn out a better class shoe.

Astoria Shoes are not the average kind. They are the all-leather, quality shoe that leads in style. They are better class shoes for the better class trade---the trade that gives you the best business.

It's just as easy to sell high quality shoes, and they bring prestige to your store.

THE
Astoria
SHOE

Made Only in Canada by

**Scott - McHale
Limited**

London

Canada



The premier material for Insoles, Sock Linings and Heel Pads. Insole Stock any thickness desired in Oak color and White. Sock Linings and Heel Pads in Oak Color, Grey and White.

WRITE FOR SAMPLES

Kaneva Insoling

Plain or backed with felt for McKays. Very flexible. Unaffected by moisture, and will outlive the shoe.

HEEL PADS

Kendex,
Felt,
Imitation Leather
backed with felt.

PIECE FELTS

For
every
purpose

FELT TONGUE LINING

Stripped
or by
the piece

KENWORTHY BROS. OF CANADA, Limited
ST. JOHNS - QUEBEC

THE HECTOR LINE



for Spring 1923 now ready. An outstanding range of samples in well made

TURN FOOTWEAR

popular in Styles and Values

JOBBER'S

This is your opportunity to get money-making Lines that will increase your coming Season's turnover.

HECTOR SHOE COMPANY

331 DEMONTIGNY ST. EAST

MONTREAL

F. X. Leblanc, Managing Director.



The MINER RUBBER CO. Limited

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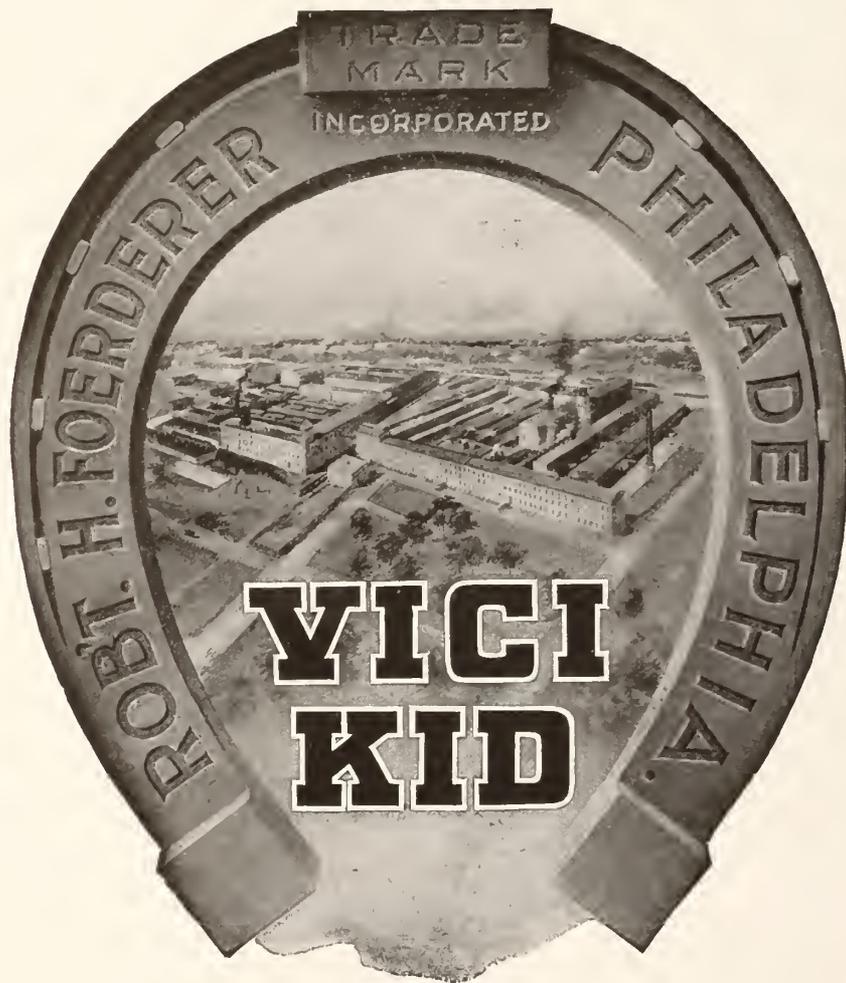
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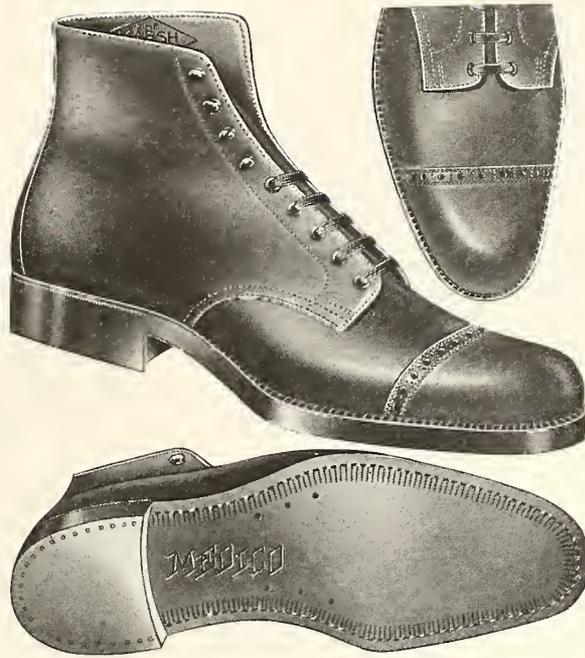
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TO ADVERTISERS

Over a period of thirty-five years the Shoe and Leather Journal has steadily worked to the purpose of building and maintaining a circulation which is thoroughly representative of the shoe trade of Canada. An advertiser is entitled to know not only aggregate circulation, but also just where his advertising is being sent. To that end our lists have always been open to the inspection of our advertisers. In order that certified analysis may be made, the Shoe and Leather Journal has been accepted as:

Applicant for Membership in the Audit Bureau of Circulations.

Forging Steadily Ahead

In spite of the fact that at this period of the year one naturally expects more or less business hesitation, indications continue to point to a steady improvement in business.

Wholesalers in all staple commodities report not only a good demand for immediate requirements, and a disposition to insist on early shipments of goods already ordered, but quite a change in attitude with regard to ordering goods for fall selling. In dry goods, clothing, boots and shoes and even hardware this growing confidence in the commercial outlook is quite noticeable. Evidently stocks have reached a point where they need replenishment, but, better still, merchants seem to have recovered to an appreciable extent from the fear of over investing in merchandise.

As much as anything else the attitude of the retailer is due to the general strengthening of the market, and the feeling that the upward turn in prices has been reached. In leather and shoes, for instance, there is quite a difference in this respect from a month or two ago, and already manufacturers report not only increased interest, but anxiety on the part of retailers with regard to goods ordered for the early fall months, and concerning which prompt delivery is now sought. Of course, this applies more particularly to certain lines of women's shoes, but there is an apparent willingness on the part of merchants throughout the country to anticipate their needs, which has been lacking for two or three seasons past.

As to prices we mentioned in last issue, the fact that both sole and upper leather showed a marked disposition to strengthen, and this has been verified by sales during the past two weeks of prime tannages of both which have been in considerably better request than for some time past. There has been also an improvement in the export demand, brought about by better financial and commercial conditions abroad.

The crop outlook continues promising, especially in the West, where everything seems to point to a very satisfactory season's operations. Western merchants are, however, ordering carefully, and are insisting upon their right to modify their orders subject to the results of the harvesting operations. Payments have improved materially, and, although it will take more than a season's crop to put the West on its feet, everybody is in a hopeful mood. In the East reports are satisfactory with perhaps some sections of the Maritimes, where rain has interfered to some extent with the hay crop.

At the present moment the general situation all over Canada is a most hopeful one for business. Stocks are on a conservative basis, and if merchants work hard during the next couple of months to get rid of seasonable goods, and there should be no interruption to the progress made in harvesting, building and construction, we ought to have before us the best autumn for several years.

In The Market Place

The spirit of optimism appears to be spreading with increased speed, and the clouds of pessimism and discouragement are disappearing. This, notwithstanding the fact that there are plenty of disturbing factors still in evidence. In the face of railroad and coal strikes, unsettled conditions abroad, the people seem to have made up their minds that these things will right themselves, and are looking forward to the fall with every hope of improved business conditions. The summer months are expected to be quiet, and sufficient business has come along to hold up the average and carry merchants through till harvest. It would appear as if Canada is to be blessed with an unusually bountiful crop, and while this may mean some recession in prices paid to growers, at the same time the aggregate amount of money set in circulation will turn the wheels in many a factory through the next winter.

Thoughtful men are already expressing the fear that the rebound from the depressed conditions of the past year may be too rapid; and that the transition to a belief that the worst is over may reawaken the gambling spirit which was to such an extent responsible for the recent debacle. To that end, they are warning merchants against an untimely and unwarranted boosting of prices of necessities.

The public has already shown that it can do without an astonishing number and quantity of things. And if the spirit moves it, will do so again, and once more paralyze industry.

Recent slow but steady advances in many commodity prices have the effect of reassuring merchandisers against further drastic declines and losses. To that extent, they are welcomed. But any undue elevation of prices will only serve to hold back business again.

We see that situation in our own field. Hides and skins have become firm and advances have been registered. Supplies are reported short, and demand increasing.

The same condition holds true in the leather market. Sole leather men have been finding a freer export market, where even at advanced prices, offers are accepted. This encourages them to lift their prices still higher. They contend that even on the new basis, it is little better than replacement value, and that higher prices are justified, and necessary. Shoe men have been figuring their shoes close, and selling against keen competition. If leather prices advance, they claim shoe prices must also go up. In any event they are held firm, and opinions quoted in our last issue, and elsewhere in this issue show that they are expected to remain so. To cap it all, retailers find that they must have some shoes to sell in the fall, and during the past two weeks have been buying more freely. As a result, factories are becoming congested, and leather men are predicting a temporary shortage of desirable goods. The situation in the shoe and leather trade, therefore, does not at the moment admit of any other feeling than that of optimism.

Advances in shoe prices will be met with mixed

feelings. Moderate raises are sufficient to reassure the trade in general. But anything in the nature of a serious raising of levels is to be avoided as dangerous. For there is no doubt that the public are looking for a further easing up. Here is what one Ontario dealer says on this subject:—

"We have bought very few shoes for Fall, not ten per cent. of our requirements, because we feel that unless the prices of shoes comes down there is no chance of selling them. People will simply not pay a profit on the price manufacturers are asking for shoes to-day.

"I understand manufacturers are reporting a slight increase in raw materials and claim that this will cause a slight increase in shoe prices. I do not know anything at all about shoe costs, but I do know that shoes will have to be sold cheaper if people are going to be able to buy them with the cash they receive for the goods they sell. Farmers selling their grain and cattle at present prices simply cannot pay the prices asked for footwear and clothing. The two things do not fit in any sense of the word and unless some re-adjustment is made, they cannot buy.

"There can be only one answer to this question. Costs are coming down and must come down further unless farmers are to get more for their products. Because the price of their products is governed by European markets and the prices of all commodities must be governed by the basic prices of farm products. There can only be one answer to the problem. I do not want to see shoes tumble in price, but I believe that things have to come down and keep coming down to reduce the average cost of general merchandise."

Those who read this may not agree with our friend, but it is only indication of the feeling of many in and out of the trade.

Meanwhile, retailers have been finding business very fair. Increased employment is helping trade in many localities, and warm weather has been moving summer shoes. City stores are running clearance sales already, and by the middle of August fall goods will be in a fair way to move. Sales at present consist largely of white shoes, though lines are becoming broken. Of these, straps are the best sellers. Patents are selling in city stores, and also some suedes and combinations. Special prices, newspaper advertising and window displays are being worked to the limit to clear goods out. One dealer tells us he gets good results from an all one price window display. This same man says that he finds the ladies are asking for higher or Cuban heels as against the recent run on low heels. Fall buying is going on right now. It has already been delayed to such an extent that some lines will hardly be filled in time.

Manufacturers are busier than for some time, and are looking forward to good business in the fall. Those who sell the wholesalers report that they have never sold as many samples before. Apparently the wholesaler is going to send his men out with a wider range than ever in the effort to corner the trade thoroughly, and not miss the big sellers. Collections are not too good, but may be expected to improve as crops move and money goes into circulation.

Stray Shots From Solomon

Confession is good for the soul, but the man who utters all his thoughts or tells all his misdeeds, may do harm to others as well as himself. A preacher was recounting to a bunch of children how bad he had been in his youth, and as an example said that he had blown up bull frogs. When he got through, an urchin remarked to his companion under his breath, "Say, Sam, won't we have some fun with the bull paddies down in the medder!" "If thou hast done foolishly in lifting up thyself, or if thou hast thought evil lay thine hand upon thy mouth." Don't tell all you know about yourself, or other people. The best kind of repentance is to shut up and quit. Keep a clean mouth as well as a pure mind.

* * * *

A man can do practically anything by spitting on his hands, and going at it. Genius has been called an infinite capacity for hard work. The plugger has it ten times over the smart fellow. There are plenty of people who know all about how a thing should be done, but few who are willing to put muscle into getting it done. "The spider taketh hold with her hands, and is in kings' palaces." You can't hold back the fellow who keeps on just "doing things," especially if he puts aim into his efforts. Some people are full of plans, that never get them anywhere. Because they are not prepared to sweat over their ideas. There are those, too, who do too much sweating, and too little thinking. Make up your mind what you want to do, and don't be afraid of putting muscle and gumption behind your ideas.

* * * *

Gossip as well as every kind of evil speaking lives on encouragement. If you don't like dirty yarns, or don't love hearing about your neighbor's faults, scandal mongers and foul-mouthed yarn spinners will learn to avoid your presence. "The north wind driveth away rain, so doth an angry countenance, a backbiting tongue." Next to the whisperer, the man or woman who listens to idle gossip is a menace to society. The man who talks to you about his neighbor will have as much to say about you when your back is turned. When you find yourself enjoying the wag of a vicious tongue, it is time to look inside and ask yourself what manner of man you are. If the spicy story appeals to you there is ground

for believing that you are not as good as you ought to be.

* * * *

Greed is one of the sins that is visited upon the third or fourth generation not by the act of the Almighty, but by natural law. If you are a mean man, it will crop up somewhere among your children. If you are a grabber, you may be certain, no matter how much you may cover your disposition, by your church and charity account, it will get back to you somehow. "He that is greedy of gain, troubleth his own house." There are men reading this statement who can verify it in their own experience if they are honest about it. The best thing a man can leave posterity is not a good name, but a right spirit. We can all of us point to people who are living or have passed on who have made the world better for having just lived in it. It is not who you are, but what you are that counts.

* * * *

When a man gets so that he rejoices in the misfortunes of others, he is on the broad way that leads to destruction, but the fellow who is always arranging dead-falls for his neighbors, is the best ally the Devil has in the world. The desire to trip up people, and the disposition to gloat over the failure either moral or temporal of others, are amongst the few things that would lead one to believe in the theory of man's origin in the lower species. But this pit digging has its retribution. Did you ever know a man who rubbed his hands when his neighbor fell, or who spread a net for his feet, who did not come to a bad end himself? "Whoso diggeth a pit shall fall therein, and he that rolleth a stone it shall return upon him." Look out, Mr. Pitdigger, your turn is coming.

* * * *

It is said that fools rush in where angels fear to tread, and many of us are fools in this sense. We do our thinking too late. We allow circumstances to control us, instead of controlling them. "A prudent man foreseeth the evil, and hideth himself, but the simple pass on, and are punished." There are men who never seem to learn the commonest lessons of life. They keep making the same mistakes, week after week, month after month, and year after year. They trust to luck to bring them through difficult times, instead of planning and working to bring success out of adverse conditions. It is estimated that less than ten per cent of people in business succeed, and the main reason is that they take the scriptural injunction "Take no thought for the morrow," too literally.

The Round Table

About Spats and Overshoes — Buying for Fall—Stock Records.

The Round Table discussion for this month covers a diversified range of subjects. Three questions were passed on to the trade, which had been suggested by retailers.

1. To what extent will spats, overshoes and roll stockings figure in styles?

2. What percentage of straps and oxfords can a man buy for fall?

3. Why should a retailer keep a detailed stock record?

All three questions are of particular interest to Canadian retailers at the moment, and the opinions of dealers from various parts of the country should be of value in their consideration.

To what extent will Spats, Overshoes and Roll Stockings figure in Style?

Let's dispose of the roll stockings first. Some confusion was apparently caused by their being included with spats and overshoes. Some dealers took it to mean for fall and winter, others for summer. The roll stocking fad has not shown itself to any great extent in Canada this year, possibly because the hot weather has not set in. Whether the girls will "roll their own" or buy hose with the rolled effect still remains to be seen. (No joke intended.) But so far as Canadian shoe retailers are concerned, they have apparently decided not to bother about it, but to let other stores handle the requirements for that trade. A Winnipeg man said he expected some call in the winter for heavy stockings to roll for snowshoeing, skating, ski-ing, etc., while an Ontario man looks for the use of about twenty-five per cent heavy stockings with oxfords.

This same Ontario man predicts for fall for his trade about fifty per cent spats, twenty-five per cent overshoes.

A Western Ontario man says:—

"We are buying thirty per cent of previous years in spats. Overshoes, we are holding off to see what the style will be."

An Eastern Ontario man calls spats for sixty per cent, overshoes thirty per cent.

A London man says:—

"Spats will certainly sell well here. We expect, too, a big sale for overshoes."

A Kingston man says:—

"We think spats will sell in the early fall and winter, and overshoes in all probability. We cannot be sure six months ahead these days what styles will be worn by women."

A St. Catherine Street dealer:—

"We should say sixty per cent spats, and forty per cent overshoes."

A Parkdale Merchant:—

"Would guess sixty per cent spats, thirty per cent overshoes."

An Ottawa man:—

"I think most merchants have bought their regular requirements in spats. Whether the sale

will drop off, giving way to the overshoe (which will have a big sale) is hard to predict. Personally I am going to feature the new style overshoes."

A Windsor man says:—

"I believe that spats will be worn somewhat more than they were last year, but not to the extent they will perhaps be worn in the winter of 1923-24. That is to say, I do not believe that overshoes have quite finished their popularity."

A New Brunswick man:—

"While we think there will be considerable spats worn this fall, we do not think it will exceed the sale of a year ago, which was fairly heavy. Overshoes will be worn to some extent."

Another St. Catherine Street retailer:—

"We believe that spats and overshoes will sell in good volume. Spats will start in the early fall, volume of sales dropping in the middle of November. We believe that overshoes will sell the following few weeks very freely."

A Winnipeg dealer:—

"I am inclined to think there will be normal trade this coming winter in spats and overshoes."

What Percentage of Straps and Oxfords can a man buy for Fall?

The question of fall purchases which would normally have been settled by this date, is still a source of worry to many of the trade. It is fairly well settled however, that the styles that have been good in late spring and summer will carry on into early fall. That is to say that straps will continue till snow flies, after which oxfords may be expected to predominate. On that basis retailers should be able to go ahead to the major part of their requirements. But here is what some dealers think:

A Winnipeg man says:—

"Straps should sell in early fall, followed by oxfords. I expect there will be some demand for boots. Many women cannot wear low shoes alone. Laced boots make ankles trim, and also reduce the arch."

A Montreal dealer says:—

"I would divide this question into two divisions—turns and welts. Turns practically all straps, with a small percentage of colonial effects. In welts, oxfords seventy per cent., straps thirty per cent."

A Maritime man says:—

"Some people think there will be a considerable number of straps worn this fall, but we feel the sale will be more to oxfords. We would not be surprised to see a ten-inch boot come back at any time, not to any extent at an early date."

A Windsor man says:—

"We are buying for fall sixty per cent straps, forty per cent oxfords."

An Ottawa dealer:—

"For street wear, ninety per cent oxfords, ten per cent straps. Where gaiters are used straps are not favored, as straps and buttons show."

A St. Catherine Street dealer:—

"Straps fifty per cent; oxfords fifty per cent."

A Kingston dealer says:—

"Straps will likely sell in the early fall about twenty per cent, with eighty per cent oxfords."

A London man:—

"We are buying about seventy-five per cent of our expected requirements. Of this three-quarters will be straps and one-quarter oxfords for early fall."

A Parkdale dealer:—

"Straps sixty per cent; oxfords forty."

A St. Thomas dealer says:—

"For early fall, straps sixty per cent, oxfords forty. Late fall, December on, oxfords eighty per cent, straps twenty."

A Chatham, Ontario, dealer:—

"Not more than twenty per cent straps, to seventy per cent oxfords, and ten per cent boots."

A Brockville man says:—

"Oxfords sixty per cent; straps forty per cent."

The consensus of opinion would appear to be that turns for dress wear will run to straps, with a few variations, such as colonials. But for street wear, in the welt shoe, straps will hold good as long as relatively warm weather prevails. But when colder weather arrives, demanding heavy stockings or spats, the advantages of the oxford will be realized.

Why Should a Retailer keep a Detailed Stock Record?

From time to time the Shoe and Leather Journal has given descriptions of stock record systems that have been found successful and valuable by various shoe retailers. But the average shoe dealer claims that he is not an accountant, or book-keeper. He dislikes figures, except the dollar mark in his bank book, and the totals on his cash register. For that and other reasons, there are many retailers who either do not keep detailed records of stock at all, or who do so in the sketchiest fashion. For the small shoe store there are reasons for and against detailed records. For the larger establishment a stock record of a detailed character is essential. The question was brought up by a retailer who has been considering the problem from several angles, and is still doubtful as to what action to take. He very sensibly passed the question on to the "Round Table" for discussion. Incidentally we would refer our readers to the address of Mr. C. K. Chisholm, on another page of this issue, in which he deals with the subject of analysis of sales and customers. This could not be done without detailed records. Whether the trouble is worth the results obtained is the question that gives the average retailer pause. It cannot be denied that the dealer cannot have too much accurate information about all phases of his business. If he can get this and keep it all under his hat, carry his stock in his own mind, and know just where he stands all the time, he can do without records. But for many purposes adequate reliable, and immediate records are essential.

An Eastern Ontario dealer says:—

"The retailer needs detailed stock records to enable him to look his banker and creditors straight in the eye. He knows, and is not guessing!"

An Ottawa man says:—

"Very few do. By keeping a record, a man has a better hand continually on his business."

A Montreal man says:—

"It is just as necessary to keep a detailed stock record as it is to keep an accurate check on your bank account. One bears relation to the other."

A London man says:—

"As an aid in future buying. Only as he has accurate information as to what lines have been good sellers, will he be able to buy intelligently for future needs. He can't always guess right."

A Kingston dealer says:—

"It is a great assistance in buying. The only way a buyer can tell what sizes and styles are selling from day to day. A little more trouble and time taken up, but we find it repays in a dozen different ways."

A St. Catherine Street retailer:—

"He must keep records to keep familiar with his lines and particularly the dead ones."

A Chatham dealer says:—

"Because it assists him greatly in buying."

A New Brunswick man says:—

"We think the retailer should keep very close tab on his stock at present, on account of the number of sudden changes in the styles, and the continued reduction in prices. Stock should be kept at a very low amount. Just enough to continue doing business."

"Our opinion is that a retailer in his own interest should purchase his requirements throughout the year as if there were four seasons. Twice for fall, and twice for spring."

A Winnipeg retailer says:—

"It is absolutely necessary for every retailer to know exactly what he has on hand when ordering, what sizes are selling, and exactly how his stock is. The stock record enables him to look at any number, or his whole stock, at a glance. We use it with success."

A Windsor dealer says:—

"It must be a great help in keeping down stock on hand, though we have never used it."

Another Windsor man says:—

"The retailer should keep a detailed stock record for the same reason that a banker keeps a ledger. How can one tell his profitable lines from his unprofitable ones if this is not done? I would not attempt to run a shoe business without a stock record any more than I would without a cash till. It is possible to carry on a small business and make change from your pocket without keeping any record of how much or to whom the goods were sold; the same is applicable to a stock record. You can do business without knowing what your profitable lines are, but your business can never grow beyond a one-man shop and instead of the proprietor managing the business, the business will shortly manage the proprietor and keep his nose to the grindstone eighteen hours a day. In my mind, he certainly should have a look from above, or one might say, outside of his own business. On the other hand, one can keep, and attempt to run entirely too much system. One should never go to extremes in anything."

(Continued on page 40)

I WANT TO KNOW.

Here are a few more questions asked by retailers:—

"Are 8/8 wide heels for flappers about done?"

"How can the retailer get back to a more staple line of trade?"

"Is the average retailer demanding that his merchandise be shipped by the lowest cost route; are weights, charges, errors on freight bills being watched closely?"

A Review

Further Consideration of Some of the Questions in Examination Paper.

While we were only able to publish in full the three winning papers in our recent Salesmanship Examination, a further discussion of some of the questions, with the answers received, should be found profitable. On some of them opinions did not vary to a great degree, the only difference being in completeness. On others, however, there was a considerable divergence of opinion. These points will be taken up in passing.

Let us consider the first question:—

"If a customer asks for "American" shoes, saying she can't get Canadian shoes to fit her, what would you do, if you carry only Canadian goods?"

Retailers do not encounter this difficulty as often as they did a few years ago. "Made-in-Canada" campaigns of shoe manufacturers and others have had their effects on dealers and on the public mind. So that there are many customers who will not buy an article produced outside the Dominion, unless the Canadian article is unobtainable. Moreover, high prices, duty, and exchange in recent years have given Canadian manufacturers an unparalleled opportunity to take hold of the Canadian field. That they dominate it is due to the above factors, plus the fact that they are producing shoes equal in fit, quality and price, to those obtainable in any locality.

Obviously, the problem is one requiring diplomacy to a high degree. A woman of that type would be prejudiced and difficult to convince. So as one answer says, "It is useless to become argumentative." Still the case calls for an attempt to convince, or a lost sale. One reply which was fairly brief, but comprehensive, says:

"Take note of the shoe she is wearing and show her the nearest you have to it in a Canadian shoe; interest her in the shoe and prove that she can be fitted just as well in Canadian shoes. Impress on your customer that the quality and workmanship of Canadian made shoes is equal to those made in the United States, and that they will cost less. Advise her that every pair of shoes made and sold in Canada keeps the Canadian industries busy, and money circulated in Canada."

The points emphasized by the contestants were (1) Advances in the art of shoemaking in Canada; (2) That Canadian shoes are equal to American shoes in fitting and wearing qualities and appearance; (3) That money is saved by buying Canadian shoes; (4) That this money is circulated in Canada and helps Canadian industries.

One contestant suggested as a last resort an offer to procure the American shoe required. Another does not believe it would be an untruth to fit her with Canadian shoes and tell her they were American—being made in North America. It would not be indiscreet for us to say that the judges marked this last answer very low.

On the whole, however, the contestants appeared confident of their ability to sell Canadian shoes on their merits.

If a customer claims a shoe was damaged when sold, and you are quite sure the damage was done since it left the store, how would you handle this

matter?

It is interesting to note to what an extent the principle "The customer is always right," pervades the retail shoe trade of Canada. Very few replies did not refer to this in some form or other. As one contestant says:

"Always bear in mind that the customer comes before the store, and the wisest thing to do is to make a satisfactory adjustment."

Another says:

"While your conscience says "don't exchange them," still, as a matter of business it would pay to replace them with your regret that a damaged shoe should have been allowed to leave the store. If you raised an argument, the chances are you would have a row with the customer, eventually making the adjustment."

Another takes a slightly different tack. He says:—

"If the customer still insisted that they were damaged before leaving the store, and I had handled the shoes myself just before they left the store, and was sure they were in good condition, I wouldn't allow an exchange or any allowance whatever, because I believe that allowing yourself to be swindled lowers the morale of your business, and also loses the respect of the customer. But if the shoes were handled by some one else—I would give the customer the benefit of the doubt, and make good to the extent demanded. My reason for this policy is this: that I once had the experience, just as you put it, and refused to give the customer what was demanded. Afterwards I found that the clerk, who I thought was reliable, had deliberately lied about the matter."

Most replies suggested giving the customer an argument, to find out if she really thought she had a grievance, and with a keen eye to see that nothing was being put over them unknowingly. But the general spirit was to make a repair, an adjustment, or a replacement. Several had in mind going back to the manufacturer to take care of the adjustment for them. Otherwise it should be charged to advertising.

If a customer loses his temper and practically accuses you of making false statements, as to price or character of goods, what would you say or do?

As one contestant puts it, "this is a case for tact, and no cut-and-dried rule will work."

Nearly all are agreed on the idea that it does not pay to lose your temper because the other fellow has lost his, and that the man who keeps cool has the advantage. Some of the other points brought out are:

1. Let the other fellow talk himself out, and make himself clear as to the statements to which he refers. If he is under a misapprehension, apologize to him and correct him.

2. Get him to one side where he cannot disturb or affect other customers.

3. Try to make him feel good, and pacify him by having him believe he is to some extent at least in the right.

4. Be tactful, pleasant, and dignified.

5. Explain that the merchant who wants to stay in business cannot deliberately misrepresent, but that in actuality "Honesty is the best policy."

6. Do your best to have him leave the store satisfied.

(Continued on page 40)

Boston Style Show

Third National Shoe and Leather Exposition and Style Show at Boston a Success.—Style Trends for Fall and Winter.

THE third National Shoe and Leather Exposition and Style Show, held at Mechanics' Building, Boston, Mass., July 10, 11, 12, and 13, was one of the most successful of all American affairs of its kind and was attended by a very large number of real buyers. Quite a large number of Canadian tradesmen were present and this was not only a source of great pleasure to their brother shoemen of the United States, but also served to give a delightful international flavor to the gathering.

The Style Show was presented in two scenes. The first scene represented a men's club room, with models engaged in card games and conversations while exhibiting the latest and proper footwear for men. In single file they walked down the runway, which extended down the centre of the hall through the crowd of buyers, who were given the best seats close to the runway where they could carefully inspect the shoes as worn on the models. The second scene was entitled "Palais De Modes," showing a tea garden peopled by a number of young women and children models wearing the varied styles of shoes suitable for occasions of all kinds. Not the least enjoyable of the many interesting features of this phase of the show was the work of the children, who combined various other entertaining talents with that of wearing shoes in such a manner as to display them to best advantage.

As might naturally be expected, the real success of a Shoe and Leather Exposition and Style Show rests with the number of retailers, in other words, real buyers, who attend and buy. Over twelve hundred retailers, who bought shoes in quantity, were present at the Third National Shoe and Leather Exposition and Style Show and every one who attended, whether he was from the United States, Canada, or from across the Atlantic or Pacific, agreed he was well repaid for his journey and time.

Style Tendencies.
The following tendencies were pronouncedly evident in shoes for fall and winter wear: for women, higher heels, medium vamps, and medium toes. The so-called "millinery" shoe evidently will continue in favor, with white satin in increasing demand. Models were shown, and greeted with favor, that called for multiple straps. As shoe manufacturers try to make only styles that are called for, apparently the ladies are strong for strap effects, particularly for dress wear. Attractive white satin styles were shown, embroidered in many cases with rosettes. There will be an increased number of high cuts in styles for women for fall but low cuts continue strong in popular favor.

Style tendencies for men for fall and winter wear show a decided tendency towards plainer styles with much less of the recent brogue effect, and perforations and wingtips. The recently popular mahogany shade will be largely replaced by lighter tan and black. Low cuts continue in strong favor, as evidenced by styles exhibited at the style show, but as in the case with women's forthcoming fall and winter styles, there will be a larger percentage of high cuts.

The United Shoe Machinery Corporation had on exhibit what was undoubtedly the most complete showing of modern shoe making machinery ever displayed. It was the talk of the show and certainly deserved special

mention because of its completeness and the time and money expended to make it perfect in every detail.

Each day at the Exposition, was specially designated, July 11th being New England Day, with Mayors of New England towns and cities, especially invited. July 12th was Retail Shoe Merchants' Day, on which day a special meeting of the Massachusetts Retail Shoe Merchants' Association was held. July 13th was Shoe Factory Superintendents' and Foremen's Day.

On the day following the official closing of the Exposition, Friday, July 14th, there was a harbor outing and shore dinner given by the Boston Shoe Travellers' Association to the visiting shoe and leather buyers, when a boat trip was enjoyed down Boston Harbor and athletic events and a dinner at the Hotel Pemberton, Hull, Mass.

Rivalling the Style Show in interest was the Department of The Exposition in immense Mechanics' Building given over to actual working exhibits. The living picture here presented of the evolution of all that goes into the finished shoe was indeed a rare opportunity for not only visiting buyers but also the interested public to see just why modern shoes wear so well and look so attractive. In all about two hundred exhibitors had booths or working exhibits.

The A.C. Lawrence Leather Company presented as a working exhibit a complete tannery in operation. Here was shown exactly how a piece of chrome tanned leather is handled from the raw skin to the finished piece of leather, ready to be delivered to the shoe manufacturer. This firm had in motion practically every sort of leather finishing machinery. It was a wonderful exhibit and very instructive.

In the working exhibit of the United Last Company was seen the birth of shoe styles. Wonderful exemplification was here given of how the company works out the original model out of wood with infinite care, precision, and finish. The original model was then shown as guiding the last-turning machines as they produce the last which eventually go to the shoe manufacturer. It was a great exhibition of the service the company renders the shoe manufacturer in last making and also demonstrated the importance of the last in making shoes that are virtually perfection in wearing qualities and style.

The Dunbar Pattern Company had an elaborate and well-planned exhibit showing how the shoe pattern is cut with mathematical precision and demonstrating in a plain manner the important relation of the pattern to the finished shoe, if style is desired.

The Farnsworth Hoyt Company, had a fine working exhibit in which were shown looms weaving their red line-in shoe Lining.

The Emerson Shoe Company, Rockland, Mass. had as a working exhibit a complete shoe factory, the machinery being supplied by United Shoe Machinery Co.

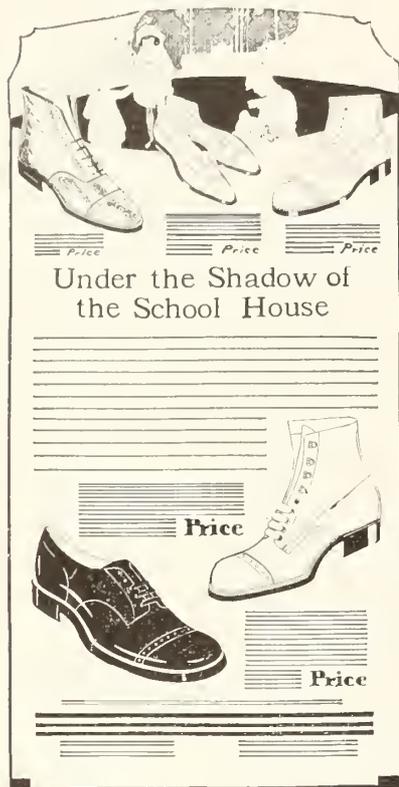
Other interesting working exhibits included that of the United States Rubber Company, showing the making of rubber and canvas footwear. The Talman Press, Boston, showing making of labels for shoe cartons.

Too much credit cannot be given for the success of the whole affair to the officers, directors, committeemen, etc., identified with the National Shoe and Leather Exposition and Style Show, Inc., who gave the exhibition and Style Show. Included in this list is President A. N. Blake, Vice Presidents, Herbert T. Drake, James A. Monroe, Willis R. Fisher, Charles C. Hoyt, Treasurer, and Thomas F. Anderson, Clerk.

Major Charles T. Cahill, of the United Shoe Machinery Corporation was on the exhibits' committee, and as is always the case with the genial major, proved a veritable tower of strength.

Suggestions For The Retail Shoe Advertiser

By The Advertising Service Department.



Size of ad. for publication

140 lines by 2 columns

Type Face Bookman

First three paragraphs, description of shoe with price supplied by advertiser. Set 10 pt.

Under the Shadow of the School House.

Set 30 pt.

The holidays will soon be over, and the question of your youngsters' school boots again looms ahead as an important question. Your boy or girl does not appreciate the worry their shoes cost you. The normal child likes to mix in and play with his fellows. You can't expect him to stand by and watch, just to save his shoes.

Therefore, you need a well built dependable shoe, that will look after itself. We invite you and your youngster in to inspect our complete stocks of reasonably priced, reliable school shoes.

Set 12 pt.

Copy under five cuts, description of shoes with prices supplied by advertiser.

Slogan, set 12 pt. Italic.

Signature, set 30 pt.

Address, set 18 pt.

Size of ad. for publication

120 lines deep by 3 columns

Type Face Cheltenham Bold

Description of shoe with price supplied by advertiser. Set 10 pt.

Sale—Cut

Special Clearance of Broken Lines.

Set 36 pt.

Here is your opportunity to reap the advantage of our special mid-summer clearance sale. We have various broken lines of men's and women's combination sport shoes and white canvas shoes, also women's one, two and three strap button and buckle patents. This is not a job line, but an honest sale of our summer goods, to make way for our new fall goods. This sale will save money for you.

Set 12 pt.

Copy under five cuts description of shoes, with prices supplied by advertiser. Set 10 pt.

Signature 24 pt.

Address 18 pt.

Slogan 12 pt. Italic.

A Few Pointers on Writing Your Retail Advertisements

By The Advertising Service Department

WE have sketched up in this month's suggestions, an advertisement for a mid-summer sale. The only art work necessary in this layout is the heading "Sale." If your printer has an old "Sale" cut lying around his shop so much the better. If not, the art work, and cost of cut would not be heavy. The balance of the advertisement can be set in the regular way. At this time of the season, you are sure to have incomplete lines of summer sellers still on your shelves. You should move these now before you stock with new goods for fall.

Put sufficient good cuts in the ad. to make it interesting. Show sports and patents or whatever you are trying to move, with a complete description and the price, in nice size type. In your copy, tell the truth and nothing but the truth, about the goods you are selling. Follow these simple rules, in your advertisement, and you will find in-between season selling easy and profitable.

The suggestion headed, "Ladies, You Can't go Wrong on These at \$0.00" is just an ordinary advertisement appealing to the vanity of women. A last attempt with summer goods before you push your new fall lines. The border shown on this layout is just to suggest a fancy border, something a little out of the ordinary run. The majority of printers have various ornamental stock borders on their racks. Our third and last suggestion showing children's school boots and shoes is a feeler for the opening of school. The only thing you can talk is quality, wearing ability, and price. We all know that children soon wear out a pair of shoes in the rough play of school life. Therefore, you want to emphasize the value of your line to stand up under this usage. If an illustration, similar to the one at the head of the layout cannot be secured from your printers' drawer of character and stock cuts, or from the shoe manufacturer, leave it out, and use larger shoe cuts in the space instead.

Size of ad. for publication
140 lines deep by 2 columns
Type face Caslon Bold.
Description of shoe with price supplied by advertiser. Set 12 pt.

Ladies You Can't go Wrong on These at \$0.00.

When you buy shoes you look for something more than foot covering. You look for comfort and style. In the shoes illustrated, here, you will find the ideal shoe for late summer and early fall wear. Shoes not too heavy, not too light, but just the right weight for comfort, and easy wear.

Come in and look our stocks over, we have every size, style, and width in stock. Our values will surprise you.

Set 12 pt.

Signature set 36 pt.

Address set 18 pt.

Slogan set 12 pt. Italics.

Description of shoe with price supplied by advertiser. Set 10 pt.

Price

Ladies, You Can't go Wrong on These at \$0.00

Price

Show Cards for August Selling

**Make August a Clearing Month.—
Conduct an August Sale if Necessary
to Rid Your Stock of Left-over Lines.**

THE month of August is generally considered a month when business is expected to be quiet, all of which is no reason that one should, (to use a semi-slang phrase,) lie down on the job. In fact it should be an incentive to do a little extra hustling to counteract all the forces of heat and holidaying and general enervating conditions.

It is rather generally conceded that this is a good month in which to hold a sale to clear away the surplus stocks or rather the odds and ends and lines that may not have come up to expectations in being good sellers. Among these are white goods which have their greatest sale in the summer season. It is not good policy to carry these over. And there will be other lines to add to these that will furnish sufficient to make a respectable offering in the sale.

Supplementing your newspaper and other advertising that you may do in connection with this sale, good displays both in the store and windows will make the sale a success. In fact without these displays the results may be very unsatisfactory. Then, as a further help, show cards should be used unsparingly as these tell the story of the displays in a way nothing else can.

In preparing the sample card each month it is our aim to furnish designs that can be made by those who may be beginners or who may not be thoroughly proficient at the work. There are also a number who do show cards in connection with their other duties in the store and to submit fancy and elaborate cards for such persons would not be wise. Fancy cards are not used to the extent they were in the past for two reasons, one is the cost, and the other is that the plain card is read easier and does not detract from the reading matter. An el-

aborately fancy card may direct attention to the artistic design of the card rather than the statement or matter referring to the lines advertised.

The samples with this article are those that can be made very easily. The August Sale card is panel shape and should be about 12 x 17 inches. It can be made on almost any kind of stock. The sample is a buff card with tinted edges. The two panels divide the subjects of the matter nicely. The first statement "Our Big Money Saving August Sale" simply implies that you are running this sale and the last two words, "Now On," completes the whole story. The treatment of the lettering is black for the small letters and bright red or blue for the large letters. The shading should be in grey or some harmonizing subdued color and the panel borders in the same.

The live shoe man will not be late in showing his fall lines. For this we have designed a very plain card that should not be large, with the words "An Advance Showing of Fall Models." This of course will be for a display of your new fall goods. As this will be, as the card states, an advance showing, it will not be necessary to use prices, although if one desires to do so it will be good business. This card, having all the letters small, may be done in black if desired or colors may be used, but we would not suggest more than one color for all the lettering. The border may be in a tint.

It is not too late to emphasize trunks or travelling goods if you carry them, for August is really the heavy holiday month, and these are things that people often put off till the very last moment. So if you handle these lines put up a few cards in the store and windows and let the public know you are in the trunk business. The sample card is done in bright red and shaded with pale green and the lower letters are tipped with black on the top.

The Canvas Lines Card is panel-shaped and will serve for a display of these goods. The small letters are in black and the large ones in dark blue with black topping and pale blue shading. The border is also the same as the shading. Price cards should be used in connection with your sale lines.



Operating Expenses For 1921

Report of Harvard University Bureau of Business Research on Shoe Store Expenses.

THE Harvard University Bureau of Business Research, which has been doing valuable work in conjunction with various retail and wholesale organizations has just released its report on Operating Expenses in Retail Shoe Stores in 1921. As usual, the bulletin is filled with information of great value to the shoe merchant who wishes to study his figures, and to compare them with those of other stores, with a view to reducing expenses and increasing profits.

While the number of men who are willing to co-operate in compiling information of this character is growing, there is still a lamentable lack either of the will or ability to impart information for purposes such as this. Out of nearly eight thousand firms asked to report, only four hundred and seven reports were received that were available for use. However, these form a very fair average upon which to base a report. Some of these were from Canada.

As stated in the report the year 1921 showed the results of the depression, in that the majority of the dealers reported a net loss on their operations. Gross profits were lower, and expenses higher, figured on net sales. Pairage was in many cases higher, but the average volume of sales in money value was about nine per cent lower than in 1920.

The firms reporting had sales ranging from \$3,000 to nearly three million dollars, so that all types of stores were included.

The importance of turnover is again emphasized by the fact that the firms with a high rate of stock-turn almost invariably reported better showing than those who did not turn their stock rapidly. For instance, the firms that turned their stock more than 2-3 times showed an average net profit of 0.6 per cent., while those who turned their stock less than 1.5 times had an average loss of four per cent net.

The following table shows the average cost of doing business:

OPERATING EXPENSES IN RETAIL SHOE STORES IN 1921—407 FIRMS
Net Sales—100%

	Common Figure
Wages of Salesforce (including PM's)	10.8 %
Advertising	2.3
Boxes, Wrappings, and Other Selling	0.3
Total Selling	13.4
Delivery	0.2
Buying, Management, and Office Salaries	3.5
Office Supplies, Postage and Other Management	0.4
Total Buying and Management	3.9
Rent	3.0
Heat, Light, and Power	0.6
Taxes (except on buildings, income, and profits)	0.7
Insurance (except on buildings)	0.5
Repairs of Store Equipment	0.2
Depreciation of Store Equipment	0.4
Total Interest	3.1
Total Fixed Charges and Upkeep	8.5
Miscellaneous	1.6
Losses from Bad Debts	0.2

Total Expense 27.8
To illustrate the comparison between 1920 and 1921, the following table covers the major items of expense:

OPERATING EXPENSES 1920-1921—242 FIRMS.
Net Sales—100%

	1920	1921
Wages of Salesforce	9.4 %	10.4 %
Advertising	1.9	2.1
Buying, Management, & Office Salaries	3.7	4.0
Rent	2.3	2.7
Total Interest	2.9	3.0
Losses from Bad Debts	0.2	0.2

Volume of sales has quite a bearing on the various expenses, as is shown by the following table:

OPERATING EXPENSES IN 1921 ACCORDING TO VOLUME OF SALES

	Net Sales—100%				
	Net Sales less than \$30,000	\$30,000-49,000	\$50,000-99,000	\$100,000-249,000	\$250,000 and over
Number of Firms	77	89	106	91	44
Wages of Salesforce	12.6%	11.0%	10.4%	10.4%	9.5%
Advertising	1.1	1.8	2.0	2.9	3.7
Boxes, Wrap., & Other					
Selling	0.2	0.3	0.2	0.3	0.5
Total Selling	13.9	13.1	12.6	13.6	13.7
Delivery		0.1	0.2	0.2	0.5
Buying, Management and Office Salaries	3.6	3.1	3.5	4.8	5.3
Office Supplies, Postage, and Other Management	0.2	0.3	0.4	0.5	0.5
Total Buying & Management	3.8	3.4	3.9	5.3	5.8
Rent	3.0	2.7	2.7	3.6	3.4
Heat, Light & Power	0.7	0.6	0.5	0.5	0.4
Taxes (except on buildings, income & profits)	0.8	0.8	0.6	0.5	0.5
Insurance (except on buildings)	0.6	0.5	0.5	0.5	0.4
Repairs of Store Equipment	0.08	0.2	0.1	0.2	0.2
Depreciation of Store Equipment	0.3	0.3	0.4	0.5	0.4
Total Interest	4.1	3.3	3.1	2.8	2.4
Total Fixed Charges and Upkeep	9.6	8.4	7.9	8.6	7.7
Miscellaneous	1.0	1.0	1.3	1.3	1.2
Losses from Bad Debts	0.2	0.3	0.2	0.2	0.2
Total Expense	28.6	26.3	26.1	29.2	29.1

Rate of turn-over has also a marked effect on expenses and profits. The highest rate reported was 16.3 times, which is, to say the least, exceptional. But there was one firm that turned its stock more than seven times, and fourteen others over four times. The lowest turn-over reported was 0.5 times. The following table tells its own story:

OPERATING EXPENSES IN 1921 ACCORDING TO RATE OF STOCK-TURN.

	Net Sales—100%			
	Stock-turn less than 1.5 times	1.5-1.8 times	1.9-2.2 times	2.3 times and over
Number of firms	108	97	73	116
Wages of Salesforce	11.4%	10.8%	10.7%	9.7%
Total Selling	13.8	13.4	13.3	12.5
Buying, Management & Office Salaries	3.7	3.8	3.9	4.0
Total Buying	4.0	4.2	4.3	4.3
Rent	2.9	3.0	2.9	3.0
Total Interest	4.3	3.1	2.9	2.1
Total Fixed Charges & Upkeep	9.8	8.6	7.9	7.2
Total Expense	29.2	28.3	27.9	26.2
Gross Profit	25.2	25.3	27.1	26.8
Net Profit or Loss	Loss 4.0	L. 3.0	L. 0.8	Pft. 0.6

The net result of the year's operations in the retail shoe trade was a loss, the average being 1.9 per cent. of net sales. One firm showed a net profit of 19.7 per cent, while the other extreme showed a loss of 49.3 per cent of net sales. The latter firm showed a gross loss of seventeen per cent before deducting expenses.

What Canadians Saw At Boston

As usual, Canada was well represented at the National Exposition and Style Show in Boston. The number of retailers was relatively small, but manufacturers were there from all parts of the country, and representative of all types of shoes. Out of the Chicago show came the vogue for the wide one-strap, with buckle, and the so-called low "flapper" heel. It still remains to be seen what comes out of the Boston show.

Those who were there came away with the feeling that for the moment no drastic style change is imminent. And the stability that results from such a general feeling in itself justifies the show. Novelties there were, of course, but nothing that did not represent a small variation of existing styles, patterns, and finishes.

Straps are pronounced as still good. The wide strap and buckle, together with the extremely low heel, are losing ground, as might be expected after their heavy run. But straps of various types are not dead yet by any manner of means. The buckle is giving way again to the button, and the multiple strap effects are gaining ground. Particularly in turn shoes are shown a variety of straps. The "wish-bone" strap, embodying the low vamp line and high oxford line, is favored by many, while cross straps, either from instep or ankle are also widely shown. The flare centre strap, buttoning on each side is also found attractive. For dress wear the 16 8 Louis heel is favored, with a considerable leaning towards Spanish Louis for lower effects. Semi-dress turns frequently carry a 13 8 Cuban heel. The sandal is for the time being quiescent. Whether it will take again for next year remains to be seen.

Turn shoes still lean towards patent and black satin, as leaders. Combinations of patent and beige, or patent and grey are stronger than ever, and the women have evidently taken a liking to the effects obtainable. For strictly dress wear, in the higher grades, brocades will again be found in the fore-front.

Toes remain rounded, but not full. The medium toe seems to hit the mark. Vamps show no decided change, though in some cases they are slightly longer.

Women's welts for early fall retain the wide strap to quite an extent, though as said above, the button is being used to a greater extent. Either one or two buttons are used, depending on the taste of the buyer and seller, as well as on the width of the strap. Heels on walking welts show a tendency to be slightly higher, though it is expected that women will continue to favor a relatively low heel for comfortable street wear. Oxfords are expected to take hold later in the fall. Patent leather and black kid are safe bets for welts for fall. Medium shades of brown kid, and also a certain amount of black calf in dull or glazed finish are shown for fall shoes.

A significant point noted was that various manufacturers are showing a line of Colonial pumps, just sufficient, apparently, to feel out the market. How or when this will develop is another story.

Those who attended the show acclaimed it as a success in practically every way. In point of attendance it was the biggest ever. While the runway exhibition could not be seen as well as at the Chicago or Brooklyn shows, this was not a serious factor.

Some of the Canadian visitors were:—

Messrs. Albert and Oliver Tetrault, and P. A. Doy, Tetrault Shoe Mfg. Co. Ltd.; P. J. Hogan, of the United Shoe Machinery Co. of Canada; Messrs. A. L. Dupont, and S. Dominick, of Dupont & Frere; Mr. D. F. Desmarais, of La Duchesse Shoe Co. Ltd.; Messrs. J. J.

Weating, L. C. Jones, M. I. Sturgis, and Gus Lossman, of United Last Co. Ltd.; Mr. T. Lane, of Ames Holden, McCready Ltd.; Messrs. H. E. Moles and F. Delancey, of J. & T. Bell Ltd.; Mr. W. F. Martin, of Kingsbury Footwear Ltd.; Mr. Fred. Smardon of Smardon Shoe Co. Ltd.; Messrs. Jos. Burnet, Ed. Somers, Chas. Brouillard, H. Champagne and W. Gard, of Eagle Shoe Co. Ltd.; Messrs. A. E. Marois and Fred Marois, of A. E. Marois Ltd.; Mr. C. Lachance, of Lachance & Tanguay; Mr. J. M. Stobo, of Quebec, Mr. John Shelby of John Ritchie Co. Ltd., Quebec; Mr. A. Stein of Mount Royal Rubber Co.; Mr. A. Lecours, of Canadian Footwear Co. Ltd.; Mr. A. E. Jones, of Regal Shoe Co. Montreal; Mr. Harry Gibbins, of Montreal; Mr. S. E. Wygant of Surpass Shoe Co. Ltd., Montreal.

Mr. J. A. McLaren, Mr. Hugh White, of Toronto; Mr. Geo. Chambers, of Kilgour-Chambers; Mr. John A. Walker, of Walker Parker Co. Ltd.; Messrs. G. A. and C. A. Blachford, of Blachford Shoe Mfg. Co. Ltd.; Mr. Weston, of Weston Shoe Co.; Mr. C. E. Hurlbut, of Preston; Messrs. Jarvis and Murray, of Murray Shoe Co. Ltd.; Mr. G. H. Ansley, of Perth Shoe Co. Ltd.

This does not represent a complete list of the Canadians who took in the show, but indicates the representative nature of the Canadian contingent.

KEEPING OUR HEADS.

The raw material market, so far as the shoe and leather industry is concerned, is showing a disposition towards firmness and advances have been made in some prices. The relatively small volume and close margins of the past few months, together with anticipation of freer buying on the part of the public provide ready excuses for increased prices of shoes. And that attitude can to quite an extent be justified. The danger, however, is that access of confidence may lead to rapid and unwise advances, which will kill the goose that lays the golden egg.

Never was it more necessary that retailer and manufacturer should view the situation calmly, and act with sane judgment. By nursing the market along, success may be reached, but it will not be done by over-reaching.

There is much food for thought in the words of Mr. R. H. Grant, President of the Delco Light Company, addressing the American Credit Men recently. While we may not agree with his predictions, his advice is sound. He said:—

"We are in a downward trend of prices. The economists say the trend may last some thirty years. There will be a buyers' panic this fall. None of us manufacturers must be independent; we must keep our overhead down; we must not be lax with our credits. If we submit to temptation, if we get extravagant, if we drop back into the silly habits we acquired in the boom times, in a couple of years there will be another crash. Do not be in too big a hurry to get a full revival under way. We must hold ourselves steady. Then the curve of prices will bend downwards in a healthy and safe contour.

"The manufacturer owes it to himself and to business in general to keep his prices down. Let us be sane and sensible. Moreover, every department of our business must be managed efficiently. Let us operate with the smallest possible amount of capital and watch every feature of our business. If we do not, we shall certainly regret it because we will be heading for another crash."

A SLOGAN FOR SALESMEN.

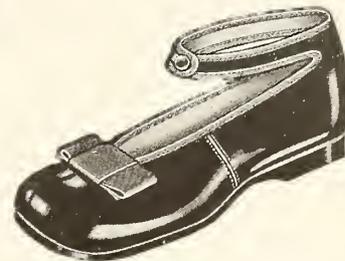
**When business slumps, don't get the blues,
Get greater mileage from your shoes!**



No. 4131—Miss's Patent One Strap, Turn, Leather Lined Quarters. 11-2, \$2.60; 8-10½ \$2.15.



No. 4116—Miss's Patent Sandal Turn, Leather Lined, 11-2, \$2.40; 8-10½, \$2.05; 4-7½, \$1.80; 2-5, \$1.50.



No. 4078—Miss's Patent Ankle Strap, Turn, Cotton Lined. 11-2, \$2.35; 8-10½, \$1.90; 4-7½, \$1.65; 2-5, \$1.35.
No. 442—Same in Kid
No. 1451—Same in Gun Metal

CHILDREN'S HOLIDAY SHOES IN-STOCK



No. 4133—Miss's Patent Two Strap, Turn, Leather Lined. 11-2, \$2.60; 8-10½, \$2.15.



No. 4028—Miss's Oxford, McKay. PATENT 11-2, \$2.75; 8-10½, \$2.40. BROWN CALF 11-2, \$2.80; 8-10½, \$2.45. BLACK CALF 11-2, \$2.70; 8-10½, \$2.35.

The quantity is not large on any of these lines and we suggest that you size your stock before we close them out.

Write for our *IN-STOCK CIRCULAR*



Getty & Scott, Limited
GALT ONT.

Some information on the *Shoe and Leather Journal's* *Trip to Chicago*

Here's the way to go about it

First nominate yourself, or some friend, then fill in and mail the information coupon to the "Manager of the Chicago Trip, c/o The Shoe and Leather Journal."

He is here to supply you with any information, any time you want it. Don't hesitate to ask questions, the Manager will be glad to help in paving your way to Chicago.

**Oh Boy—You know what a 4 day trip to Chicago means—
Get Busy.**

Shoemen who visited the Chicago Convention and Style Show last January, know what this trip means. Four days of interesting sight-seeing, crowded with thrills, in addition to the educational and entertaining features of the big show. We are anxious to give this rare opportunity to seven Canadian Shoemen, with all expenses paid by the Shoe and Leather Journal.

The next show will be held on January 8th to the 11th, 1923. The winners can go for one or four days as they choose.

The men will be selected by votes of the trade in Canada over a period extending from July 15th to December 1st. The contest will be closed on the latter date, and the winners announced in December 15th issue, in plenty of time to prepare for the trip.

Voting will be done in two ways, by means of free vote coupons in each issue of the Shoe and Leather Journal, and by the subscription votes, particulars of which can be obtained by filling in the attached information form and mailing it to "The Manager of the Chicago Trip".

In order to spread the prizes over the country and give equal opportunity to all, we have divided the Dominion into five Districts, sending a retailer or one of his salesmen from each district.

The Shoe & Leather Journal's Chicago Trip Nomination Blank

Manager of Chicago Trip

Dear Sir:— I respectfully nominate { Mr
Myself

Address

Yours very truly

Name Address

Date Received By Manager of Trip 1922

Here's the Opportunity for *Seven Shoe Men to Visit the Chicago Show*

District No. 1.— Nova Scotia, New Brunswick and Prince Edward Island.

District No. 2.— Quebec.

District No. 3.— Ontario.

District No. 4.— Manitoba, Saskatchewan, Alberta and British Columbia

District No. 5.— Cities over 100,000 population.

It is understood that contestants in cities of over 100,000 can only win a prize in their own district, so that the man in the smaller community has an equal chance.

AND TWO TRAVELLERS

In addition to the five retail men, we will send two shoe travellers, who may come from any part of the Dominion.

This contest should start you working, there is not a chance for you to lose. Every candidate who does not win a membership in the party of seven, will be given a cash prize consisting of 10% of the subscriptions turned in with his votes.

The man who starts now has the best chance of winning.

RULES

Rule No. 1. Campaign runs from July 15th to Dec. 1st.

Rule No. 2. Nomination. Any shoeman or shoe traveller, manager or salesman or sales woman, residing in the Dominion of Canada.

Nomination of candidates may be made by anyone at any time during the Campaign, without cost.

Rule No. 3. Votes can be secured only by clipping vote coupons from the Shoe and Leather Journal, or by obtaining vote certificates issued on subscriptions to the Shoe and Leather Journal.

FREE VOTE COUPON

GOOD FOR
50 VOTES

For..... District No.....
Candidate's name

This coupon must be deposited at the Chicago Trip Department of the Shoe and Leather Journal on or before Aug. 15th. Not good after this date.

INFORMATION COUPON

To the Manager:-

I desire more information about your offer of free trip to Chicago for seven shoemen. Please send me full details at no cost or obligation to myself.

Name

Address.....

Stabilizing The Shoe Business

President Chisholm Tells American Shoe Retailers How to Solve Some Problems.

When Mr. C. K. Chisholm, President of the National Shoe Retailers' Association of the United States, who was, by the way, a Canadian boy, talks to the retail shoe trade, he usually has something to say that is well worth hearing. Addressing the convention of the California Retailers' Association on June 20th, he covered many phases of the present situation. We quote his remarks in part as follows:

In all branches of industry there have come in recent months radical changes in methods of successful procedure. We, of the retail shoe business, recognize that these changes are here and that they are necessary. It is with fore-knowledge of this fact that I submit definite recommendations which I believe to be practical and applicable to every shoeman in our country.

The style fever, to the detriment of the staple merchandising, is analogous to the case of the woman or flapper who pays all attention to the complexion and ignores the physical health. The style angle has to take a tilt immediately if both the dealer and manufacturer would retain their normal financial condition. The inflated turnover of fads should not blind the dealer to the regular turnover of the stock—better to cut out the experimenting and the gamble than to cut out the profits. There is not much blessing in guessing.

"One of the most successful buyers of women's garments in the country, who has the same vital style and size problems as the shoe merchant, remarked that the wonderful progress of his department was due firstly to buying only to the greatest degree possible such merchandise as he was sure to sell at a profit, and to not be influenced by quantity price because that never compensates for losses from leftovers. Secondly, intelligent, or I might more generously term it, scientific buying, because his card records, by each firm, tells him instantly how many of each company's goods he sold at regular mark-up; what proportion at a mark-down; record of sizes sold; at what prices; also, a record of successes compared with other firms' goods. He knew, and that is why he grew.

"Some time ago I overheard a prosperous shoe merchant at an Iowa Convention salesroom on being importuned to buy a certain number of pairs of shoes of a new style remark, "There are just about 12 or 15 women I know in my town who would buy these shoes. Give me just ten pairs. I would rather lose the sale on two or three pairs than lose the profits on three or four left-overs." Wise buying, I would say, because remember the real profit is made on the last quarter of a dozen of any article. If you sell 20 per cent of your purchase at a mark-down, you are swapping dollars.

"Fad-buying breeds overstocking and the underselling of regulars which is one of the cancers in the profit system, and our living, bear in mind, must come from the net profits. Better be "out" of a few fads than many dollars because, you make money on

the shoe you consciously "buy"—not what is "sold" to you. The latter usually make the mark-downs. Leaks and losses are seldom represented in staples.

"The time is here when we should recognize more science in buying as well as we have been recognizing science in merchandising. Instead of considering the style angle only, let us constantly bear in mind our clientele, our volume, our population, competition and past outlets. We have certainly been playing style spasms far beyond the possibility of practical and profitable consumption by the entire class while aiming only at a certain style. We have only to review the past.

"There is a saturation point in all sales, and we have only to think back of our mark-downs on surplus stock of this nature that had accumulated from hysterical buying and allowing our impulses and emotions to rule over our judgment. This is what leads to confusion instead of definite conclusion.

"Our retail shelves still tell a woeful story of "influence buying," which in turn has encouraged manufacturers and jobbers to stock up their departments unnecessarily, again demanding a reduction in price possibilities, and again flooding the market to the detriment of the sale of regular merchandise.

"The dealer who is susceptible to "stylytis" is subject to "inventory-paralysis" and this contracts a tubercular balance sheet. Let us ask ourselves frankly and seriously, "What is my clientele analysis? Just what percentage of my trade is women's and men's? What percentage is above \$10 pairs and below? What percentage of flapper business as against the safe, staple, steady and sure?"

"The successful buyer of any merchandise in our larger and more prosperous stores is buying from analysis charts. The results are fewer lost sales, fewer special sales, fewer mark-downs and more "velvet." Watch the "net" before there is "nit."

The present season is offering another good illustration of over emphasizing fads. Show windows everywhere tell a story of fad or influence-buying without an analysis of selling possibilities, again forcing thousands of women of 30 years of age and over back to wearing "chicken" shoes — nothing short of ridiculous, for as one woman remarked, "She felt as foolish as her feet looked."

"We must get away from the one-track buying, thinking altogether too much of styles and fads, and not half enough of class limitation of the crowd to whom such a style will appeal and our possibilities of outlet.

"We need more sales education in our shoe stores, not simply along the lines of salesmanship, but along merchandising lines so that shoe clerks will not run immediately for "the very latest" or "something new" regardless of whether it is the proper shoe for the customer, or whether it is sold to the detriment of a healthy turnover.

"When buying we should figure as closely as possible what the possible consumption of a certain shoe may be in our town, and in our store, because there is a saturation point, and we will quickly get beyond that saturation point, if every shoe dealer in the city goes at it blindly.

"A chart analysis will at least tell us what might happen instead of being obliged to relate "how it happened."

Take more stock in stock-charts, and you will chart your course straighter and safer. Let us do

less buying on the basis of fear, and better buying on the basis of knowledge—not fearing what the other fellow in town may do or show, but with a more definite decision against a repetition that there is in our own business.

“I am a great believer in clientele analysis and merchandizing according to that clientele, independent of the other fellow.

“This is still the age of the “survival of the fittest”—not “slickest.” Don’t run a spasmodic style show if you would stand a show in business. We must never lose sight of the fact that style fads are, and always will be over-merchandised. We can prevent this to a great extent by recognizing the psychology of repetition constantly beating against the merchant’s brain which gradually wears down his perspective, thus losing his sense of proportion.

“Fad selling grows gradually in fear, slowly at first, then exploited in ads. and trade papers and windows, spreading like a cancer into the stock and profits of the retailer. If we pay attention to everything we see and hear and read on fads, it is all we think about, and we lose our sense of proportion in the “bread and butter” merchandise.

“We can put a check upon this hysterical merchandising by absolutely insisting on our plan or chart of “clientele merchandising.” Every sample you pick up, ask yourselves, “How many pairs of these can I sell in my store or city? How much trade have I who can intelligently buy this style satisfactorily?” Do you know exactly how many pairs of shoes you sold in each size and style, and do you then buy accordingly? These things you must know, and you can know, by dividing your trade first into two broad branches—male and female—or three division; women’s and big girls; misses and children; men and boys. Again, divide men’s into three broad divisions, like the distinctly young men; the conservative or middle group; and a third group of real staple buyers; then estimate the number of men whom you sell in each group.

“This you can do when you keep as good a record of sales as you do of purchases. It is this record of sales that will safely guard your future buying and prevent over-buying. If this were done, fewer merchants would make such errors as were made in buying ball-strap oxfords as for illustration, in 1921. If you bought these goods on the basis of trade possibilities and put them in the groups mentioned above, you would have had a happier story to tell and the quantities bought would have been smaller and within your sales absorption possibilities.

“Divide and sub-divide your stock and your clientele into groups and divisions or separate units. Then buy according to these units and you will have a healthy inventory sheet. We must ask ourselves seriously and sensibly whether this flapper type of shoe will go with certain groups. Consult your chart on the fad class. The big group of matrons and grown-up women still young enough to want style, but not of the extreme variety, and a third group starting with the “fair, fat and forty,” and ranging upward until we strike the real staple buyers.

“I positively maintain that when we once start to visualize our individual customers as a merchandising proposition we can school ourselves quickly into putting any sample shoe into its proper group, and await happily the sales. When we do this, bear

in mind the principle of style buying and the danger of a riot of style, and that a style orgy soon neutralizes it all, making no style at all.

“The successful shoe buyer recognizes and realizes that no one merchant can buy everything and should not try to, nor should he be influenced to buy something simply because it is a “big seller.” It may be with the manufacturer, but that does not foretell its success with the retailer.

“How many strap designs with slight variations and at various prices are you now carrying in stock? This is going to affect your clean-ups. We must remember that a new idea in good grades will soon be copied in the cheaper grades. You often find yourself in the middle of a selling campaign on a particular \$8.00 style, such as we did in sport oxfords, and then in a cheaper grade the style is copied and the market flooded at \$5.00 and under, leaving a large stock of better grades to sell at a loss.

“Under your group charts and clientele merchandising these errors could be reduced to a minimum. You would practice more stock limitation and more standardizing of prices. For instance, \$6, \$8, and \$10, or \$6, \$7.50 and \$9. Then have the styles arranged as complete as you feel necessary at these prices.

“If you think you must sell a \$5 shoe or in-between prices, use occasional shoes that are not too near some style you have at other prices. This plan will help your turnover, which you must ever bear in mind for successful operation today.

“I am frequently asked, “Which is the most important—buying, selling or accounting?” I reply, “Which leg of a three-legged stool is the most important?” It is all right enough to say, “Goods well bought are half sold,” but it is the other half that shows upon the ledger.

“Our sales force must be better sellers—sellers of the correct shoes in the correct way. Let us teach them that mark-downs are losses, and slow sellers and shelf-stickers do not discount bills. Let the sales force realize that our profits as well as expenses must come from the sale of the right goods at the right prices, and our living must come from the net profit. With this thought ever in mind, to guide selling and buying, there will be less sighing.

“It is time we admitted the old principle of buying shoes for special types was done more or less in a desultory, or hit and miss fashion, and we should advocate a downright scientific analysis of our trade types by groups and numbers. Then buy religiously into these groups and in the right quantity, bearing in mind our short selling seasons (weather permitting) and our clean-up months with its losses. We will then minimize our mark-downs and maximize our turnover.

“Manufacturing and merchandising will right itself with the right understanding, but only when we control style buying and not let style selling control us.

“We should learn to say “No”—or “We’ll go.” Let the manufacturer help to build healthier merchants by encouraging healthier merchandising and we will reduce the setbacks all round.

“The house that helps you to succeed,” as a manufacturers’ slogan, policy, or practice would serve to remedy many trade evils. With this point in view, let us ever recognize science in business—the art of knowing.”

A REVIEW.*(Continued from page 28)*

One contestant suggests that if it is a salesman who is attacked, he should pass the buck to another clerk.

Another suggestion, and sensible too, is that the wisest course is for a clerk to call in the head salesman or manager to settle a dispute of this kind.

Another says:—

"I think I would quietly ignore the remarks, unless too abusive and noisy, when I would order the party off the floor, and would see this was carried out."

It might be expected that there might be some one who would suggest "give him an argument and then tell him to go to h—," but apparently he would have a more tactful, courteous crowd to deal with than this.

THE ROUND TABLE.*(Continued from page 27)*

From the other side of the question we have a couple of replies.

A Western Ontario man says:—

"We do not keep a detailed stock record, but every few days, we go over our stock, and discuss lines which are not moving. Then we put a price on them and clear them out, no matter what the cost is. For stores in the large cities, doing a much larger business, detailed stock record would be a necessary protection."

A Toronto dealer says:—

"For some stores and some purposes the de-

tailed stock record may be useful, and is doubtless found so. But keeping records does not necessarily mean success. I know stores that have or had fine systems, but cannot or could not make money. Personally, I know my stock from daily study, and I would rather spend two hours a day on the floor and right with the stock than an hour or so making up records."

A Vancouver man says:—

"Spats will be worn extensively here but our weather does not permit of overshoes being worn.

"A detailed stock record would be a help to most buyers."

He asks:—"Why do a lot of shoe merchants hang on to certain slow lines of shoes when they know that the longer they hold them the bigger their loss is?"

A Winnipeg man says:—

"What they will wear here depends on the temperature and snow fall. Would say forty percent spats, sixty percent overshoes.

"Straps have predominated over oxfords this season. We cannot feel certain that those now using straps will go back to oxfords. As a rule, women do not forsake a style and then go back to it in the following season, or even year.

"Yes, why should a retailer keep a detailed stock record, unless he is an absentee proprietor? Otherwise, could he not get his information when he needs it with far less labor?"

A manufacturer of high grade women's shoes says:—

"Yes, prices will be maintained.

"With regard to style changes, no two people could agree to the same answer, because it is really an impossible question."

In a Class

By Itself

In the estimation of the most experienced dealers and the most particular wearers there is nothing can take the place of the Samson Hockey Shoe.

With our specialization we have developed exclusive features by which Samson Hockeys outclass all others for Fit and Wear.

NOW is the time to complete your lines for the coming Season.



A complete line of McKays
A leading line of Heavy Staples
Unequalled Hockey and Football Boots.

J. E. Samson, Enr.

20 Arago St.

QUEBEC.

The MARYON Shoe



Popular With the Wholesale Trade

The exceptionally strong-selling line of Strap Slippers that we are offering is a most complete range in Gun Metal Calf, Coloured Calf, Patent Leather and Black and Brown Kid, in One and Two Strap Models with Buttons or Buckles. The lasts and patterns feature the latest popular styles, and the extremely moderate prices mean big values.

Our line of Turn Slippers excels in popularity both in style and price.

You will be interested in our showing of the latest Button Ornaments featured for Fall.

Lachance & Tanguay

70 BIGAOUETTE AVE.

QUEBEC

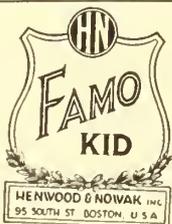
P.Q.



LUC ROUTIER

Buy staples that sell out clean. Steady everyday trade keeps the Retailer's stocks of Luc Routier Shoes on the move—clears them out regularly—nets him a good profit, and leaves no dead goods to sacrifice. Our lines for Fall are priced for exceptional value and big sales.

McKAYS and S. SCREW
For MEN, BOYS and YOUTHS
LUC ROUTIER
56 Colomb, QUEBEC



The Kid That Made Fine Shoes Famous

Ask any of the Shoe Manufacturers using *good kid* and they will tell you that they can always rely upon FAMO.

Henwood & Nowak, Inc.

95 South St. Boston, Mass.

New York Representative
SEIDERMAN-SALMON, Inc.

95 Gold Street --- New York City

GEO. W. NEWMAN LEATHER COMPANY

Cincinnati and St. Louis

Canadian Representative

R. E. Bennett & Co. Room 32, 70 Lombard St.
Toronto Phone Main 4016w

"With regard to the in-stock question, medium grade factories are supplying goods for jobbers. Makers of high grades have about all they can manage without adding the retailers' stock of merchandise to their load. If manufacturers generally adopted carrying stock, it would ultimately effect a considerable change in the retail trade, causing it to drift to stores operated by a factory or group of factories, and to chain stores. An insistent demand from retailers for "In-stock" departments, if granted, would be the undoing of the present status of the retail trade."

SOME SUGGESTIONS.

With retailers endeavoring to get costs down, and profits up, there are some details worth watching that are likely to be overlooked. A Winnipeg retailer asks some questions, and makes some interesting suggestions as follows:—

"Can you find out if the average retailer is demanding that his merchandise is being shipped by the lowest cost route; that weights, charges, errors on freight bills are being watched closely? We believe that the average merchant is losing a lot of money each year in this way.

"When an order is given to the manufacturer or wholesaler, the smaller the shipment, the greater is the laid down cost. Should there not be a rule, or co-operation given by the shipper, to lay down the goods at the lowest possible cost?

"The shipper who does give consideration to reduce the laid down cost should be given preference by repeat orders."

A Western Ontario merchant is concerned about the effect on the public of continuous sales. He says:—

"Why do not merchants run their sales in the months of August and February, and not four times a year? The public are watching daily for sales being run often, and this naturally reduces a merchants' profit to a large extent, providing he runs sales more often than twice a year.

"Why don't the merchants unanimously place fall buying, and discontinue buying until spring? We believe that this would help to discontinue the sudden changes of styles."

WHERE DOES IT LEAD?

The question of rapid style changes and their origin has been the subject of much discussion in trade circles. Also, it is obvious from comments made that the majority of the trade do not see anything sound in the multiplicity of styles and patterns presented with kaleidoscopic rapidity. But apparently some manufacturers have made up their minds that if the retailer will not buy far in advance, they will feed him new stuff every month in the effort to keep up production.

This year, in the United States, sports shoes were worn on the streets in February, and already in Canadian cities, dealers are clearing out their summer lines. Obviously the public will not buy fall shoes in July and August, so that brings up the question of what the retailer will do for a living in the meantime. To satisfy that need, American manufacturers of novelty shoes conceived the idea of a late summer season, and from reports noted the market will be flooded with shoes that are neither recognized summer goods, nor yet fall shoes. New patterns, leathers and combinations are required to provide a fillip for the jaded public taste, and already, apparently, orders have been placed.

CONCERTED ACTION.

The benefits of organization have been demonstrated by the fact that on July 7th, the executive committees of the Retailers', Wholesalers' and Manufacturers' Association of Canada, gathered around the table for discussion of common problems. The situation as it stands to-day, and as it has existed for some time, demands concerted deliberation and action, if the shoe and leather industry of Canada is to emerge from the depression in a creditable condition.

The style situation, and its effect on the trade, was of course the most pressing problem. It is evident that all branches of the trade realize the actual and potential dangers of the road we have been travelling. As a result of their deliberations the executive of the N.S.R.A. recommended that the manufacturers appoint a committee, to get in touch with the Shoe Manufacturers' Association of the United States. This proposal was modified, with the result that it was decided to appoint a committee consisting of four retailers, four manufacturers and two wholesalers, which should get in touch with the joint styles committee of the United States, with a view to finding out what action can be taken along the line of simplifying the range of styles. This is the first step in what should prove to be a path leading to stability and prosperity. The manufacturers subsequently appointed their four representatives, to be from Blachford Shoe Mfg. Co. Ltd., Walker Parker Co. Ltd., Kingsbury Footwear Ltd., and La Parisienne Shoe Co. Ltd.

The retailers also suggested that the shoe manufacturers' and Wholesalers' Associations ask their members to mark the gross weight on all packages leaving their warehouses. At present, the consignee has no means of checking freight or express bills, and there is in doubt that losses are being sustained through errors on the part of the carrier companies.

Another suggestion of the retailers was to the effect that manufacturers should mark on each case leaving their factories the sample number, lot number, number of pairs in the case, and the weight at the factory. This suggestion was approved by the manufacturers and the manager, Mr. Weaver, was instructed to pass on the suggestion to the members of the Association.

The retailers also said that some manufacturers were still charging for cases. Replying to the request that this be discontinued, the manufacturers stated that a resolution to that effect had been passed at the last convention, and that such manufacturers as were still making the charge would discontinue it on goods for 1923 delivery.

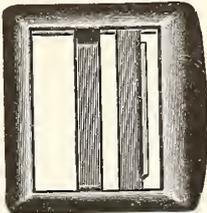
The retailers advised the manufacturers that they had arranged to hold the next convention of the N.S.R.A. in Montreal, at the new Mount Royal Hotel, on Tuesday and Wednesday, January 16th and 17th, 1923. They suggested that it would be of advantage if the manufacturers could hold their annual meeting at the same time and place.

The combined executives present numbered nearly forty, so that the meeting was thoroughly representative of the Canadian shoe trade, and it is to be hoped that this is only the first of many similar gatherings where problems can be thoroughly thrashed out and concerted action taken.

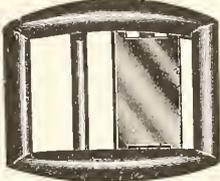


BUCKLES FOR Summer Footwear

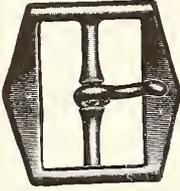
Season of 1922



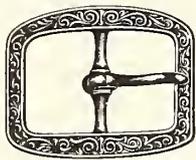
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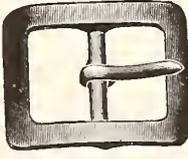
NOS. 1375-1375¹/₂



NO. 1364



NO. 1061



NO. 1141

HARMONY

Buckles will be an important factor in making strap slippers attractive for Summer.

⚓

We are in a position to supply buckles of the finest quality in a variety of designs, sizes and finishes.

⚓

“Anchor Brand” Buckles harmonize with straps and vamps in desirable tones

⚓

If interested in seeing samples, kindly write stating sizes and finishes desired, and we shall be pleased to co-operate with you.

NOTE
All leading jobbers sell “Anchor Brand” Buckles

Write for booklet showing other designs.

NORTH & JUDD MFG. CO.,
NEW BRITAIN, CONN., U. S. A.

NEW YORK 127 DUANE ST.
CHICAGO 326 W. MADISON ST.
ST. LOUIS 608 VICTORIA BLDG.
SAN FRANCISCO POSTAL TEL. BLDG.



WHAT you want when you want it
is the satisfaction of acquaintance
with **VAN SCHAACK**. Complete
stocks at Chicago and Boston.

SOLUBLE COTTON
PATENT LEATHER SOLUTIONS
AMYL ACETATE
COTTON SOLUTIONS
ETHYL ACETATE
REFINED FUSEL OIL

VAN SCHAACK BROS
CHEMICAL WORKS
CHICAGO ILL.
BOSTON · CLEVELAND · CINCINNATI · DETROIT

CONVENTION OF NATIONAL SHOE RETAILERS' ASSOCIATION OF CANADA.

At the last executive meeting of the N.S.R.A., definite arrangements were made to hold the next Annual Convention at the Mount Royal Hotel, Montreal, on Tuesday and Wednesday, January 16th and 17th, 1923. The headquarters will be in the magnificent hotel now under construction, but which the executive are assured will be completed in plenty of time for the gathering. The dates are being held reserved for Canadian retailers, so all that is necessary is that the members of the trade should also reserve those dates and plan to be on hand.

Montreal, as we all know, has attractions of varied characters, for all types of citizens. Moreover it is the recognized centre of the shoe industry in this country, and offers the opportunity of meeting manufacturers and seeing their factories.

It is expected that the National Shoe and Leather Travellers' Association will meet at the same time and place and the manufacturers have been requested to do the same. At the present time they are considering the possibility of doing so.

The dates were arranged so as not to conflict with the convention and show in Chicago, January 8th to 11th. Canadians can take in that meeting, and have several days intervening before the Canadian Convention.

COLONIALS.

In the search for new ideas, all sorts of avenues are being explored. It is just as natural as that day should follow night, that one style gradually displaces another, and the cycle goes on. We had an era of button boots, of lace boots, of oxfords, of straps. Straps are still in favor, but it is inevitable that style should swing around again. One retailer does not believe oxfords will come back, because they were in vogue so recently. Others feel that oxfords are so neat, and lend themselves to all types of wear and weather to such an extent that women will forego the idea of style alone, and go back to them. Still others see in the distance longer skirts met at the hem by high boots of unknown type.

In the search for style success, the consumer, after all, is the final arbiter. We may talk as we like about manufacturers or retailers creating style. Merchandisers will tell you that you can't sell goods in quantity that the public don't want. So in various directions we see manufacturers showing the trade style developments along different lines.

In this connection it was noted that at Boston quite a number of Colonial pumps were shown. That does not imply their immediate acceptance, but is taken as an indication that manufacturers are feeling out the market in that direction. As a result, it is probable that numbers of them will be sold this fall and winter, and that if they take hold, they will be a development for the spring of 1923. Meanwhile, there is plenty of time for the style trend to develop in whatever direction it is likely to take. And meanwhile, every indication points to continuation of straps for early fall, followed by oxfords.

A CORRECTION.

We regret very much the occurrence of an error in the advertisement of the Eagle Shoe Co., Limited, Montreal, appearing on page twenty-nine of our issue of June 15th, by which shoe number 6027 was listed at 85.25. This price should have read \$5.25.



New Castle Kid

Noted for its excellent Finish, fine Texture and wonderful Wearing Quality

The Leather for Greater Value

Fancy Colors, White, Black, Glazed or Mat

Canadian Agents

for American Tanners of Calf, Splits, Indias Heavy Leathers, Skivers, Cabrettas, as well as for Cotton and Cloths

WRITE OR WIRE FOR SAMPLES

New Castle Leather Co. Inc.
New York

Canadian Branch—335 Craig St. W. Montreal
Factory—Wilmington, Del., U. S. A.

More From Manufacturers

Some Further Replies to Questions Passed on by Retailers.

The following letters were received too late for publication in our last issue, but as they indicate opinions of leading manufacturers, we are taking this opportunity of reproducing them.

A manufacturer of men's shoes says:—

1. We have every reason to believe that prices will be at least maintained next season; in fact, we would not be surprised to see many lines of shoes quoted at higher prices, and this will be absolutely necessary, if the present prices of hides are maintained. This will force an advance in price on sole leather and side leather, and might result in small advances in side leather shoes.

"2. Being a men's business, we do not see many changes in style, and the only reason we can describe for the change of style is the very human sentiment that when you have worn shoes made on the same last and same pattern for some time, you wish a change. This is very natural in man, and as we all know, it is a most conspicuous characteristic of women.

"3. Speaking for manufacturers who sell to jobbers as well as to retailers, we find that it would be folly for the manufacturers to stock goods, when their own customers the jobbers also have stock. As the jobbers in Canada do proportionately larger business than the jobbers of the United States, it is very logical that manufacturers should have, proportionately, less of a volume of lines. We do not know very well the difference between women's and men's shoes of the same quality, but we do surmise that whatever might be gained by the smaller sizes, same would be offset by the necessity of the changing of styles in women's boots, which creates expense both in patterns and lasts."

A maker of women's shoes says:—

"1. Will prices be maintained next season? I firmly believe so, and am inclined to think there may be some slight advances.

"2. Who is it really demands the style changes? I might say that as I do quite a little selling myself, I find some of the questions frequently asked by the merchants or buyers are "Show me your new lasts," and "What have you got new in patterns?" And I can say that I have felt the effect in my selling when I haven't been able to produce a satisfactory answer to these questions. Decidedly, I say it is the retail merchant or buyer; for from the manufacturing point of view, I can assure you it is a tremendous expense to be continually providing something new.

"3. Why do not the factories carry more styles in stock? And my answer is, why do not the retailers buy these styles when they're offered to them, in ample time to make them up, for a dead in-stock style apparently is not footwear at all.

"4. Why should there be such a difference in the price of women's and men's shoes? As far as this company is concerned, we do not make men's shoes, but confine ourselves and specialize exclusively in women's Goodyear welted shoes. I might point out a condition that I believe does exist, and that is that women's shoes are much more difficult to fit, and the

trade seem to require a larger variety of patterns and lasts in women's shoes, but as stated before, I cannot make any actual comparison."

An Ontario manufacturer says:—

"1. From the present indication of the hide and leather market, it is quite possible prices of footwear may have to be advanced slightly next season.

"2. This is a hard question to answer. Manufacturers very often put out new styles to stimulate trade. We mean styles that are not particularly demanded by anyone.

"3. The risk of carrying shoes in stock is too great, except in staple lines. There is a tendency on the part of retailers to look on stock lines as "floor stock," which they should buy at reduced prices. It costs a great deal of money to carry an in-stock department.

"4. All prices are based on cost of materials, labour, etc. The bottom stock in women's shoes as compared with men's, which are much larger and heavier, would account for a considerable difference."

A NEW SHOE FASTENER.

Shoe manufacturers will be interested to learn of a new, durable, and inexpensive shoe fastener, the invention of Mr. J. Eldridge, Box 26, Kennedy, Sask. The object of the invention is to provide a simply constructed fastener that can be attached to any boot or shoe.

The device is constructed from metal, and is arranged so it can be made from as few parts as possible, and with the exception of spring latch, designed so they can be stamped out in blank, and folded to the proper shape.

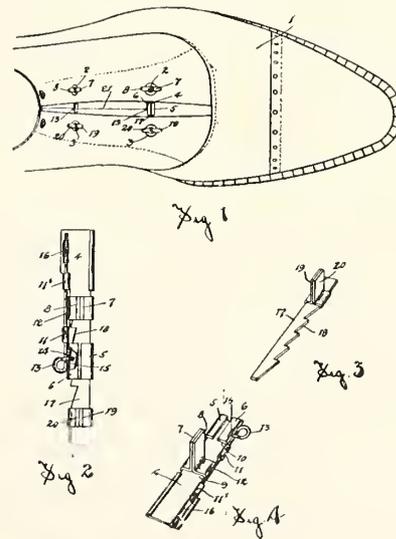


Fig. 1. represents a plain view of the toe of the shoe showing fastening means employed to fasten the shoe.

Fig. 2. is an enlarged detailed plan view of the device removed from the shoe.

Fig. 3. is a perspective view of the catch.

Fig. 4. is a perspective view of the guide plate and latch.

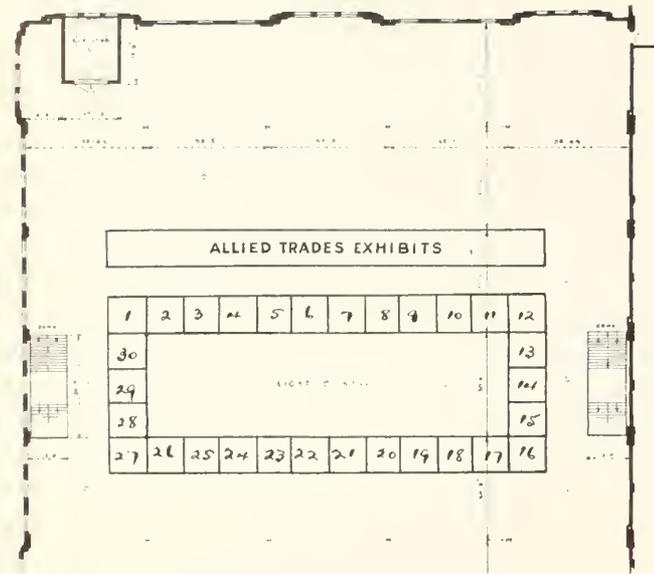
We are unable through lack of available space to go fully into the many improved features of this fastener.

We would suggest that any manufacturer interested should get in touch with Mr. Eldridge, who holds the patents.

Shoe Manufacturers At Toronto Exhibition

THE most comprehensive exhibit of Canadian shoes seen since the Fair at Montreal two years ago will be shown at the Canadian National Exhibition, August 26th to September 9th. The exhibit will be located on the second floor, at the north end of the western annex of the new Live Stock Arena, or Coliseum, as it is now called. This is one of the largest and newest of the exhibition buildings, and standing as it does right at the Eastern entrance of the grounds, is very easy of access. Consequently an opportunity will be given to more of the general public to view Canadian shoes, than has ever been possible before. Retailers who visit Canada's greatest annual fair have therefore an additional inducement, to look over shoes, and meet old friends.

The layout is shown below:—



The key to the shoe manufacturers' section is as follows:—

- 1.—The Hurlbut Co. Limited
- 2.—The Tebbutt Shoe & Leather Co. Limited
- 3.—The Eagle Shoe Co. Limited
- 4.—The Corson Shoe Manufacturing Company Limited
- 5.—Scott McHale Limited
- 6.—Getty and Scott Limited
- 7.—Getty and Scott Limited
- 8.—The Hart Boot and Shoe Co. Limited
- 9.—The Walker Parker Co. Limited
- 10.—Owens-Elmes Mfg. Co. Limited
- 11.—Blachford Shoe Manufacturing Co. Limited
- 12.—J. & T. Bell Limited
- 13.—The Murray Shoe Company Limited
- 14.—Perth Shoe Co. Limited
- 15.—Lady Belle Shoe Co. Limited
- 16.—The Kingsbury Footwear Co. Limited
- 17.—Clark Brother, Limited
- 18.—Weston Shoe Co. Limited
- 19.—The Talbot Shoe Company Limited
- 20.—The Slater Shoe Company Limited
- 21.—Williams Shoe Co. Limited
- 22.—Williams Shoe Co. Limited
- 23.—The Brandon Shoe Company Limited
- 24.—The John Ritchie Company Limited
- 25.—Charles A. Ahrens, Limited
- 26.—The Tred Rite Shoe Co. Limited
- 27.—The Macfarlane Shoe Limited
- 28.—The Macfarlane Shoe Limited
- 29.—Oscar Rumpel
- 30.—Hurlbut Co. Limited

In the Allied Trades' Section will be found the following firms:—

Beardmore and Co.; United Shoe Machinery Co. of Canada; A. R. Clarke & Co.; Canadian Shoes-Findings-Novelty Co.; Davis Leather Company Limited; Edwards and Edwards; The Miner Rubber Company Limited; The Lang Tanning Co. Limited.



Coliseum where Canadian Shoe Manufacturers will Exhibit.

Shanks

WE have an up-to-date plant devoted to the production of McKay, Turn and Welt Shanks made up in fibre, steel and combination.

Any inquiries regarding your shank problems will be gladly answered.

Write us for prices

MADE IN CANADA

**The H.W. Steel Shank and Specialty
Company - Limited
PRESTON**



Cabinette Wooden Heels *for* Ladies' Shoes

+++

Manufactured by

**CANADA CABINETTE HEELS
Limited**

2732-2736 St. Hubert St., Montreal, Canada
Calumet 1959

Up-To-The-Minute Information On Latest Styles In

BUTTONS, BUCKLES, LEATHER TRIMMINGS, etc.

We keep posted and ready to give you the benefit of our knowledge.

When you want something different than you have been using don't spend your time looking for it—just put it up to us.

That's one of the things we are here for—to

Serve You Right

Just try it. That doesn't cost anything—and you'll be surprised.



INTERNATIONAL SUPPLY Co.

Main Office

154 Notre Dame St., W. Montreal

BRANCHES

37 Foundry St., W.
KITCHENER, ONT.

566 St. Valier St.
QUEBEC

Established 1915

THREE GENERATIONS.

The sad death of Mr. W. A. Griffiths has removed a very much respected personality from the trade. The late Mr. Griffiths was in his 65th year.

Nearly fifty years of Mr. Griffiths' busy life was spent in the services of the W. B. Hamilton Shoe Co. Limited, Toronto.

Starting at the age of 16, he worked his apprenticeship out with his father, who was one of the firm's travellers, packing samples, sweeping out the shop, and driving. At that time Mr. Griffith was earning the interesting salary of \$8.00 per month. On reaching his twenty second year, he took his case



Mr. W. A. Griffiths

of samples and travelled successfully between Toronto and Sudbury. For the last three or four years, Mr. Griffiths had taken no active part in the business. Having trained his son, Mr. W. D. Griffiths to follow in his footsteps, as he had followed in his father's before him, he retired for a well earned rest. For three generations, grandfather, father, and son have travelled the same territory, a record of which the late Mr. Griffiths was very proud.

The service was held at A. W. Miles' Funeral Chapel, Toronto, last Friday. The funeral from G. G. Smith and Sons' Chapel, Barrie, Ontario, on Saturday. The body was interred in the Union Cemetery, Barrie. We feel sure that every member of trade will join us in our sympathy with Mrs. Adelia N. Griffiths and family.

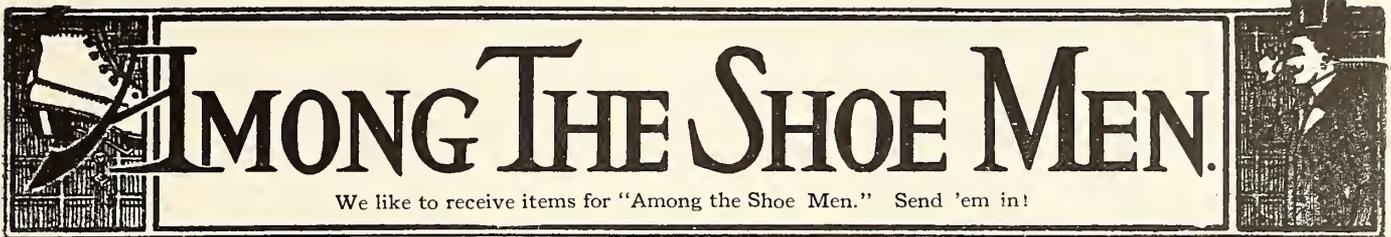
MANUFACTURERS WANT IMPORTED SHOES MARKED.

At the last executive meeting of the Shoe Manufacturers' Association of Canada the manager was instructed to write to the Federal Government, requesting that an Order-in-Council be passed that all imported boots and shoes must be marked with the name of the country of origin. It will be remembered that the so-called "Marking Act" was rescinded by the Government, but provision was made whereby Orders-in-Council could be passed reinstating it in cases where it seemed advisable.

THERE IS NOTHING MIRACULOUS IN THE PRODUCTION OF "ROYAL KID" KNOWN FOR ITS UNIFORMITY. THIS REPUTATION HAS BEEN EARNED BY CLOSE PERSONAL ATTENTION GIVEN TO ALL THE DETAILS—FROM SKIN BUYING TO FINAL GRADING.

**BONNER
LEATHER CO.
MONTREAL**

SALES AGENTS:
MONTREAL: J. H. GOYER, 227 LEMOINE ST.
KITCHENER: F. F. DUFFTON, 50 FOUNDRY ST.



AMONG THE SHOE MEN.

We like to receive items for "Among the Shoe Men." Send 'em in!

The new baby grand Chevrolet car, the property of Mr. Colin Case of the Sample Shoe Store, Edmonton was stolen recently. The car was located a day later in a badly damaged condition.

Johnson's Tannery of Toronto experienced a severe fire a short time ago. Damage to raw hides, leather and various by-products amounted to \$10,000.

Mr. John Phillips of Bracebridge, Ontario, spent the Dominion Day week end in Toronto. He was down partly on business, and partly on pleasure, and drove a new Overland home. Mr. Phillips was one of the successful contestants in our recent Salesmanship Examination, was quite enthusiastic about it, and offered some valuable suggestions. He finds business good.

Mr. Geo. A. Blachford and Mr. Chas. A. Blachford of Blachford Shoe Mfg. Co., Ltd., have been spending a few days in Boston and New York.

Mr. S. Arthur Bell who represents the Blachford Shoe Manufacturing Co., Limited, in Western Canada is now on his return from the west and after spending a few days in Port Arthur and Fort William will take the boat down the Great Lakes arriving home during the latter part of July.

Mr. Geo. Wallace of Halifax has been in Toronto and Montreal on a business trip.

Mr. M. Viviniski of Winnipeg suffered a small loss by fire recently.

Mr. Chas. A. Blachford was in Montreal for a couple of days this week.

Mr. I. Gillilano of Galt, traveller for a Toronto shoe company was killed in Alberta.

Canada exported boots and shoes to the value of \$1,524,969 during the fiscal year of 1921.

The United Shoe Stores of Saskatoon are extending their Second Avenue store.

Mr. Poplill has moved his shoe business from O'Neill's block, St. Catharines to Mr. Thomas May's stand, of that city.

The Manhattan Shoe Co. of Toronto has been incorporated at \$40,000.

The boot and shoe store of Mr. J. Koenig of Hanover, Ont. was destroyed by fire recently.

The Economical Shoe Store of Montreal has been registered.

The registration of the United Slippers Co. located at Montreal has been announced.

W. A. Smith, of Smith's Boot Shop, Hamilton, had a delightful trip to San Francisco, recently. Mr. Smith was a delegate to a large Masonic gathering there. Just in passing, we wish to congratulate Mr. Smith on his enterprise in remodelling his store front. He will have a most attractive store when the alterations are completed.

Ex-Ald. J. H. Hodgson, Barton St. East, Hamilton, was a member of the Highway Commission which recently left for Vancouver. The Commission will make a tour of inspection through the Coast Province, and will no doubt pick up some good ideas for use on Ontario's rapidly-expanding system of highways.

A quiet but interesting event took place at the Presbyterian manse in Leamington, recently, when Miss Jeannette Barclay, of Wallaceburg, Ont., became the

bride of Mr. A. Roy Neilson, of this town, Rev. W. F. McConnell officiating. Mr. Neilson recently purchased the boot and shoe business of Mr. W. J. Trott and he has now added to his interests in Leamington by bringing a bride here. We extend hearty congratulations to Mr. and Mrs. Neilson.

Mr. G. W. McFarland of the Williams Shoe, Brampton was in Toronto last week.

Mr. Ed. R. Lewis of Toronto spent the Dominion Day holiday at Barrie, fishing. As usual the "largest one I ever saw got away". The old, old story.

Mr. Arthur Donnell representing Donnell, Corman & Mudge, of Boston called on the trade in Toronto recently.

Mr. Harry Tew with his son Mr. L. W. Tew spent the Dominion Day holiday motoring to Hamilton, Oshawa, Barrie and points of interest.

Mr. Gravelin of the White Shoe Co. Toronto motored to Peterboro over the holiday.

Mr. J. A. McLaren president of the McLaren Shoe Co. Ltd., and Mr. White of the White Shoe Co. Ltd., called on the trade in Boston, Montreal and Quebec last week.

About one hundred and fifty attended the Beardmore and Company picnic at Centre Island on Saturday July 8th.

Good weather favored the day. The usual list of races and games was held, to the amusement of all. An interesting feature of the afternoon was the baseball game, resulting in a close score of 13:12. The winning team was presented with a watermelon, and each member of the team received a special medal. Judging by the gaiety of the crowd, an enjoyable time was had by all.

Japan is in the market for Canadian made rubber footwear.

Mr. C. E. Fice, Toronto representative of the J. & T. Bell & Co., Montreal was in Quebec and other centres of shoe interest, last week.

The annual convention of the leather manufacturing industry from the United States was held at the Bigwin Inn, Huntsville, recently.

Mr. Frank Williams, of the Tred-Rite Shoe Co. is on a trip through the west, and will go as far as the coast. He expects to be back early in August.

The benedict shoemen in the retail trade in Montreal now number one more in their ranks in the person of Mr. Earnie Hanlan, manager of the Regal Boot Shop, St. James St., Montreal. Mr. Hanlan was married on Wednesday, June 28th., to Miss Alderie LeMay, the ceremony being solemnized in the Church of St. John The Baptist. The honeymoon of the happy couple includes a visit to Mr. Hanlan's home town, Fredericton, N.B., followed by a trip to New York and other American centres. The high regard in which Mr. Hanlan and his bride are held was expressed in the very many beautiful and valuable gifts which they received, among them being a large number from members of the trade and other friends of the popular groom.



*“And in Cleveland you can
reach me at the
Hotel Cleveland”*

Where courteous service to the guests
surpasses your every expectation.

Where this supreme service is ren-
dered under singularly auspicious cir-
cumstances.

Where the atmosphere is homelike.

Where quiet refinement surrounds
every move made by every employee.

1,000 Rooms

1,000 Baths

Hotel Cleveland
CLEVELAND, OHIO

THE LEADING LEATHER

for

Men's and Women's Shoes

In addition to our Smooth Black and Box
it is made in all

Popular Shades, Weights and Grades

WRITE FOR PRICES

THE COLLIS LEATHER CO., LTD.
Aurora, Ont.

Mr. Eugene Payan, of Duclos & Payan, St. Hyacinthe, Que., at a recent municipal election was elected Alderman for No. 1. Ward by acclamation.

Mr. Aubrey Davis of the Davis Leather Co, Ltd, Newmarket has returned from a trip to Europe. Mr. Davis was accompanied by Mrs. Davis and his family, as the trip was in the nature of a brief vacation.

Mr. Fred Blachford has returned from part of his vacation in Muskoka, and is busy again at the old stand, H. & C. Blachford, Limited, Toronto.

Mr. Chas. B. Stanford, manager of the shoe department of David Spencer, Ltd., Vancouver, B.C. is visiting the Eastern markets. Touching at Toronto, Montreal, New York, he took in the Boston show, and will be returning shortly to the coast with new goods, new ideas and new pep.

We have been so interested in the fishing activities of the shoe and leather fraternity that we have overlooked some of their other diversions. Doubtless the game of golf claims many enthusiasts in the trade, and we are contemplating arranging a long distance competition for another leather medal. We understand the latest golfer—or is it “golfer?”—is Mr. Joseph Daoust, of Daoust, Lalonde & Co. Ltd. If he gives it as serious and thoughtful attention as the other branches of his business we can only predict a startling success for him.

Mr. Murray Hamilton, of the W. B. Hamilton Shoe Co., has returned from a trip to Montreal.

Mr. Howard Blachford, of H. & C. Blachford, Limited, Toronto, is spending his vacation at Muskoka.

“Never ask a woman what size she wears,” said the proprietor of the shoe shop to the new assistant.

“Why?” asked the new employee.

“Because it is easier to measure her than it is to argue with her,” replied the successful shopkeeper.

THE INVICTUS LINE.

Mr. Jas. T. Sutherland, of Kingston, who represents Invictus Shoe Ltd. in Ontario has been located at the King Edward Hotel, Toronto, for a week, showing a full line of samples for fall. Mr. Chas. P. Slater spent two or three days with him, meeting his friends in the Queen City. The line, which covers a wide range of men's welts, and women's welts and turns has been very well received by the trade, and business for fall is reported as quite satisfactory under present conditions. Mr. Slater feels quite optimistic as to the prospects for the coming fall and winter.

Among the many from Montreal who attended the Boston Style Show were a party of four including Mr. Emile Lefebvre, Mr. Gus Bertrand, Mr. Peter Lemarre and Mr. Hector Chapdelaine, who combined business with pleasure and made the trip to Boston and return by motor car. These gentlemen, all of whom are connected with Daoust Lalonde & Co., Limited, report a very enjoyable trip.

ANOTHER LEATHER MAN.

The trade will join us in congratulating Mr. R. O. Breithaupt, salesmanager of the Breithaupt Leather Co. Ltd., on the safe arrival of another son on June 25th. We understand that though quite young when born, the lad is already exhibiting a development that should some day place him in the fore front of Canadian leather men. Of course

“Louis” may be expected to be modest as to his offspring, but his many friends in the trade will bear with him if they note, interspersed in his selling talk, a few descriptions of recent important incidents and achievements of the newest Breithaupt.

VANCOUVER NOTES.

The Dominion-wide scarcity of cash in circulation has its effects in Vancouver, and business has continued steady during the last two weeks, most of the business being in low priced goods. This low price mania has passed on to another stage: A Scotchman a few days ago, walked into the fifteen cent store, and asked for the Shoe Department.

During the Dominion Day holiday, a Potlatch was held by the citizens to raise money to supply and equip playgrounds for the children, and boots and shoes found their way into some of the merchandise stalls, which were gambled off on a spinning wheel, to help swell the funds.

Mr. H. C. Hobday, of Vernon, has been in the city renewing his acquaintance with his old friends in Grandview.

Mr. S. Fairweather, of the Popular Shoe Store, New Westminster, has joined the ranks of the benedicts. Mr. and Mrs. Fairweather spent their honeymoon in Victoria.

Mr. A. Alexander, of the Clapp Shoe Store, Main Street, was successful in getting into the prize list of the Shoe and Leather Journal's Competition on “Salesmanship.”

Mr. H. Neill, of Lonsdale Avenue, North Vancouver, was presented with another daughter. This makes the ninth Mr. Stork has left at this home.

Mr. J. A. Collicott has opened a repair stand on Victoria Road. Mr. Collicott came from Saskatoon a few weeks ago.

Mr. J. Pacey, Main Street, was again successful in the guessing competitions taking \$50.00 in the baseball series. His previous win was \$250.00 in the football series last winter.

The Vancouver public are reaping a rich harvest from the many bargains in shoes that are being offered by the shoe stores here through their sales. Each seems to vie with the other to offer at the smallest price, and further reductions were made when all trades in Vancouver and New Westminster put on their annual Dollar Day Sale.

Mr. Stewart Neville who operates the Economy Shoe Store, has moved from Hastings Street to Commercial Drive, Grandview, a suburb of the city.

The McRobbie Shoe Store are contemplating moving two blocks north on Granville Street.

Mr. R. Stewart has moved to more commodious premises east on Hastings Street.

The light fingered fraternity relieved the till of its cash during the temporary absence for a few minutes of Mr. J. Angus on Broadway W.

Mr. A. Carlson has taken over the store of Mr. H. Morwood on Fraser Avenue, South, Vancouver. Mr. Carlson has been connected with the manufacturing firms in the city for the last thirteen years.

We are pleased to hear Mr. N. McCuish is again in business after his serious operation two months ago.

Mr. J. Hicks who was on Yew Street many years, and went south to California about two years ago, is again in the city, and has opened up a new repair store on Fourth Avenue West.

Price cutting is rife amongst the shoe repairers in the city. The low price of new shoes, and the early advent of a quiet season has caused many to disregard the Association prices, and each are charging as circumstances seem to warrant.

Mr. J. J. Haskett, Vancouver, shoemaker poet, has broken out into verse on behalf of the B. C. E. Railway's campaign of the Courtesy Week. The slogan is "Say it with a Smile"

Mr. W. Edgley, of the B. C. Leather and Findings Company, has left upon a three months visit to Eastern points, and his parents and friends in England. A few nights previous to sailing, Bill was visited by a surprise party of the fellow members of the staff, and given a royal time, with a small token and best wishes for a safe journey.

Mr. Hallaway has severed his connection with Storey and Campbell, and has taken up the duties of bookkeeper to Denby Brothers of this city. Mr. Hallaway was in the employ of Messrs. Storey and Campbell at the outbreak of the war, and joined the Canadian Expeditionary Force, and upon returning from France, took up his old duties, which he has now relinquished to enter the new firm.

VICTORIA NOTES.

The shoe repair trade have petitioned the City Council to make and enforce a bylaw, to compel all shoe repairers to close their establishments at six p.m.

Mr. C. Paxton, Manager of the B. C. Leather Company's branch in the city, was on a visit to the Head Office in Vancouver, for several days.

SQUEAKS IN SHOES.

Squeaks there are in shoes, though these be days of refined shoemaking. Even the best of shoes sometimes develop a squeak, says a writer in American Shoemaking. A squeak in an ordinary shoe, such as a man wears in a machine shop, may attract no attention. But a squeak in a shoe that a man wears to church may start that man to swearing. And as for the women's trade, there are women who positively cannot wear shoes that squeak, because it upsets their nerves. More than one maker had had a pair of shoes returned to him, with a complaint that the woman could not wear them because they squeaked too much. And the manufacturer has had to provide a new pair of shoes, and then go looking for a squeak, for he well knows that an epidemic of squeaks in his shoes would ruin his business.

Hunting for a squeak in a shoe is like hunting for a squeak in an automobile. It may be here, or it may be there. Anyway, it is mighty elusive. Even the most experienced squeak hunter rarely finds a squeak in a shoe the very first time. It may be in the insole, or in the welting, or in the counter or in the shank, or it may be that the insole chafes against the outsole, or it may be that a seam was sewed too loose, or too tight, or a joint carelessly made. The origins of squeaks are almost as numerous as the parts of shoes, and the methods of making them.

Since an epidemic of squeaks in shoes might ruin even the best managed shoe business, it behooves the manufacturers to be constantly on guard against any materials, methods, joints, junctions, seams or contact points that might start a squeak.

The ear is the best detector of squeaks. It ought to be, for it is the only part of a person that is troubled by a squeak. That shoes should fit the eye, as well as the foot, is an old story. That they must fit the ear is also true.

One squeak tester says he can tell the key in which a shoe squeaks. He has a natural taste for music, as well as a long experience in testing shoes for squeaks. He tests insoles, weltings, and outsoles, too, as well as shoes. If he hears a tiny squeak he corrects it, because he knows that a squeak, like a seed of corn, may grow.

Worst of squeaks, doubtless, are those that grow in the shoes after they leave the factory. Maybe the soles get dry, while the retailer keeps them on the shelf in a steam heated store. The dry soles chafe together, when a person wears them, and they squeak out their grievance. That makes the wearer mad. Or, it may be that the sole was molded to tread one way, while the wearer treads another way, and this brings the insole and the outsole into contact at the wrong points. The shoes complain under the pressure, and squeak.

A tanner got a pair of shoes that developed a squeak. When he walked along the street to his shop they heard him coming. "Come in here and I'll fix that squeak," said an oil and grease man. He stood the tanner in a pan of oil, and let the soles soak up the oil. That stopped the squeak.

Incidentally, some repair men stop a squeak in welt shoes by slitting the seam between the welt and the outsole, and holding the soles apart with a screw driver, or other wedge, while they blow some ordinary talcum powder between the soles. The talcum works in between the soles, and prevents them from chafing and squeaking. The seam is closed tight, and the talcum powder stays inside.

Manufacturers

I BUY ALL KINDS OF SURPLUS

Shoe Stocks for Spot Cash

— Send samples, particulars and prices to —

L. M. BARNETT

Wholesale & Retail Shoe Dealer
10 Market Square Hamilton, Ont.

References—Dun's and Bradstreet's.

The Shoe Repair Man

All Aboard For Hamilton

Stage Set for Second Annual Convention.

THE Second Annual Convention of the Ontario Federation of Shoemakers and Repairers, to be held in Hamilton on Wednesday and Thursday, July 26th and 27th, bids fair to outclass the success of the First Convention, which was held in Toronto last summer. The stage is all set, and every effort is being made to let every repair man in Ontario know what is coming off. So the man within reach of Hamilton, who is not on the job when the bell rings will have only himself to blame.

Here is what the President and Secretary have to say about it to the repairmen of the province:—

"Headquarters will be at the Hotel Stroud, Merrick Street, where the business sessions will be held and the banquet in the evening, and where reservations may be made for rooms.

"Registration of Delegates will take place at nine o'clock Wednesday morning, in charge of Mr. Henderson and Mr. Miller.

"The following extract from the Minutes of the Councillors' meeting, held March 7th, 1922, might be mentioned here:

"Resolved that a committee be appointed to register each delegate to the convention and that each member pay a fee of \$3.00. Said fee entitles member to a ticket for banquet, a ticket to the picnic and a badge which admits him to all meetings of the Federation.

Wednesday Morning—Business Session.

Wednesday Afternoon—Business Session.

Wednesday Evening—Banquet.

Thursday Morning—Business Session.

Thursday Afternoon—Picnic to Dundas Park.

"The Executive Council desire to impress on you the necessity for your attendance as it will be to your interest to be with us and take part in the discussion of the various problems that will come up at the convention, all of which will be of vital interest to all members of the trade.

"Your presence is requested, for there never was a time in the history of Shoe Repairing when more co-operation was needed.

We remain, yours, on behalf of the Executive Council,
FRANK H. REVELL, President.
ARTHUR WILTON, Secretary.

The Secretary also wishes those desirous of staying at the Convention Hotel to advise him as early as possible,

Quick Profits

—and EASY Profits. EVERWEAR Toe Protectors turn the repairman's hardest and most time-taking job into his easiest and most profitable one. EVERWEARS repair Ladies', Misses' and Children's shoe tips 15 times as fast as any other method—do a better job—and make 200 per cent. profit.

EVERWEAR Toe Protectors are neat and smart in appearance. Fit snugly. Attached in a few seconds, four sizes for women and one boy's adjustable size.

Thousands of shoe repairers are attaching EVERWEARS. The more they use the better they like them.

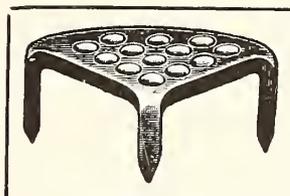
GET THEM FROM YOUR JOBBER—IF
HE CANNOT SUPPLY YOU WRITE—US

CLEVELAND
SHOE
PROTEC-TOE
MFG. CO.

2406 E. 79th Street
CLEVELAND OHIO



Actual Size.



**WE COULD NOT IMPROVE
ON THE "NATIONAL" SHOE
PLATE SO WE HAVE IM-
PROVED TREMENDOUSLY
ON FORMER METHODS OF
PACKING HEEL PLATES !**

"National" Shoe Plates now are packed first in neat one-gross cartons and then in heavy cardboard telescoping boxes as follows:

Size No. 1:	Packed 10	one-gross	cartons	in	box
" " 2:	" 10	" "	" "	" "	" "
" " 3:	" 6	" "	" "	" "	" "

Furthermore, the boxes are neatly re-wrapped in stout paper with plain markings as to description and size of contents.

National Shoe Plate Mfg. Co.

160 North Wells Street

Chicago, Illinois

so that reservations can be made for them. Tell him how many there are in your party, and when you will likely arrive. A card to 133 York Street, Hamilton, will catch him.

The programme has all been arranged, and printed in book form, with interesting advertising matter from the jobbers, machinery and supply houses.

The proceedings are laid out as follows:—

WEDNESDAY, JULY 26TH, 1922

9 A.M.—Registration of Delegates.

10 A.M.—President "Frank H. Revell," Address of Welcome to the Delegates.

Paper, "The Right Way to Figure Out Price of Shoe Repair Work," Mr. Pettit, Brantford.

Discussion on Same.

Address, "Some Present Day Shoe Trade Problems." By Mr. S. Roy Weaver, Manager Shoe Manufacturers' Association of Canada, and Shoe Wholesalers' Association of Canada.

2 P.M.—Paper, "The Development of Up-to-date Shoe Repairing Business," Mr. Thomas Grayson.

Discussion on Same.

Address, "The Importance of Keeping Accounts in Connection With the Boot Making and Repairing Business," Mr. A. E. Angus. Several other matter of advantage will be presented to the Convention, such as the advisability of universal prices, the advantages of organization, and the betterment of all those engaged in the Shoe Repairing Business, etc.

WEDNESDAY EVENING

8 P.M.—Banquet in Dining Hall, Hotel Stroud. A good and varied programme has been arranged and all will be well entertained, both musically and otherwise.

THURSDAY, JULY 27TH, 1922

10 A.M.—Nomination and election of officers for the coming year. Selection of City for next Convention. Any other business which may be brought forward.

Adjournment.

2 P.M.—Busses and autos meet at Hotel Stroud for the Dundas Driving Park. Picnic to commence at 3 o'clock. An elaborate programme has been arranged. Races will be run off, various contests engaged in. A baseball match will be a feature, and refreshments will be provided for visiting delegates.

INTRODUCING MR. LEONARD BURNETT.

One of the best known shoemakers and shoe-repairers in the country is Mr. S. Burnett, of Toronto, who has made quite a reputation for himself for high class repair work, and also the making of orthopaedic shoes.

Mr. Burnett's friends will be interested to learn that he has recently been joined by his son, Mr. Leonard Burnett, who has been located in Yorkshire, England. The move should be of advantage to both parties, and the fraternity of Old Country repairmen will welcome the new addition.

Mr. Leonard Burnett had learned his trade in England, partly under the able instruction of his father. When war was declared, he enlisted in September, 1914 and as might have been expected, was made a master shoemaker, in which capacity he



Mr. L. Burnett

served for over six years. For three years he was in Egypt and Palestine, having originally gone out there with the "Jewish Legion." For the past year or so he has been located in England, where, he tells us, the conditions in general and in the shoe repair trade in particular, are far from satisfactory.

The photograph reproduced shows Mr. Burnett and two of his assistants in their Repair Shop "on the desert" at Raffa, Palestine. The equipment they had, or had not, made it necessary to use old-fashioned methods, and demanded real shoe making knowledge and ability.



Mr. Burnett has many experiences and descriptions to give, of interest to the trade. On one occasion desiring to make a pair of dress shoes for an officer, he set out to find some upper leather in Jerusalem. The shoemakers in that city occupy a space about six feet square, and their upper leather consists largely of sheepskin, dyed in various bright colors, such as yellow or red. Obviously that would not serve the required purpose. Turning a corner, he came on a repair shop run by a man who had spent some years in America. This was equipped with all the up-to-date machines for repairing, mak-

ing and finishing shoes, and the owner had a staff of men busy, not only repairing shoes, but making all types of shoes, up to the most fashionable requirements for women. Mr. Burnett's wants were readily supplied at this shop, but at the same time he was struck with the enterprise of the shoe man locating in this ancient city, and the contrast afforded between his shop and the primitive establishments all around him.

SHOE REPAIR ADVERTISING.

There is a shoe retailer and repairer in Birmingham, England, Mr. H. Payne, by name, whose sense of humor is carried to good effect into his advertising. The "British Shoeman" reproduces some of his best gems, and it is from that source we cull the following:

"Boot repairs. Whether you buy cheap or expensive footwear, you'll need them repairing. When they are unbecoming to you, it's time they were coming to us."

"You wouldn't like your work trodden underfoot. We do! Our repairs will stand all the treading, either in mud or on hard roads."

"The Solar system appeals to those whose interest is in overhead matters. Our soling system appeals to all interested in solving the underfoot problem."

"Give a dog a bad name, and it sticks. A man with a good name strives hard to keep it. We've got a good name for boot repairs, and we're striving."

"Little Jack Horner sat in the corner; he couldn't go out for the weather. With his chin on his

knees, he said: 'Days like these, prove Payne's is the best sort of leather.'"

"The cost of living's going up, and life is full of cares. Yet money saved is money gained. Try Payne's for boot repairs."

"What are the wild waves saying?" to folk with footwear cares. Like thunder's roll the answer comes: "Try Payne's for boot repairs."

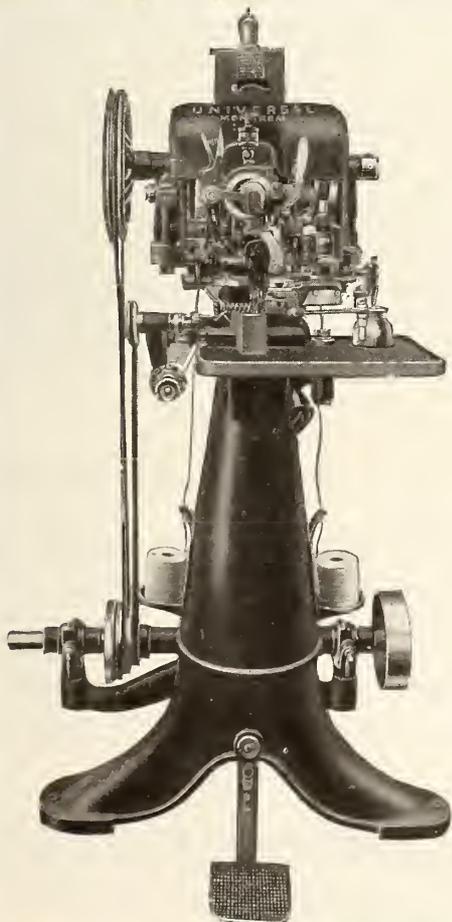
"Little Bo Peep had fallen asleep and dreamt that her footwear was leaking. Alas, it was so, She'd a hole in her toe, And a Payne repair shop she'll be seeking."

"Will your New Year resolution fall away in dissolution, Or are you going in for something real? Whatever the attraction, you'll get solid satisfaction. If to Payne's you send your boots for sole and heel."

"We've worn out our bodies mending other people's soles, so we're taking holiday, and our shops, where 'Better' boot repairs are obtained, will be closed the whole of Bank Holiday week."

"A contented mind is a blessing kind,' sang the monk of long ago, but an easy-fitting, hand-made boot is almost as good, you know. For easy boots will cares expel, and they are the sort we make and sell." "Multum in parvo (much in little)—much pain in a little corn—much relief in the little word FIT. Why not get your boots made to fit?"

"John Bright's definition of happiness was 'having a congenial task and making progress in it.' Boot making and repairing is congenial to us, and we're making progress with a capital P." "Sleep is the best way of restoring the worn-out body, and Payne's is the best way of restoring the worn-out sole."



UNIVERSAL SHOE MACHINERY

Unequaled Service Maintained

MADE IN CANADA

No
Duty

No
Royalty

The Machinery that is made right and kept right by our Expert Canadian Demonstrators.

BUILT TO USE—NOT TO RENT

Each Machine is a Silent Salesman and a Monument to Our Success.

UNIVERSAL SHOE MACHINERY Limited

122-128 Queen Street MONTREAL, Can.
UNEQUALLED SERVICE MAINTAINED

HAMILTON ASSOCIATION.

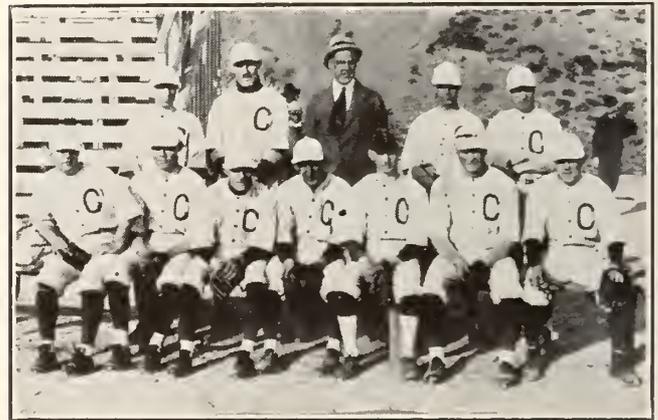
The regular meeting of the Hamilton Repairmen's Association was held on July 11th, at Foresters' Hall, a fair number of members being in attendance. The members are naturally quite roused by the fact that the Provincial Convention is being held in their town, so that the discussion centred about the convention and the picnic with which it will wind up.

GETTING AFTER TRADE.

Mr. John Henley, of 12 Victoria Avenue, Belleville, Ontario, who has some excellent ideas as to how to go after business in dull or bright times, has been using the circular letter to good advantage. His latest communication is readable, interesting and to the point. We have no doubt he found it a trade-puller, and will be glad to let his fellow repairmen look it over. He says:—
Dear Sir:

The "End of a Perfect Day" is a pipe, a book and a pair of comfortable old shoes on the feet. You know the kind of shoe, well broken in, flexible and roomy. And when you have time you intend to have a pair of Rubber Heels put on, and the soles fixed up, and get a lot more of comfortable wear out of them. You intend to, so why not now? If it is not convenient to bring them down, just Phone 609-W, and we will do the rest. Maybe your wife has a pair needing attention, too. Look up your old friends, and Phone 609-W.

Yours for good Shoe Repairing,
JOHN HENLEY.
Victoria Ave., Belleville.



A. R. Clarke's Baseball Team.

For Sale Canadian Patent No. 217550, for new shoe fastener, more serviceable than shoe strings, easily and cheaply made and quickly put on. For particulars address

J. Eldridge, P.O. Box 26,
Kennedy, Sask.

O. K. FIBRE COUNTERS

A Little Thing To Ask For— A Big Thing To Get

Retailers Know It To Be A Fact

—that there is no part of the shoe subject to greater strains, harder knocks, more pulls and wrenches from any greater number of angles than is that part of the shoe the COUNTER gives shape to, protects and reinforces. Therefore They Want A Counter They Know Will "Deliver" —service. So an increasingly large number are specifying in their orders that O. K. FIBRE COUNTERS be built into their shoes by their shoe manufacturers. For this is the counter that embodies high quality raw material, is made by highly standardized methods and undergoes rigid factory inspection.

O. K. SHANK, COMPANY
307 Fourth Street - Chelsea, Mass.
Canadian Agents: Trudeau Co., 719 Panet St., Montreal, Que



Morton Double Bottom Flange Tubes for Lasts

Made in all sizes straight and flange

"The strongest Last Tube in the World"

E. S. Morton & Co.



Pat. Feb. 29, '79 13 Bay St., Brockton, Mass. Pat. Feb. 26, '07
Pat. Sept. 14, '15 Pat. Sept. 14, '15

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

CODES: MARCONI, BENTLEY, LIEBER.
CABLES: HIDES, LEICESTER

Belgrave Gate, Leicester, Eng.

CLASSIFIED ADVERTISEMENTS

TWO LIVE-WIRE SHOE SALESMEN with a wide experience, about to open an agency in Toronto, would like to get in touch with several Canadian firms manufacturing popular priced Men's, Women's and Children's footwear. References furnished to those interested and all communications treated confidentially. Box 46, Shoe & Leather Journal, 545 King St. W., Toronto.

FOR SALE—Controlling interest in a successful shoe repair company now operating four stores in large Canadian city. This is a splendid investment. Stores are in choice locations, low rentals, all equipped with Goodyear stitchers and finishing outfits; also one McKay stitcher. Experience not essential, as all stores are in hands of capable managers. Price \$12,000.00. Terms can be arranged. Box 45, Shoe & Leather Journal, 545 King St. W., Toronto.

YOUNG MAN, with experience in shoe factory accounting and costing, desires permanent position. If I cannot produce results, no salary. Open for immediate appointment. Act quickly. Box 40, SHOE & LEATHER JOURNAL, 545 King Street West, Toronto.

WANTED.—A Line of Shoe Findings, Laces, Polishes, etc., Maritime Provinces on commission basis. Will be pleased to correspond with manufacturers or wholesalers. Box 41 SHOE & LEATHER JOURNAL, 545 King St. W. Toronto.

WANTED by Experienced Shoe Traveller a line of shoe samples to represent British Columbia and Alberta, or British Columbia only. Address, Box 43 SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

FOR SALE.—2 Singer Flat Machines for Fitting Uppers and 1 Singer Patcher. These Machines are in fine running condition. We also have lasts for speeder skating boots, cutting boards, etc. For further particulars, apply to C. Wright, 1175 Dundas St. West., Toronto, or phone Parkdale 6925W.

A Practical and Experienced Foreman Shoe Cutter desires a change, willing to go anywhere. Apply, Box 42, SHOE & LEATHER JOURNAL, 545 King St. W. Toronto.

WANTED.—Experienced Shoe Salesman for Ontario. Replies confidential. Apply Box 49, Shoe & Leather Journal, 545 King St. W. Toronto.

LIVE WIRE SHOE SALESMAN with an extensive experience and excellent connection in Ottawa City and surrounding towns, desires to get in touch with Canadian Manufacturers making Men's, Boy's, Women's and Children's popular priced footwear; would also consider a wholesaler's line as an in-stock proposition. Highest references. Box 48, Shoe & Leather Journal, 545 King St. W., Toronto.

WANTED by experienced Shoe Salesman to link up with shoe manufacturer or jobber to cover Western Ontario, connection established, a good hustler full of pep and ambition and can get good results apply Box 47, Shoe & Leather Journal, 545 King st. W., Toronto.

CORDOVAN by an expert. I will give personal instructions or furnish Formulas in modern tanning of Shell Cordovan and Horsefronts in either Chrome or vegetable tannages in black and colors from Hide House to Shipping Room. Address, Chas. Knees, 342 Jarvis st., Toronto.

WANTED:—For Western Ontario, good experienced shoe traveller to represent firm on commission, manufacturing a full line of Men's, Boys', Youths' and Gents', McKay and Standard Screwed shoes. Box 50, Shoe & Leather Journal, 545 King st. W., Toronto.

Edwards & Edwards Limited

TANNERS OF

SHEEPSKINS

FOR

SHOES GLOVES

SADDLERY

UPHOLSTERING

BAGS AND SUIT CASES

BOOKBINDING

FANCY AND

NOVELTY GOODS

SKIVERS

EMBOSSSED 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.

CLARKE & CLARKE Limited

Established 1852

Tanners 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 Wareroom and Cutting Department
252 Notre Dame St. W., Montreal

PERCY J. MILBURN, Agent

BRANCH WAREROOM

553 St. Valier Street, Quebec City

RICHARD FRERES, Agent



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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Mention "Shoe and Leather Journal" when writing an advertiser

Edge Setting Satisfaction

QUICK SET

The New Edge, Heel and Bottom Ink



Packed in Distinctive Red and Black Lithographed Quart and Gallon Cans
Is Being Widely Endorsed By Leading Shoe Repair Men

PERMANENT COLORS OF UNEQUALLED RICHNESS

BLACK, BROWN and OXBLOOD

RAPID DRYING

QUICK WORKING

Sets Equally Well by Hand or Machine

Ask for and insist upon QUICK SET---Not Merely Ink

If not already using it—place a trial order—we are confident of your approval

MAIL A CARD TO OUR NEAREST OFFICE NOW

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

MAIN OFFICE AND FACTORY

MONTREAL

TORONTO
90 Adelaide Street W.

KITCHENER
46 Foundry Street S.

QUEBEC
28 Demers Street

CLARKE'S PATENT



LEATHER

Confidence

Shoes manufactured of Clarke's Patent Leather can be bought and sold with confidence. This dependable leather has a beautiful finish and gloss of its own.

Clarke's Patent Leather es-

tablishes confidence and satisfies customers.

There are other patent leathers, but none to equal Clarke's.

Write for samples.

A. R. Clarke & Company, Limited

Toronto

Branches at Montreal and Quebec

Largest Producers of Patent Leather in the British Empire

THE SHOE & LEATHER JOURNAL

PUBLISHED · TWICE · A · MONTH

Featuring ---

The Business Situation

Overwork

By Dr. Frank Crane.

Ad. Critique

Human Nature in Advertising

Styles for Fall

Shoe Trade Problems

Full Report of Convention

of Ontario Repairmen

Member Audit Bureau of Circulations

ACTON PUBLISHING CO. LIMITED
TORONTO MONTREAL

Keep Up the Summer Drive!

“ OUTING ”

BRAND

CANVAS SHOES

Keeping everlastingly at it fills the cash register. Your own enthusiasm and that of your sales staff must not lag. The season is short. Make the most of it. Advertise, display and push “Outing” Brand Canvas Shoes. Your merchandising ability put fair and squarely behind a line with the popularity of “Outing” Brand means summer profits in gratifying volume.

Is Your Stock Complete?

Gutta Percha & Rubber,

Limited

Head Offices and Factories, Toronto.

Branches in all Leading Canadian Cities



D. & P. CANADA'S NATIONAL COUNTER

That old saying "Carrying coals to Newcastle" describes an act which equals in uselessness that of "Bringing Counters into Canada",—when right here are available D. & P. FIBRE COUNTERS that cannot be improved upon either for durability or fitting qualities.

There is not even economy to justify a manufacturer in using an imported counter, while there is everything from common sense to patriotism to compel him to use a Canadian-made D. & P. FIBRE COUNTER.

Consult us EARLY about your counter requirements for your coming season's shoemaking.

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



Mention "Shoe and Leather Journal" when writing an advertiser



The Popularity of the Black Calf Shoe

was established by the recent Style Show in Boston for this coming fall and winter. Manufacturers now know the trend of style and must prepare to meet the demand with a really dependable leather.

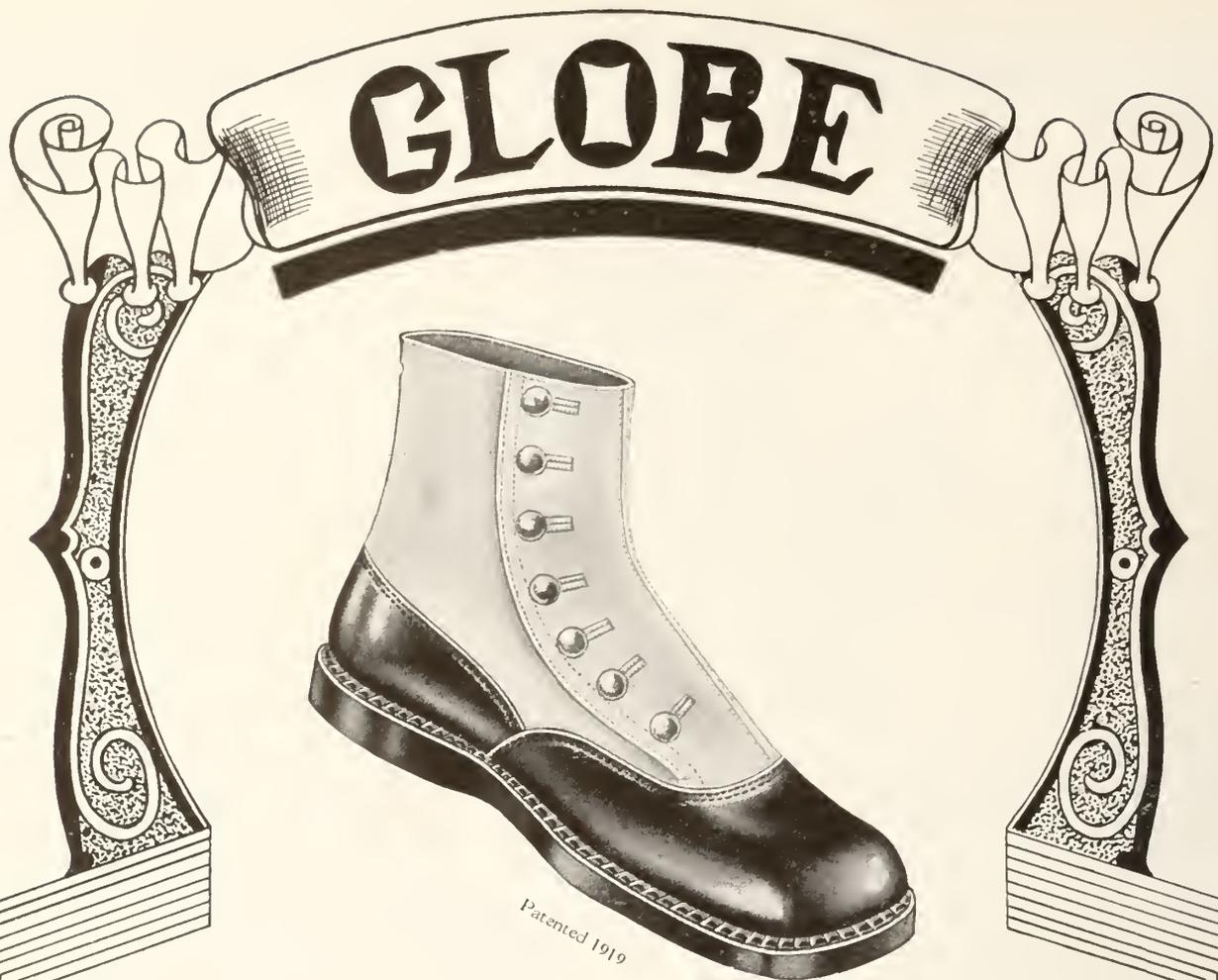
Black Varsity Calf

is a non-stretching, close fibred tannage, that has the strength of the best Calf and the lightness of the finest Kid. It has that distinctive feel, appearance, break and finish that denotes character. Shoes made from this tannage hold their shape as well as their brilliancy and soft texture. For cutting economy it cannot be excelled.

Other Leathers for Other Shoes

Davis Calf Leathers include every type necessary to the manufacture of any style of shoe, for men and women, in any weight and color.

**DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.**



Actual results in longer wear and in more healthful correctly formed children's feet are making more and more parents regular buyers of GLOBE "PILLOW WELT" and "BABY PILLOW WELT" Shoes.

A more profitable Children's Department is being built up by dealers from Coast to Coast by featuring these shoes.

THEY ARE THE ONLY GENUINE GOODYEAR WELT SHOES MADE WITH A PILLOW WELT INSOLE.

To get the Children's Shoes you need for Fall send in your request NOW for a Globe Salesman to call with the entire line.

Carried in stock by A. Lambert, Inc., Montreal.

GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

Montreal Office---11 St. James St. Representative---J. A. BLUTEAU



These
Staples
Lead
All Over
Canada



Dealers who put up the strongest, steadiest and most successful selling campaign always feature Yamaska Brand Shoes.

Because of their sterling worth you have quality and economy both on your side if you sell these shoes, and their attractive styles always place them and keep them in the most popular class.

August will be a big buying month with dealers, and those who are looking for sure sellers now will be well satisfied with the Yamaska Lines and Values.

Yamaska
Staples
for
Value!

La Compagnie J.A. & M. Cote
ST. HYACINTHE, QUE.



Infants' 2-5 Sizes will be made with Chrome Tanned Elk Sole, and the larger sizes with regular high grade Oak Sole Tannage.

Kewpie Kewps for Kiddies

Our new line of Patented Cushion Sole Welts for children is already recognized by the trade as **THE SUPERIOR SHOE** at a moderate price. Send for a sample pair now. Delay means a sacrificed opportunity of immediately increasing your children's trade.

Process fully protected by Patent.

All infringements will be vigorously prosecuted.



THE ECLIPSE LINE

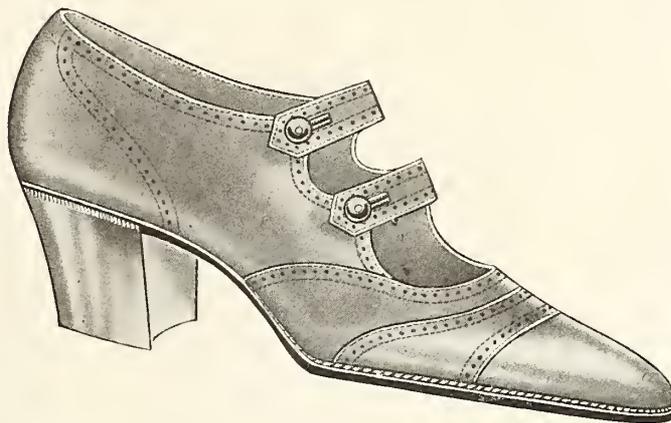
The dependable line of **URNS** and **McKAYS** for Growing Girls, Youths, Misses and Children. The quality, style, workmanship and service built into the **ECLIPSE** range make it by far the best value of any children's line offered to the trade.

We solicit your inquiries and if desired will have one of our representatives show you the complete range.

WRITE FOR COMPLETE DETAILS

Galt Shoe Manufacturing Co., Ltd.
GALT, ONTARIO

TORONTO PERMANENT SAMPLE-ROOM
Room 7C Cosgrave Bldg., 167 Yonge St. (Telephone Main 2250)

La Duchesse

Popularity Is The Root Of Sales

And La Duchesse Shoes have ALL the essentials of popularity. They are fashioned, made and priced to command the highest esteem from the most people by giving them good shoemaking and good style at moderate cost.

The styles and values we have ready for Fall buyers will enable Jobbers from Coast to Coast to maintain the firmest hold on the trade through the medium of La Duchesse Shoes.

“LaDuchesse” Shoe Co., Registered
MONTREAL, QUE.

*Making Women's Welts, McKays and Turns of a Standard
quality for the Wholesale trade*



CALF AND SIDES
STORM CALF

ALL COLORS

H. B. JOHNSTON & CO.

TORONTO, CANADA

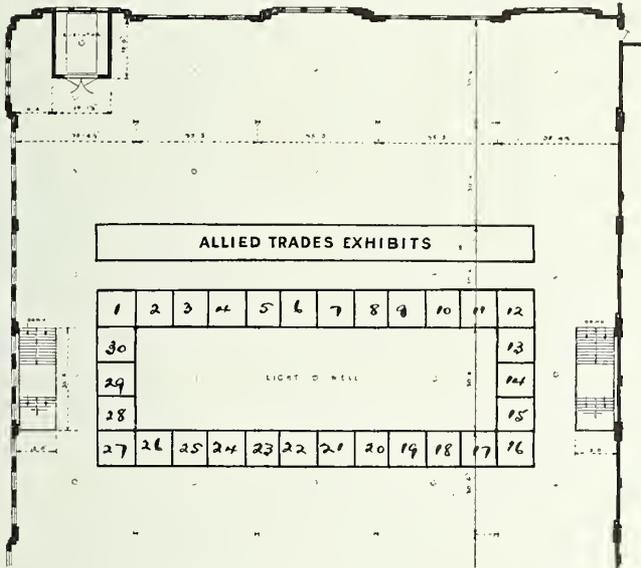
Canadian Shoes at the Canadian National Exhibition

Toronto, August 26th. to September 9th.

For the first time in its history the Canadian National Exhibition will include a representative display of Made-in-Canada Shoes under the auspices of the Shoe Manufacturers' Association of Canada.

Here is the Layout and Key to Displays

- | | |
|--|--|
| 1.—The Hurlbut Co. Limited | 5.—Scott McHale Limited |
| 2.—The Tebbutt Shoe & Leather Co. Limited | 6.—Getty and Scott Limited |
| 3.—The Eagle Shoe Co. Limited | 7.—Getty and Scott Limited |
| 4.—The Corson Shoe Manufacturing Company Limited | 8.—The Hartt Boot and Shoe Co. Limited |
| | 9.—The Walker Parker Co. Limited |
| | 10.—Owens-Elmes Mfg. Co. Limited |
| | 11.—Blachford Shoe Manufacturing Co. Limited |
| | 12.—J. & T. Bell Limited |
| | 13.—The Murray Shoe Company Limited |
| | 14.—Perth Shoe Co. Limited |
| | 15.—Lady Belle Shoe Co. Limited |
| | 16.—The Kingsbury Footwear Co. Limited |
| | 17.—Clark Brother, Limited |
| | 18.—Weston Shoe Co. Limited |
| | 19.—The Talbot Shoe Company Limited |
| | 20.—The Slater Shoe Company Limited |
| | 21.—Williams Shoe Co. Limited |
| | 22.—Williams Shoe Co. Limited |
| | 23.—The Brandon Shoe Company Limited |
| | 24.—The John Ritchie Company Limited |
| | 25.—Charles A. Ahrens, Limited |
| | 26.—The Tred Rite Shoe Co. Limited |
| | 27.—The Macfarlane Shoe Limited |
| | 28.—The Macfarlane Shoe Limited |
| | 29.—Oscar Rumpel |
| | 30.—Hurlbut Co. Limited |



In the Allied Trades' Section will be found the following firms:—
 Beardmore and Co.; United Shoe Machinery Co. of Canada; A. R. Clarke & Co.; Canadian Shoes-Findings-
 Novelty Co.; Davis Leather Company Limited; Edwards and Edwards; The Miner Rubber Company Limited;
 The Lang Tanning Co. Limited.

Here is the Building



Mention "Shoe and Leather Journal" when writing an advertiser

Giant Symbol of Canada's National Spirit

EXHIBITION TORONTO

AUG. 26— —SEP. 9

The annual World's Fair and super-exposition
44th Consecutive Year

Typifying the energy, the resource, the enterprise and progress of the Dominion.

Astounding in its immensity. Incomparable in its wealth of exclusive features.

THE HOLIDAY SUPREME

264 acres of inspiration, education and recreation--80 buildings--one mile of waterfront--1,242,000 visitors last year.

John G. Kent,
Managing Director

Robt. Fleming,
President

"NEVER ON A BIGGER SCALE"

Reduced Rates on all Lines of Travel.

"Ritchie" Arch Support Shoe



"Ritchie" Arch Support Shoe

The Ritchie Arch Support shoe is made on a last designed by a specialist in the correction of foot troubles.

It is especially hollowed out in the shank and under the transverse arch to make the shoe fit up on the bottom snugly under the arch.

A double trussed steel shank securely riveted to the insole maintains the pressure of this snug fit throughout the life of the shoe.

The riveting prevents the wearing of the shank through the sole, and secures the pressure against the arch in walking.

A rubber orthopaedic heel, extra long on the inside, supports the shank in direct line with the bone of the leg, and carries the weight of the body, thus relieving the arch and avoiding the necessity of any other supports. The boot is made of fine plump Calf or Kid with a firm 10 gauge outsole, solid leather heel and counter, and extra fine double twill lining and Calf trimmings. The last is of very dressy appearance with medium round toe.

This special boot together with other RITCHIE lines will be featured at the Canadian National Exhibition, Toronto, Aug. 26th. to Sept. 9th.

A welcome awaits visiting shoemen at Booth No. 24.

THE JOHN RITCHIE COMPANY LIMITED
QUEBEC



Talbot Shoes at the Ex.

Talbot Shoes will be fully displayed in Booth 19 at the Shoe Manufacturers' Show during the Canadian National Exhibition, Aug. 26th to Sept. 9th. The show will be held in the New Arena Building, located at the East end of the grounds. You are cordially invited to look us up and inspect our lines.

Talbot Shoe Co., Limited

St. Thomas

-:-

Ontario

IN - STOCK



*A New Last, No. 55.
Medium Toe, $\frac{1}{8}$ Heel*

9606—Kid Lace Oxford, W. C. as illustration, Code Swansea

SIZES

A $4\frac{1}{2}$ to $7\frac{1}{2}$	C 3 to $7\frac{1}{2}$
B 4 to $7\frac{1}{2}$	D 3 to $7\frac{1}{2}$

TERMS—Net 30 Days

Prices on Request

We shall be at Booth No. 11 in the New Arena Bldg. during the Canadian National Exhibition, August 26 to September 9th.

We hope to see you there.

Order Now To Insure Deliveries

*Blaehford Shoe Manufacturing Company
Limited
Toronto.*



WHERE THERE IS QUALITY

as in Bell Shoes, there is public esteem that does not vary under any changing conditions and does not weaken under the keenest competition.

Because in Bell Shoemaking our constant aim is a high standard rather than a low price, our shoes invariably give the genuine worth that every wearer looks upon as sterling value.

At the approach of another buying Season remember that the unlimited trade possibilities which Bell Shoes offer are in direct proportion to the unrivalled selling features which they possess.

J. & T. BELL, LIMITED

Montreal, Quebec

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



AN INDEX OF FASHION

Not only do dealers judge the Bell line as a standard of high quality, but they consult it as an index of approved Fashion.

In last and pattern the two models here shown set a vogue that particular dressers will be eager to follow during the coming season.

AT BOOTH NUMBER 12, COLISEUM, CANADIAN NATIONAL EXHIBITION, TORONTO, AUG. 26 TO SEPT. 9, A FINE DISPLAY OF BELL SHOES WILL BE FEATURED, AND A HEARTY WELCOME AS WELL AS AN INTERESTING EXHIBIT AWAIT EVERY SHOE MAN WHO VISITS THE BELL BOOTH



J. & T. BELL, LIMITED

Montreal, Quebec

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

Women's Mountain Boot



is made in fine coloured elk leather of special tannage, as well as in calf leather. It is also used extensively as a riding boot, and can be bought in a goodyear Welt, McKay Welt and regular McKay Process.

A typical Williams' Creation, reasonably priced.

See Us at the Exhibition

We will be located at booths 21 and 22 during the Shoe Manufacturers' Show in the new Arena Building at the Canadian National Exhibition, Aug. 26th to Sept. 9th. We shall look for you.

The Williams Shoe Means Profit for you.

WILLIAMS SHOE LIMITED
BRAMPTON, CANADA.



Classic Skuffer

Sizes 4 to 7½—8 to 10½



Shur-Foot Sizes 1 to 5

Announcing----

*Two new G & S Productions in Children's Shoes
Built to meet Juvenile Needs and Parent's Purse.*

THE production of correct footwear for children is acknowledged to be a most important department in present-day shoe manufacture. Every retailer knows that proper protection of children's feet is demanded by parents as well as "durability" "appearance" and "workmanship". Here are two lines of children's shoes made under "Pat'd., G & S Process" that fill the demand for high quality, moderate priced shoes. G & S. leadership is behind you and guarantees their complete satisfaction.

SHUR-FOOT

Thoughtfully built for Infants. Soft—Flexible—Neat. The sole a combination of oak with chrome outer gives proper protection, prevents slipping and aids in learning to walk.

A cushion sole! Yes—But of soft leather that is sanitary and smooth—no unsanitary, absorbent felt.

Wide and roomy to allow for the proper development of the child's foot.

An ideal shoe.

Made in full and half sizes. 1 to 5.

CLASSIC SKUFFER

Here is a long-wanted ideal shoe for play or dress. It is made on a true to nature shaped last—is full fitting and easy on the feet. The G & S Patd. (Turn-welt) Process renders it flexible and comfortable under the most strenuous wear. It is built for durability as well as for comfort—in sturdy, solid, yet pliable leather of extra good quality.

Soft leather insole next to foot gives resiliency without the unsanitary, perspiration absorbing features of felt.

Sells at a price that will be appreciated by parents of moderate means, having healthy, active, shoe-skuffing children.

Samples Ready by Sept. 1st.

See These at Toronto Exhibition.

GETTY and SCOTT

Limited

GALT

Makers of "Classic"
and other Fine Shoes.

ONTARIO



New Last for Baby's Genuine Goodyear Welt Cushion Sole Shoes, Sizes 1 to 5.

We cordially invite you to inspect our display of Spring Styles for 1923 at



Full fitting, comfortable new Pump Last for Infants, Sizes 4 to 7½, in the new Goodyear Welt Cushion Sole.

The Toronto Exhibition

Booths 27 and 28
Coliseum Building

We are featuring many new styles and also an entire new line of genuine Goodyear Welt cushion soles for Babies, Infants, and Children.



Stylish new Last for Children, Sizes 8 to 10½, in the new Goodyear Welt Cushion Sole.



New Youth's Last, sizes 11 to 2, Something snappy for the boys.

THE MACFARLANE SHOE, Limited

MANUFACTURING FOOTWEAR SPECIALISTS

61 DE NORMANVILLE STREET, MILE END

MONTREAL



Welcome—

to all shoemen attending the Canadian National Exhibition, Toronto, Aug., 26th., to Sept., 9th. At the

KINGSBURY SECTION BOOTH No. 16

you will find examples of Canadian shoe-making which furnish convincing proof that there is a standard to Kingsbury Quality and a vogue to Kingsbury Fashion that represent the finest achievements in the production of Fine Footwear for Women.

BE SURE AND CALL ON US AND MAKE OUR BOOTH YOUR HEADQUARTERS. YOU WILL ALWAYS GET A HEARTY RECEPTION AND OUR BEST HOSPITALITY WILL BE YOURS.

KINGSBURY FOOTWEAR CO., LIMITED
Montreal



"Frank W. Slater's Strider Shoe"

IN STOCK - IMMEDIATE SHIPMENT

Do not overlook the fact that Women's Oxfords will be worn this Fall. Provide yourself NOW with the necessary Trade Winners.



5009 Women's Black Kid Cir. Vamp Oxford, 14/8 Opera Heel			
Single Sole	Width	C.D.E.	\$4.60
Last 406	Sizes	2 1/2-7	
5009 1/2	As Above	12/8 Heel.	
Single Sole	Width	D	\$4.60
Last 414	Sizes	2 1/2-7	
5014 Women's Royal Purple Calf, Cir. Vamp Oxford, 14/8 Opera Heel			
Single Sole	Width	C.D.E.	\$4.60
Last 406	Size	2 1/2-7	

We carry a line of Men's and Women's Fine Welts in Stock at Room H. Yonge St. Arcade, Toronto, —for our Ontario Trade.

Our complete range of samples always on display at our Factory Show-rooms, 587 Beaudry St., Montreal, also at Room H. Yonge St. Arcade, Toronto.

Catalogue and Price List Mailed on Request

A FINE EXHIBIT OF OUR NEW SAMPLES WILL BE SHOWN AT THE CANADIAN NATIONAL EXHIBITION, TORONTO, —BOOTH NO. 3, COLISEUM— FEATURING NEW LASTS IN BOTH MEN'S AND WOMEN'S LINES.

WE CORDIALLY INVITE YOU TO INSPECT THIS DISPLAY.

"By Every Standard of Comparison
STRIDER SHOES ARE BETTER"

EAGLE SHOE CO., Limited
587 BEAUDRY ST. MONTREAL

DISPLAYED
IN OUR BOOTH AT THE
CANADIAN NATIONAL
EXHIBITION

TORONTO, AUG. 26TH -- SEPT. 9TH

Will be items of interest
TO EVERY MAN IN THE SHOE TRADES

Our Representatives will be there to
voice the welcome we extend to you

Look for us in the West Wing of the New Arena Bldg.

AT THE _____

Exhibition of Canadian Made Shoes

_____ OF COURSE

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

MAIN OFFICE AND FACTORY

MONTREAL

KITCHENER
46 Foundry Street S.

QUEBEC
28 Demers Street

“Plenty of Space for Growing Feet”



The shadow illustration shown here gives an excellent idea of Tred-Rite construction, and shoe efficiency.

This roomy last allows the foot sufficient space to assure foot health and comfort. Tred-Rite shoes for children

are solidly made of selected materials. These durable shoes will appeal to your prospects, as a well made fine appearing shoe. For value they are in a class by themselves. Let our salesman call on you.

See Us At The Canadian National Exhibition

You will find us located at Booth No. 26 at the shoe manufacturers' exhibit in the live stock Arena at the Canadian National Exhibition August 26th to September 9th inclusive.

Make our booth your headquarters during your visit. We will be pleased to see you, and explain the many superior features of Tred-Rite Shoes for children.

The Tred-Rite Shoe Co., Limited
 Otterville Ontario



A Hundred Different Styles Carried in Stock



in Genuine Goodyear Welts & Stitchdown Welts.

Come with us to the Toronto Exhibition

You are cordially invited to inspect our range of "Chums" Shoes for Boys and Girls, displayed at our exhibit in Booth No. 25, at the Shoe Manufacturers' Exhibition to be staged in the New Arena Building at the Canadian National Exhibition, August 26th to September 9th. The Live Stock Arena or Coliseum, as it is now called, is located at the East end of the grounds. Don't fail to look us up. We shall look for you.



Very Popular Last and Style for Growing Girls, Sizes 2½ to 7. Made in Black and Mahogany Calf.



Greatly Demanded by both Boys and Girls. Patent, Kid, Black and Mahogany Calf, Sizes 11 to 2.

MADE IN CANADA BY

Charles A.

AHRENS
limited.

KITCHENER, ONTARIO



Misses' Sizes 11 to 2. Kid, Black & Mahogany Calf, also Patent Vamp with Mat Top.

Sizes Range,—

Children's 3 to 7½

Youths' 11 to 13½

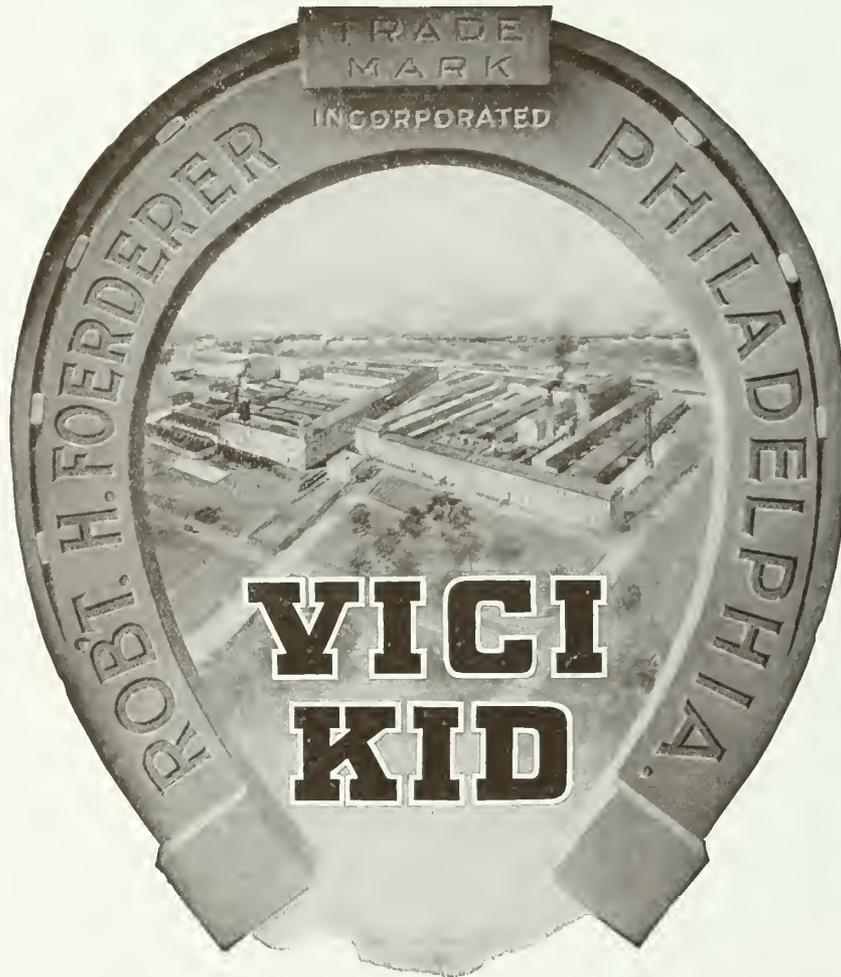
Boys' 1 to 5½

Little Gents' & Girls' 8 to 10½

Misses' 11 to 2

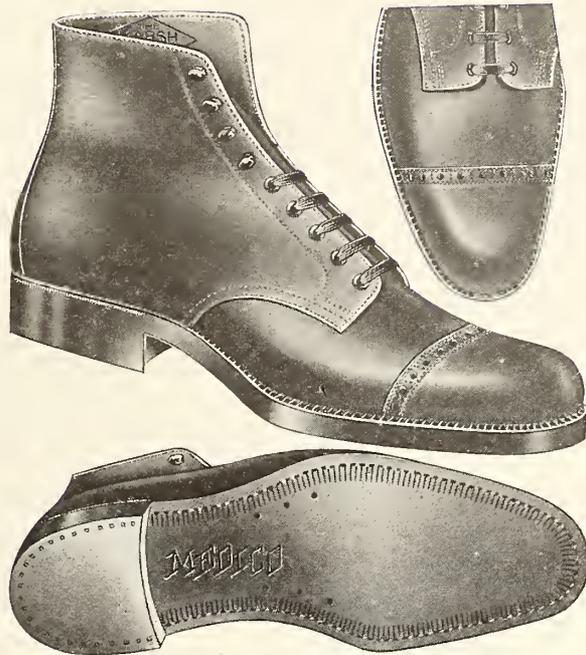
Growing Girls' 2½ to 7

ROBERT H. FOERDERER
PHILADELPHIA INCORPORATED PENN., U.S.A.



Mention "Shoe and Leather Journal" when writing an advertiser

MEDICO



For 20 years this MEDICO viscolized Full Double Sole Shoe has stood the test for Fall and Winter wear.

WHY? Because both Uppers and Soles are made from Choicest Materials.

MEDICO Shoes made only by

THE **W^M** A. MARSH COMPANY, LIMITED
QUEBEC, CANADA

WHY

You Should See Our New Lines

NOW



*The Line With A Long Standing
Reputation For Quality And Value*

BECAUSE—waiting will not bring you better values and looking elsewhere not find you more popular styles.

BECAUSE—they are the kind of shoes that make quality footwear available to the average buyer, therefore their field of patronage is exceptionally large, and every wearer is a satisfied customer.



*Our New Line Of Stitchdowns,
Fast Forging Ahead In Popularity*

BECAUSE—the extensive range simplifies your buying, offering you a model to exactly suit practically every requirement.

BECAUSE—the new styles that have been added feature the latest fashion creations in both lasts and patterns, and every one a SELLER.

Daoust Lalonde & Co., Limited

Montreal

Que.

Branch—Metropolitan Shoe Co., 91 St. Paul St. East.



Dealers are getting more sales and quicker turnover, with bigger profit and satisfied customers, by featuring

“DOMINION” FINE MCKAYS

A complete range for Growing Girls, Misses and Children
—as well as Boys, Youths and Gents.

When doing your buying this Season
BE SURE TO SEE OUR SAMPLES

DOMINION SHOE, LIMITED

2298-2302 Chabot St.

Montreal

To Visit Our Plant Take Papineau Avenue Street Car Going North And Get Off At Bellechasse Street

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, 252 Notre Dame St. West, Montreal, P.Q.

RICHARD FRERES, 553 St. Valier St., Quebec, P.Q.

A. DAVIS & SON, LIMITED

KINGSTON, ONTARIO



THE "HARTT" LINE

for 1922 - 1923

WILL FILL YOUR NEEDS TO A

— T —

Comprising a wide range of distinctly quality shoes.
The dealer who must satisfy buyers, will find that
this line has the required merit.

YOU'RE INVITED

--TO--

OUR BOOTH, No. 8, SECOND FLOOR

West Annex New Arena

Canadian National Exhibition-Toronto-Aug. 26th-Sept. 9th

The HARTT BOOT & SHOE CO.,

— LIMITED —

FREDERICTON,

NEW BRUNSWICK.

SHOEMEN ARE GLAD OVER THIS

We feel happy that our factory making C. S. F. Boudoirs advised line. They are positively The Best value in Canada this
{ASK THE SHOE Retailers who have Sold
See us before you place your order if you

GET THESE PRICES NOW

A Line Boudoirs—quilted lining—Colors: Grey, Blk., Brown, Navy, etc., **Suede**, Old Rose, Mauve, Purple, Navy, Grey, etc., Pink or Blue **15c.** Extra. This line—Rubber Heels **10c.** Extra **Men's or Women's.**

IN STOCK

Women's Glace or Suede, also Gym Slippers, **90c.** All colors except Pink or Blue.

Patent Leather Blk. \$1.50

Brown Patent 1.70

MISSES' (Glace or Suede). All colors except Pink or Blue **82c.**

Patent Leather **\$1.40**

MEN'S EVERETT

Black, Brown or Red Spring Heels **\$1.15**

Opera Style (3 colors) Special Cushion Sole, Kid Lined & Rubber Heels **\$1.70**

Patent Leather **2.25**

Genuine Kid Everett or Opera. **Pair 2.00**

BOYS'

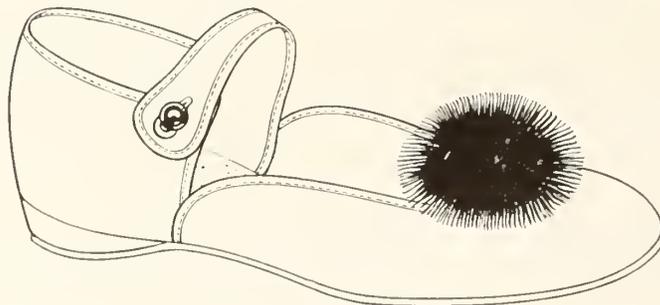
Patent Leather **\$2.00**

Everett Blk. or Brown **\$1.10**

TAKE NOTICE

ALL STAPLE COLORS AS Blk, Brown, Grey, Pink & Blue Glace (Suede) Old Rose, Purple, Grey—**IN STOCK**—

IN BOUDOIRS & EVERETTS
MISSES' & BOYS' Quickly Made to Order
ALSO OTHER SHADES



"TEMPTATION" IN STOCK
 Every Color in Kid and Suede

TAKE NOTICE

C.S.F. SLIPPERS ARE THE BEST VALUE IN CANADA if you Consider Quality & Price together.

No Extra Charge For Cartons

THE LARGEST Specializers of Slippers and

SOLE DISTRIBUTORS---Griffin Shoe Polishes---Right Form Tintine Satin Dyes—**EVERYTHING IN SHOE FINDINGS**

Here It Is The Genuine Temptation Slipper \$1.25

Visit Us At The NEW ARENA BUILD

Terms: 2%
 10 Days
 Net 30 Days

CANADIAN SHOES FIND

2 Trinity Square, TORONTO

Mention "Shoe and Leather Journal" when writing an advertiser

NEWS—IT MEANS BETTER RESULTS

us just now that we can give you Reductions of 25 per cent. on this Quality year and every pair is guaranteed up to sample.

them---they Know the Value.)
wish to be ahead of Competition.

**Order
To-day
they are
Going
Strong
Send for
Samples**

*F.O.B. Toronto-warehouse
Finest Quilted insoles
Select Materials*



MEN'S EVERETT



WOMEN'S BOUDOIRS of Quality

*No Extra Charge For
Cartons*

**EXHIBITION
ING, BOOTH H.**

Findings to the Retail trade IN CANADA.

Overgaiters---"Vogue" Wax Tip Shoe Laces---Premo Laces.
—ENGLISH SLIPPERS—CANADIAN & AMERICAN—

SEE THESE PRICES—Get Samples, Compare Quality & Values, then Order—Meet Your Competitor by having right Prices.

IN STOCK C.S.F. Better Slippers.

Women's Boudoir
Blk. & Brown, Spring Heels\$1.00
Patent Leather 1.50
EVERY Color in Suede or Glace, including Pink or Light Blue\$1.00

MISSES'

Blk. or Brown95c.
Patent\$1.40
Every Color in Suede or Kid 95c.

MEN'S EVERETT

Blk., Brown or Red \$1.25
Patent 2.00
Other Colors 1.35

BOYS'

Blk., Brown or Red..\$1.00
Patent Leather 1.50
Other Colors 1.10
Rubber Heels, **MEN'S or Women's** 10c. Extra
Fibre20c. Extra

INGS NOVELTY CO.

153 Peel St. MONTREAL, Que.

Terms: 2%
10 Days
Net 30 Days

Mention "Shoe and Leather Journal" when writing an advertiser

By Concentrating on "Perfect Shoes"

For children we are enabled to produce worth while McKay sewn shoes at a minimum of cost in Misses, Youths, Childs and Infants.



We are now showing

Our Regular Line

And in addition our sport models for 1923, including oxfords, one and two straps, in all leathers and combinations.

The SILVER FOOTWEAR Company

105-107 Front St., East

Toronto.

Representatives

Quebec and Maritime Provinces
Harry E. Thompson
153 Peel Street
Montreal, Que.

Toronto and Ontario
B. F. Morley & Son
81 Yonge St. Arcade
Toronto, Ont.

Winnipeg to Coast
O'Brien, Allan Co.
Phoenix Block
Winnipeg, Man.

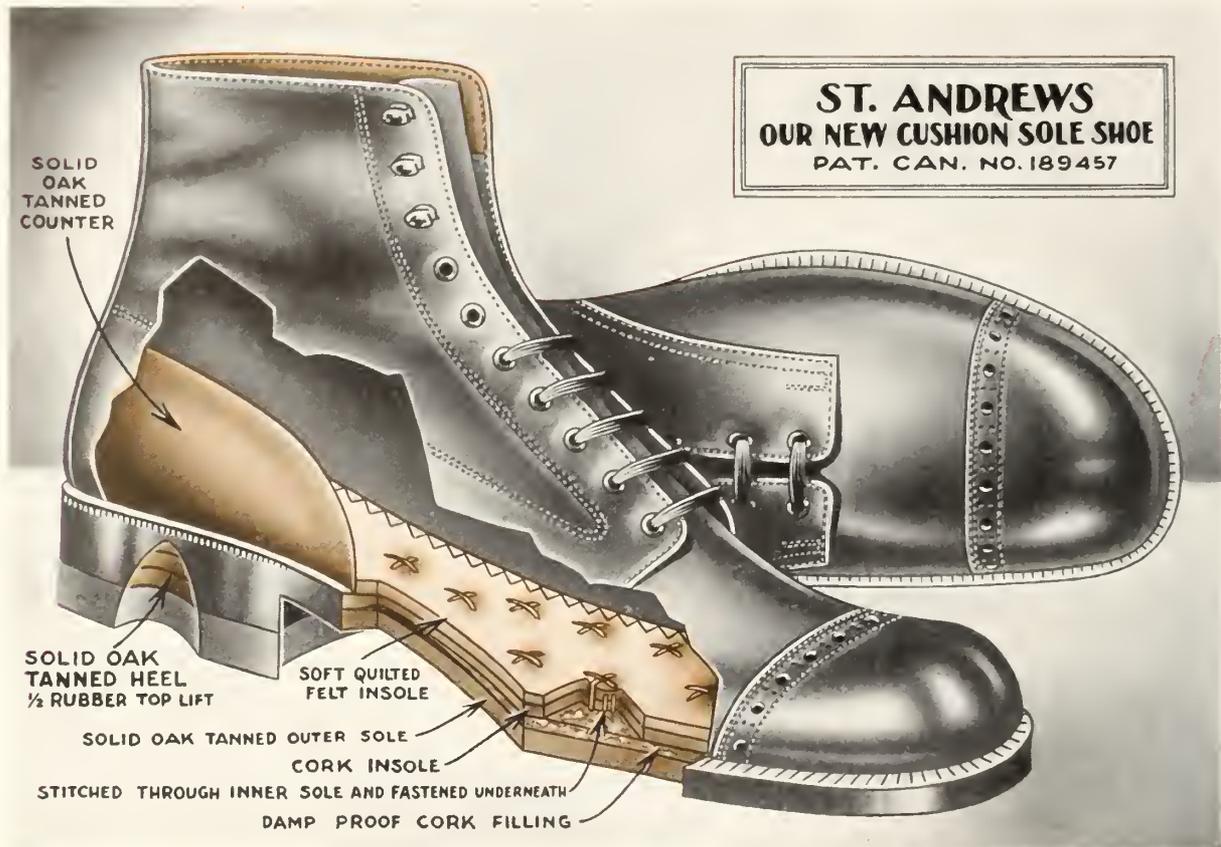
Black Beauty

Chrome Patent Sides

The leather you find in the finest Patent leather shoes.



Our Spirit of Creation has made our Reputation



“ST. ANDREWS” CUSHION SOLE SHOE

In the special construction of this new St. Andrews Cushion Sole Shoe, the soft, quilted mattress-like Cushion Sole is stitched through the insole and lasted in with the shoe. It cannot wrinkle or creep, and remains soft and resilient giving the utmost in comfort throughout the long service which the shoe extends.

Because this is our own exclusive patented feature, it gives Tetrault dealers a decided advantage in controlling the big demand among men for a Cushion Sole Shoe which will not only allow perfect foot ease but also give them attractive style and lasting wear.

Investigate this line EARLY. It is backed by the Tetrault Reputation, therefore in quality and value it is a trade puller.

TETRAULT SHOE MFG., CO., LIMITED
MONTREAL, QUE.

Largest Makers of Boots and Shoes in Canada.

“After all is said and done—The Tetrault Line is the logical one.”

Shoe and Leather Journal

Published Twice a Month

\$1.50 a Year Single Copies 15c. Outside Canada, \$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

Over a period of thirty-five years the Shoe and Leather Journal has steadily worked to the purpose of building and maintaining a circulation which is thoroughly representative of the shoe trade of Canada. An advertiser is entitled to know not only aggregate circulation, but also just where his advertising is being sent. To that end our lists have always been open to the inspection of our advertisers. In order that certified analysis may be made, the Shoe and Leather Journal has been accepted as:

Member of the Audit Bureau of Circulations.

The Business Situation

REPORTS from practically all sections of the country indicate that, as far as her agricultural interests are concerned, Canada is going to have a very satisfactory year. There are no "bumper" crops reported in any line, but it looks as though all classes of farm produce were going to be plentiful and prices fairly satisfactory to the farmer as well as consumer.

The experience of the past couple of years has had a more or less settling effect upon everybody, and there is not the tendency in our wheat growing areas, especially, to gamble on the future. Payments are claimed to be satisfactory, considering what the country has been passing through, and business is upon a sounder basis generally than it has been for a considerable period.

Both wholesale and retail business has been good for July, and reports from all over the country show a marked increase in the volume of trade in most lines for May and June. Retail stocks are pretty well cleaned up, and merchants are looking forward with considerable confidence towards the opening of the fall campaign. Already manufacturers and wholesalers report a noticeable activity both in sorting trade and fall placing with the retail trade.

Coal and railroad troubles are the only dark cloud on the horizon, and unless there is daylight on the situation, soon, there will be a serious interference with business, as well as general living conditions. In the meantime, those who are wise, are devoting attention to getting their shipments through while the going is good, and are planning for the worst, while hoping for the best.

The shoe and leather trades evidence continued progress in the direction of steady healthful business. Wholesalers report both payments and buying good for the season of the year, and claim that sorting has been exceptionally good in summer lines. There is a steadier feeling throughout the trade, and the fact that the leather market has stiffened gives confidence to buyers of shoes.

With a cleaning up of summer stocks this month, shoe retailers ought to be ready for a good start when people get back from their holidays. In the meantime, the game is to get rid of all seasonable and odd lines.

Some More Questions

Continuation of Discussion of Answers to Salesmanship Examination.

THE shoeman, coming into contact with the public as he does, must be ever on the alert, and ready to meet the unexpected. There are certain conditions, which might be called "stock" situations, for which he can be prepared at all times. But human nature is peculiar. There are no two of us alike, and it is seldom we feel the same two days in succession. Consequently, it is useful to discuss the different types of people we encounter, and how we would handle them under certain circumstances.

In our review of the examination questions we had arrived at the fourth question:

"When a man or woman, in a loud voice, criticizes the store or its methods, what would you do?"

Most of the answers stressed three points, first, that the salesman should keep his own temper, second, get the noisy customer to a secluded spot, away from other customers, and third, to do everything possible to satisfy the complaint, and have the customer leave in a good frame of mind. In general, it was concluded to be a poor policy to argue, though one suggestion was made that if other customers were to hear one side of the story they should hear both. For the most part, however, it was agreed as one man puts it that "peace at any cost" is a good motto in this case. One man says "Don't argue with a loud mouthed person, you cannot convince them." This looks like good policy. However, the opportunity for a diplomatic counter-attack is too strong to be resisted. By ignoring the objectionable customer, he may leave the store, but his influence outside will certainly not be of advantage. While if he can be won over by argument or allowance, he may remain a customer and a good one. While the last may prove exceptional, it is better to have him say good things about the store or to be neutral, rather than to have him as an enemy.

How would you handle a lady customer who asks for a 3½ B, when you see she really needs a 4C?

As one man said, this is a problem that does not come up as often as it used to. People are gradually becoming educated to the fact that more mileage, comfort, and even a better appearance are obtained from shoes that really fit than from a shoe that is small. Moreover, more women are coming to the belief that a large foot is not necessarily an unsightly foot, and that a very small shoe looks out of place on a generously built woman. Nevertheless every shoeman has met the woman who knows more about what she should have than anyone else, and who has a fixed idea that if she is not careful the salesman will sell her a shoe that he wants to get rid of, whether it fits or not. For that reason, she is likely to be suspicious, and therefore more difficult to fit and to convince.

Nearly all the answers were based on the modern method of fitting feet by the use of the measuring stick, rather than by size requested. In these days of style development, the first requisite is to

get the customer's mind on a few styles, finally centering on one style in which the dealer knows she can be fitted. By the time the last stages of the sale have been reached, the chances are the customer will have become somewhat less determined on the size question, and will be more intent on the appearance and fit of the shoe. To this point, most of the contestants carried the sale along parallel lines. Everything possible was done to draw the customer's thoughts away from the size question. But if it is still pressed, diplomacy is required. It is on that point therefore that the answers turn. Only a few contestants admitted they would tell the customer outright that the 4C was a 3½B, but none of them said they would eventually give her the 3½B if she insisted on it. Possibly this point was overlooked. It would be interesting to know how many dealers would stand by their guns, and refuse to sell a shoe that did not fit; how many would sell it without a warning as to what might happen; and how many would mark the shoe and explain it was taken at the buyer's own risk.



One man covers the situation briefly as follows:

"Before showing the lady any shoes, I remove her shoes, and measure her feet carefully, both length and width. Then select a shoe of the style she prefers and fit in on her, never mentioning the size unless she asks me. Then I truthfully tell her the size and width, explaining how different shoes vary according to style, make, and last."

Another says:—

"This would practically apply to the "flapper," who generally seems to emphasize her widths, etc. Take the customer's mind entirely away from fittings and widths. Speak of and about anything but what is asked for. Don't allow her to definitely ask you "What size is this?" Fit her foot, keep up a cheery flow of conversation, and you can even say when she has a 4C shoe on "Well, that's a perfect fit; we do once in a while get someone to ask for the correct size."

Overwork

By Dr. Frank Crane

Overwork never hurt anybody.

That is about as true as most generalities.

Somebody said that "all generalities are misleading, including this one." But the declaration that nobody was ever hurt by overwork will be found to be rather watertight, if you carefully examine it.

In most cases of break down from overwork we find the cause to be something else, such as excess, abuse or indiscretion of one sort or another.

A young boy who was always at the head of his classes in school and a great student, suddenly went to pieces. He had to be taken to a Sanitorium and he did not fully recover for some years. Everbody said that it was too bad and that undoubtedly it was the result of overstudy. Many a mother was encouraged to still further coddle and pamper her own already spoilt darling because of this example.

As a matter of fact what ailed the young buck was that he drank two cups of strong black coffee every morning for his breakfast and smoked incessantly. Nobody knew this but the doctor and the boy's sister, neither of whom were competent witnesses in the court of public opinion.

The boy took his permanent place as a martyr when in reality he was simply a fool.

Most of the elaborate and expensive resting that is done by people with money is really camouflaged self indulgence. They want to go off to Newport or to Palm Beach and play high jinks, so they all tell each other it is because they are so "run down." They smile as they say this. They do not believe what they say, and neither does anyone else except the gumps who believe what they read in the society columns of the newspapers.

As a matter of fact work is about the healthiest thing in the world for a he man. And a good dose of it would cure the complaints of most she women.

About the only thing that is better than work is more work.

Of course work has to be done intelligently. You cannot neglect and abuse the human machine and expect it to produce, just as you cannot afford to leave your harvester out in the rain or neglect the care of your automobile.

Your body should be stoked up with the proper kind of fuel and not gummed up with too much meat nor overheated with alcohol nor poisoned with drugs.

And your body needs intelligent exercise and plenty of good fresh air and sound sleep.

You have to look after your mental machine also. You can no more get good results out of your mind without proper discipline than you can get good results from a stationary engine in the hands of one who knows nothing about machinery.

And you have to take care of your soul enough to keep it from worry and pessimism and cowardice and superstition and all the rest of the dirt and grime that gets into souls that never take a bath.

All this goes without saying. As a matter of course you have got to keep the human machine up to the mark by intelligent care.

But if you do, if the body is sound and strong, if the mind is trained and clear, and if the soul is clean and sweet, no overwork in the world can kill you.

And that for the simple reason that human capacity is like an open bucket; when it gets full it runs over. A human being is not like a balloon which you can go on filling up until it bursts.

Consequently go ahead and work all you please. If you keep healthy and cheerful and do not worry you'll have a lot better chance to live a hundred years than the fellow who is devoting his life to new and ingenious forms of resting.

Fall Styles

American Joint Committee Issues Guide to Retailers for Fall.

THE style situation in the United States is being handled by a joint committee appointed by the retail and manufacturing associations. While they realize that styles cannot be arbitrarily laid down in advance under present conditions, still the average dealer prefers to have a fairly definite programme to follow. If he feels that the majority will be with him, and that the suggestions embody the best thought of the trade, he is likely to be guided by them.

While Canadian markets do not co-incide absolutely with those across the line, style tendencies in the Republic are a fair guide as to what will happen in the Dominion.

The joint committee have issued their recommendations for selling during October, November and December.

Women's Styles.

Women's shoes have been divided into welts and turns, while the former were again divided into straps and oxfords.

As to straps welts, the following is suggested:—
Lasts for width and shape of toe and height of heel during this period will remain unchanged.

Heels. Height in calf leathers 10/8 to 13/8; in ooze or flesh finish leathers, patent and kid, height will extend to 14/8.

Materials. In uppers of solid colors, the following leathers are recommended in the order named:

- (1) Patents
- (2) Brown kid or calf
- (3) Black kid or calf
- (4) Medium tan calf

In combinations the following order of popularity is recommended:

- (1) Dark or medium beige ooze or flesh finish leathers with combinations or trimmings of medium tan calf and brown kid or calf.
- (2) Medium grey ooze with combinations or trimmings of patent or gun metal.
- (3) Otter ooze with combinations or trimmings of patent or gun metal.
- (4) Black ooze with patent or gun metal.

For oxfords, the committee report as follows:—

Heels. In calf leather, 10/8 to 12/8 to 14/8; in ooze or flesh finish leathers, 12/8 to 14/8; in patent and kid leathers, 12/8 to 14/8.

The following leathers are recommended in the order named:

- (1) Brown kid or calf
- (2) Black kid or calf
- (3) Patent
- (4) Medium tan calf
- (5) Some panel effects will be sold in higher grade stores.

Note—Strap patterns will be interspersed with insert effects.

It is anticipated that in certain localities staple boots will enjoy some activity.

Turns.

These are for afternoon or street wear:—

Straps will still predominate, with an interspersing of tongue effects; a continuation of the present type of lasts or toes, heels of boxwood and

regular Louis types.

Height of boxwood heels, 12/8 to 14/8.

Height of Louis or Spanish heels, 13/8 to 16/8.

The following materials are recommended in the order named.

- (1) Patent
- (2) Satin
- (3) Black kid or calf
- (4) Brown kid
- (5) Fawn, tan or brown ooze with brown or medium tan kid or calf combinations or trimmings.
- (6) Grey ooze with patent, black kid or calf combinations or trimmings.
- (7) Otter ooze with patent, black kid or calf trimmings.
- (8) Black ooze with patent or black calf trimmings.
- (9) Brown satin and harmonious combinations

Note.—Height of heel mentioned means finished effect measured on the side at breast.

For Evening Slippers:—

Louis heels, 13/8 to 17/8. Boxwood heels, 12/8 to 14/8. Strap patterns predominate.

Materials are recommended in the following order:

- (1) Black Satin
- (2) Silver Bullion Cloth and Brocades
- (3) Gold Bullion Cloth and Brocades
- (4) Silk Brocades

Important Note—In the opinion of modistes and creators and manufacturers of women's outer wearing apparel, shades in the brown class will be popular during this period. Rhinestone, cut-steel, and beaded ornaments are in greater demand.

Men's Shoes.

Lasts have a tendency towards wider toes and slightly shorter fore parts.

Heels show no radical change, and the 8/8 and 7/8 heels will prevail.

Leathers:—

- (1) Colored leathers will constitute 50 per cent. of the sales. Prevailing colors: Cherry red, "Cordovan" red shades, medium brown and tan Russia in both plain and boarded.
- (2) Black calf smooth and boarded, approximately 20 per cent.
- (3) Black kid and kangaroo approximately 15 per cent.
- (4) Patent approximately ten per cent.
- (5) Brown kid and kangaroo approximately five per cent.

Note.—Committee believes that the sale of oxfords will be strong during this period, inclement weather creating activity on boots.

Patterns.—In the medium grade shoes for men, the demand for "speed" shoes will continue with perforations and other decorations. In the higher grades, there will continue a tendency toward plainer effects, brought out by the lines of the lasts and distinctive patterns.

For younger men brogue effects will be popular, particularly in boarded leathers, with either perforations or stitching.

Colors.—In the tan leathers, boarded leathers are still popular, with every evidence of their continuing to be so through the months of October, November and December.

Black leathers will have a marked increase, particularly in boarded leathers.

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Too Many Retailers

A series of articles commencing in June 24th issue of Collier's Weekly, by William G. Shepherd, centres around the above question, and is naturally creating widespread discussion. He covers all types of retail stores, and incidentally mentions shoe stores. The question in itself is not original, nor is it the first time the efficiency of the average retailer has been questioned. But we must hand it to Collier's and Mr. Shepherd for coming out in the open with a detailed discussion of the question.

We presume there is nobody in the shoe trade of Canada who would answer the question in the negative. But, then, why not ask the question with regard to wholesalers, manufacturers, bankers, and dozens of other classes. Right now there are too many laborers for the work that offers; there are too many freight cars for the goods to be carried; there are too many civil servants; and we have a surplus of practically everything but filthy lucre.

It has often been said that it is too easy to get into the retail business, and that is probably the reason for the large number of failures that occur annually. It has been true of the shoe business. On the other hand, if it were not possible to obtain a line of credit, what outlook would there be for ambitious men in the trade? The most successful establishments in the country had their origin in a small way, and by grace of the wholesalers and manufacturers who extended credit. It is quite true that all of them cannot succeed, and that some must fail, for various reasons, and that the cost must be borne by the ultimate consumer.

Like everything else, the retail business is a case of the survival of the fittest. So that, while economic conditions will in the natural course iron out some of our difficulties, the competition of one store with another will still remain.

Among other facts given in the first article we are told that there are 141,000 shoe stores in the United States, or one for every 770 people; that there is one retail store of some kind for every twenty-two families; that the shoe-store man must take 26 cents out of every dollar just to keep his place going.

About shoe stores, Mr. Shepherd says "Not often do you discover a dub shoe store; the man who retails shoes must know his business.

"But the dub store, in whatever line it may be, is one of the expenses of the retail business for which the customer must pay, and pay heavily.

"The dub store that barely keeps running and merely gives its owner and his family a living is an expensive store. The retail store of any kind that pays is the store that is busy and that has a rapid turnover. When, in a later article, we discuss the grocery business, we shall discover that a man can enter that business with very small capital; and that, if he is "live" and has ability and a good personality, he can turn his capital over from six to ten times every year.

"It's the store that turns over its stock slowly, that doesn't clean off its shelves quickly and buy anew, that costs money. Of course, this is only saying that the man who doesn't sell his goods over his counter is in a bad way. His rent is just as high, perhaps, as that of a lively store.

"It is the quick turnover in the bright, snappy, busy store that reduces expenses. Such a store takes less from its customer's dollar for its own running expenses, than does the dub store.

"The same holds true with the dub shoe-store man or druggist. It costs more to run a slow-going dub shoe

store than it does a bright, lively, fast one. The slow going store that uses only one stock and a half during a year must take much more of the customer's dollar for its own expenses than does the shoe store that uses two and a half stocks or three stocks. For the very same rent, and perhaps with the same amount of help, the lively shoe retailer makes three times as much profit as the slower goer, and sells better shoes. The store with the lowest expenses per sale is the more successful store.

"In every district of every city and town in the United States there are dub stores. The fly-specked, dub grocery store, the shoe store that is busy only on Saturday nights and lies almost idle the rest of the week, the little, hanging-on hardware store that somehow seems to get enough of the business that's left over from other stores to keep the proprietor alive—these stores are a drain on the community's pocketbook."

How Mr. Shepherd is going to solve the problem remains to be seen. If he had a solution, the millenium is on us. He does not attempt to indict the retailer as a profiteer. Indeed, he says that most of them are insolvent, are losing money, and are the worst sufferers from the condition.

The burden of his story deals with the average of twenty per cent cost of running the stores. In the case of shoe stores this was twenty-six per cent, or as the latest figures of the Harvard Bureau report it for 1921, nearly twenty eight per cent.

It will be interesting to note how Mr. Shepherd works his way through this problem, which is indeed man-sized. Various trade associations and economic bureaus are studying retail methods intensively, and wide-awake retailers are following their reports, and using those parts which they find to their advantage. There are others, the "dubs" he mentions, who will not learn, even from experience, and those will naturally fall by the wayside. It has also been suggested that retailers, or those proposing to enter retail trade be examined and licensed. These, and other measures, together with the workings of economic laws will help to ameliorate the condition. But the process is slow, and the advantages to be gained are in some ways exaggerated.

An examination of the Harvard figures, showing a total cost of 27.8 per cent on sales is found interesting in this connection. Suppose, for instance, by a process of elimination the number of shoe stores were reduced by one third. How would this reduce the cost of doing business? Selling staff would still be necessary, as people must be waited on even in "serve-self" shoe stores. Advertising could not be eliminated. Boxes and wrapping paper would be necessary. Delivery cannot be done away with entirely. A certain amount of time must be devoted to buying, management, records, etc. Rentals, interest, taxes, and other factors in cost would be reduced but not removed. Taking arbitrary figures, one would say that the cost of retailing shoes would still be just under the twenty per cent mark.

So the consumer would save at most ten per cent on his shoes.

As against that we would have the necessity of investing the money in other directions; of finding employment for the retailers and clerks; of finding occupants for the vacant property, in which money is invested, for which a return must be made; and several other problems which would need solution.

Mr. Shepherd has touched on a question which presents itself in almost every activity of life, and which has its roots in the expansion incidental to war time activities and standards of living which are so firmly established that it is going to be difficult to reduce them

Human Nature In Advertising

How One Firm Puts Character and Individuality Into its Advertising.

NOTE.—From time to time we have been attracted by the novel character of Rogers Peets Company's advertising in American papers, and are glad of the opportunity to let our friends know something of the methods that have brought them success.

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HAVE you heard the story of the three stone cutters?
"What are you doing?" a stranger asked one granite chipper.

"I'm working for \$7.50 a day," the man replied.

"And you?" said the stranger to the second.

"I'm cutting stone," growled the laborer.

The same question was put to the third, who answered quietly:

"I'm building a cathedral!"

This story was clipped from one of the rollicking little ads of the Rogers Peet Company, men's clothiers of New York City. The answer of the third workman struck so close to the principles of the company that the story was made a part of one of their informal little talks which decorate the upper corners of the metropolitan dailies.

The credit of originating this clever type of advertising belongs to Frank R. Chambers, now chairman of the board of the Rogers Peet Company. When Mr. Chambers began as junior partner in 1874, he possessed one of the greatest assets that can belong to a business man—he understood people and how to get at them.

I asked Mr. Chambers how it was that he had not only built up what is known all over the country as a wonderful group of executives, but had introduced a new style of advertising so clever that it has a distinct place of its own.

"We have always had a very definite idea that the way to build up an organization was to hire boys and raise men," he replied, "and we have worked on that principle. That is the way you can make a foundation strong enough to stand any weight you may want to put on it. We took every boy with the

idea that later on he might qualify for an executive position.

"From our president down, every officer and department head started with us as a boy and has worked up to the position he now holds. This is the strongest reason for the stability of the company. It is not a one-man organization, but a combination of the life efforts of a group of men who are vitally interested in keeping up our standards. One of the most interesting groups in our personnel is our "Old Guard," which is made up of about eighty men, all of whom have been with us more than twenty-five years. We are proud of their record, and they are proud of the gold medals they wear.

"The hardest thing any executive ever has to do is to get his people to carry out the policies established by the heads of the organization. Not because they are not willing to, or lack the desire to do what is asked of them, but because they often find it difficult to interpret that fine sense of good feeling which he wishes to pass on to the customer in his desire to render service. There is an intangible element in making people feel you want to do all you can for them, which is impossible to explain to a man in words. You can't tell a man how to do it but you can show him. If he lives in that atmosphere long enough he is bound to absorb it. He understands by actual experience just the part he is expected to play, and to act that way becomes second nature. We like to have every salesman put himself in the customer's position and frame of mind and then serve him just as he himself would like to be served under those conditions. We don't want to over-preach the golden rule, but the golden rule is good business.

"It is our belief that, if you take a boy and bring him up in an atmosphere where everyone is trying to render service, you will have little trouble with him later on. He learns by actual experience the great value of co-operation and teamwork. He senses how it has helped him to get along and it gives him a finer spirit when he comes to an executive position. We are constantly on the lookout for material for future executives, for internal promotion pays.

"Not only do we try to satisfy our customers in their contact with us, but we make an effort to think along different lines. For one thing, we have a salesman here at our Thirteenth Street store who has a very large following. He is a deaf mute and has built up a large trade among those who often find it difficult to get service on this account. He



Crash!
Wool-crash!
Sounds noisy!
But it isn't!
As quiet as it's cool!
An open airy weave that lets the heat out and the breeze in.



HALF

Half the fun on a weekend's having the right things to wear!
All morning long to get ready. Open until twelve!



This is a sheep.

Is it good all-wool?
Will it wear?
Why not depend upon a reliable maker's reputation rather than leave it to chance?
You know us—know we always make good should anything go wrong.



On us!
"The man or business that makes no mistakes is never much of a success."
Prelude to a confession.



More speed for the weekend!
But no risk—at the "four corners"!
Hurry-up outfitting a specialty!

has been with us for years and his customers come long distances to have him serve them. It is a small thing in itself, perhaps, but it is a way of giving specialized service.

"As to how we have interested people in our advertising, it is the simplest matter in the world. We never forget that people are just folks. The public is interested in the same things you are. We talk to people in print just as we would if we met them. We have certain things we want to tell them about our store which we feel it is to their interest to know. We try to make the story short and newsy and full of human interest, and above everything else we stick to facts. If anything, we are inclined to underrate things. It is the hardest thing in the world not to overstate a thing when you have confidence in it; so we make an effort to hold ourselves down.

"When we started this type of advertising, something like forty years ago, it was under the direction of John E. Powers, who used to be advertising manager for John Wanamaker. Mr. Powers was a great student of human nature and used to roam through the store, note-book in hand, talking to the salesmen. He watched the stocks carefully and where goods did not move he ferreted out the reason. Then he used that quite honestly as the basis for his advertising, often much to the horror of the sales force, who did not quite understand his tactics. On one occasion he asked the manager of the department why they could not sell a certain line of raincoats. The manager with equal frankness told him they were 'rotten.' Whereupon Mr. Powers immediately sat down and wrote the following advertisement which appeared in the morning papers:

We are selling off a lot of raincoats.

They're rotten, but they are worth more than we are asking for them.

"Evidently people appreciated either the honesty or the price, for they came in droves and in a short time not a coat was left.

"Honesty has always been one of our best sales principles," continued Mr. Chambers. "We have never been afraid to tell the truth. If for any reason we found something was not selling as well as it should, we said so, cut the price to where people would not fail to see that it was a bargain and cleared our shelves. No matter what the sacrifice, we never hold old stocks. There are no unsalable goods on our shelves. If stock does not move ra-

pidly, we cut the price way down and get rid of it. It does not pay to have a reputation for carrying old goods, and no concern can afford to keep money tied up in stock that is not moving. We do not believe in continual sales, for that lessens the effect, but where goods are not selling we tell the public and offer to take our loss. This gives them confidence and they do not fail to buy."

This brings up a subject which has always been a difficult matter for merchants to settle: how they should dispose of unsalable goods without losing the confidence of their customers. The old practice of paying the salesmen a bonus for getting rid of "stickers" has long been taboo with Rogers Peet. It did not fit in with their ethics, it did not build up confidence, and it did not tend to raise the ideals of the sales force or their confidence in the house. They decided to abolish the practice and clear their shelves by cutting prices to a point where people could not afford not to buy.

Once they got stuck with some very loud hosiery. It looked better to the buyer than it did to the customers. It was bought to sell at \$1.50 a pair, and they had a large stock. They marked it "What a Scream"—and sold it all in an hour at 50 cents a pair.

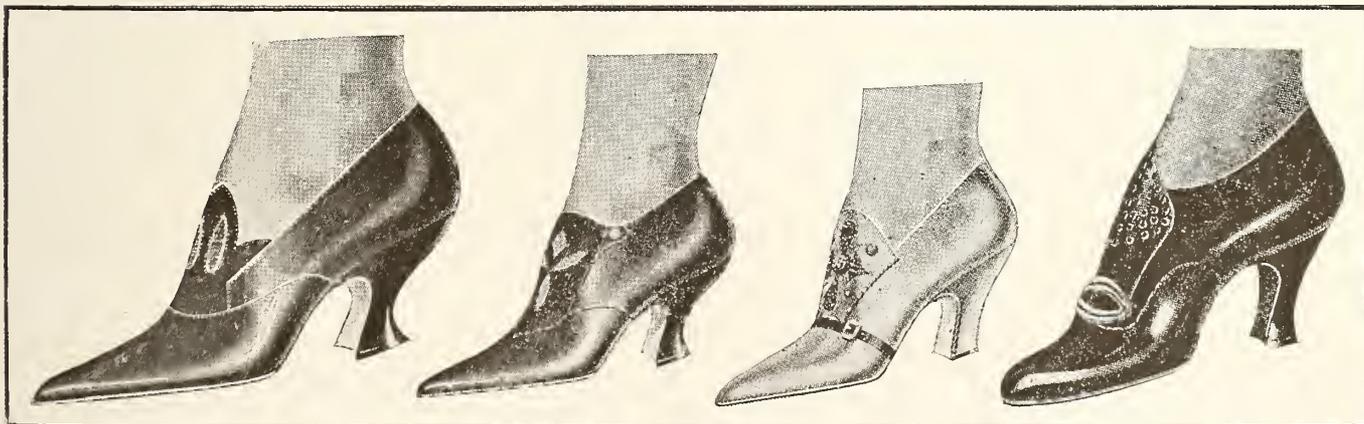
In August, 1920, they recognized that the buyers' strike was something which must be met vigorously in order to clear their shelves. They put up 8,000 men's suits at a price and had to close the doors at intervals to control the crowds. Their sales jumped from \$15,000 to \$125,000 in one day.

When the market in raw silk collapsed Rogers Peet took the bull by the horns. Advertising was planned for the morning and evening papers in which they told why they were letting go of some high-priced shirts, dropping more than their profit. A few hours after the stores opened this rush message was telephoned to the evening papers by their advertising manager, R. M. Ferns:

Please change our advertisement to read: You've got all those shirts we advertised this morning for \$7.50. There aren't any more left.

This human note in their advertising makes people read it whether they want anything or not. People like action and there is always something moving in the Rogers Peet ad. Then, too, the entire organization is blessed with a very agreeable sense of humor. As Mr. Chambers puts it, "We even like

(Continued on page 52)



Some French Ideas

A Better Shoe Shop for Men, Women and Children.

White Is Fashionable

For the summer frock or sports suit—and we are showing appropriate models in Smart White Footwear.

The STEWART display merits your consideration—because of the variety of styles and the moderate prices.



ONE STORE ONLY

W.H. STEWART'S REG. D.

188a PEEL STREET
Opp. Mount Royal Hotel
Uptown 3262

1



Regal Shoes for Dominion Day

New Strap Pumps

\$5 to \$10

In style that fits right in with light summer dresses. Daintily fashioned from the season's favored materials, representing the last word in modish footwear.



White Shoes

In our complete line of White Shoes you will find the season's most up-to-date models to choose from.

Regal Shoes for Men

In our Uptown Store as well as our Exclusive Regal Men's Store, 213 St. James Street, we are featuring Men's Shoes in all popular leathers, also outing shoes for every occasion.

Regal Boot Shop

392 St. Catherine St. West - Cor. McGill College Avenue

6

A GOOD PLACE TO BUY GOOD SHOES

When you are in to the Calgary Exhibition



Men's Brown and Black Calf. \$6.00
Women's Black and Brown Kid and Patent Leather. \$4.75

BRADLEY'S
811 FIRST STREET WEST.

2



Golfing or Hiking

As a golfing or hiking proposition the shoe shown here is hard to beat. You'll get real service out of this sturdy, skid-resistant, rubber-soled sport shoe—and it's attractive.

Considering the quality the price is exceptionally low.

We Fit Your Foot

H. B. SHORT
DIGBY

4



Men's and Boy's Shoes

I would call your attention to the fact that we carry a first class line of Men's and Boy's Shoes and our prices are reasonable.

We can repair anything repairable, and having secured help, will now be able to give prompt service.

T. E. Gibbons - Mill St., Acton

5

Kenney Bros.

Full Line of Summer Footwear in—
Men's and Ladies' Oxfords
Tennis and Bowling Shoes
Ladies' Patent Strap Slippers (Buckled)
Girls' and Boys' and Children's Shoes

PRICES AS REASONABLE AS THE QUALITY IS GOOD

REPAIRING

Stitch and Tacks' sword work and all kinds of repairs. All work promptly finished. Bring in your repairs.

Store Open Every Evening Except Wednesday

KENNEY BROS.
MILL STREET ACTON



7

JULY SALE



YOU Can Get Any Kind Of Shoe You Like-- And SAVE

High Shoe or Low--plain shoes or fancy business shoes, sport shoes, dress shoes. Get these items down in your money.

Men's Mahogany Calf Lace Boots—straight last	Men's Mahogany Calf Brogue Oxfords, Medium Toe
Men's Mahogany, Redia, Recede Toe, Rubber Heel	Men's Mahogany Satch Grain Oxfords, Purer Toe
Men's Mahogany Calf Oxfords Medium and Recede Toe	Men's Mahogany Calf Lace Boots, Recede Toe
Formerly priced to \$4.50	Formerly priced to \$4.50
\$4.85	\$5.85
Men's Mahogany Calf Oxfords, Wide Toe, Blucher	Men's Mahogany Oxfords, Medium and Recede Toe
Men's Gun Metal Calf Oxfords, Recede Toe	Men's Gun Metal Oxfords Rubber Heel, Recede Toe
Men's Mahogany Calf Oxfords, Medium Recede Toe	Men's Mahogany Calf High Top Boots
Formerly priced \$8.00 to \$9.00	Formerly priced \$5.50 to \$7.50
\$8.85	\$4.45

You can save dollars by buying at

WIEZELBROS
SUPERIOR FOOTWEAR
517-519 Harrington Street

3



Ready for Fine Weather?

MAY sound like a foolish question, but you are not ready if you haven't provided yourself with a pair of Oxfords built for healthy men.

Look 'Em Over!

White buckskin in Brogue Oxfords with tan leather trimmings great in style

Or all occasion dark Oxfords black, brown or tan excels last wearing qualities new semi-erect last

The same in all **\$9.00** **\$9.00** and **\$10.00**

REDDENS'
BARRINGTON and SACKVILLE

8

Our Ad. Critique

Whatever may be the reason, the advertisements which go to make up our page for this issue present a generally attractive appearance. We would not like to say they cannot be improved on, as they all have some defects. They were not deliberately selected as being high class, but were just picked at random. Are we to infer that shoe retailers are realizing the important part advertising can play in business building, if it is given a chance?

It is true that business has been quiet, competition unusually keen, and shoe dealers are on their toes every minute of every day. Money for advertising is not easily obtained these days, and as a result the way it is spent, the way the advertisements are laid out, these and other things are being more closely scrutinized than ever. The retailer who says to himself "well, I'll shoot so much on advertising this month"—just like that, is fooling himself only, and wasting his money. The majority of them are taking aim at some definite target, and centering their advertising efforts around that objective.

Whether it be general increase of volume, movement of one specific line, or clearance of odds and ends that is required, the type of advertisement must be carefully and thoughtfully selected. Cuts are not expensive—relatively speaking—while time is not such an object these days, when the store is seldom flooded with customers. Consequently the present month offers an excellent opportunity for the formulation of plans for immediate and future selling.

But to return to our mittens. Suppose we look over the advertisements reproduced on the opposite page.

No. 1. We would say that this was attractive as to layout, would catch the eye, and hold it. The advertiser is not afraid of white space, realizing that it is just as valuable as type for display purposes. He hits the eye with a fashion note, which he follows up with an explanation, shows a cut typifying white shoes, and uses a distinctive signature. He speaks of himself and his stock with restraint and dignity, and generally attempts to create an atmosphere of class. For his purposes, the advertisement may be satisfactory. If he just wants prestige, and to tell people where he is and what he does, his purpose is accomplished. In time some readers may drop in. But if they are looking for a certain type of shoe, or within a certain price range, the advertisement will not interest them. That is why we stress the point in consumer advertising, of showing something definite, talking a bit about it, and quoting some prices.

No. 2. This is an example of a good advertisement gone wrong. We have here most of the elements of a successful advertisement. Cuts, descriptions, prices, signature, and headline, all are present. But what a layout! We can appreciate the compositor's dilemma when he was told he had to get it all in a space this size, and use a special border as well. He did his best under the circumstances. The advertiser however, should have done one of two things, either leave out one cut, or use about twice the space. Using almost the same wording, same cuts, an unusually good display advertisement could have been produced. We would not say that as it stands the advertisement would not pull; but we do believe that the advertiser did not make full use of his opportunity.

No. 3. This is an example of a clearance sale advertisement of an unusually high type. Too many retailers believe that they must give their clearance sales all the earmarks of a fire sale or bankrupt stock sale. As a result, the public get this idea as it is handed to them in the flamboyant advertising used, and expect to find nothing but junk. A high class store can put on a high-class clearance sale without being undignified about it. Weezel Bros.' advertisement covers a lot of ground, and tells a fairly complete story in a comparatively limited space. One criticism we might offer is that the reading matter is crowded at the expense of the cut and display lines. These could have been slightly smaller, to allow the lower part of the advertisement to be opened out.

No. 4. This is another Maritime advertisement. As a sample of a small advertisement it is rather good. The readers certainly know what Mr. Short is talking about, and who is doing the talking. But how can they judge whether the price is low if he doesn't tell them what it is?

No. 5. A sample of combined shoe and shoe repair advertising. It serves the purpose only of a card, and can only be expected to draw customers who are thinking of buying, but do not know where to go. We see so few shoe repairers who do advertise, however, that we must compliment Mr. Gibbons on the aggressive policy indicated. As a general advertisement, the layout is good, and attractive. But if we have shoes or service to sell, why not talk about it more definitely and make a more direct appeal?

No. 6. Another Montreal advertisement leaves but little to be said. Far be it from us to criticize an advertisement laid out and written by someone who obviously knows how to do it.

No. 7. We are not so keen about this advertisement. Of course the small town advertiser is at a disadvantage when it comes to getting high-class type-setting and layout. Still, he should insist on the best there is available. The advertisement would not tend to keep buyers from patronizing the mail-order houses or going to the city for shoes. Most small communities have a fairly good idea of shoe values and styles. City dailies come in freely, catalogues are passed around, and men and women try to keep up-to-date. It is therefore up to the dealers in these communities to be up-to-the-minute in their methods, including advertising. The printer has made rather a poor fist at setting this advertisement. Possibly he could have found a few more type faces, but likely used all he had available in the short time he took to set it up. But the advertiser did not help as much as he should. The reader knows without a doubt who the advertiser is, and that he sells shoes. But descriptions are lacking, and no prices quoted. And the cut shown does not look like any thing we have seen on the streets for a long time.

No. 8. The Redden advertisement is readable, chatty in its tone, has an assured sound, and should pull business. Whoever lays out Mr. Redden's advertisements is to be complimented. For a relatively small advertisement, this one leaves little to be desired. Perhaps it is not as dignified as some would like. But who wants dignity with summer and sports shoes? And can't you hear a customer say to himself, "Well, if those people are as decent as they sound, there is no harm in dropping in, anyway." So he steps in, or she steps in and "Looks 'Em over." Whether they buy or not is a different question, as the advertisement certainly does not offer any inducements in the way of low prices.

Some Present Day Shoe Problems

By Mr. S. Roy Weaver, Manager, Shoe Manufacturers' Association of Canada.

ADVERTISING men have coined a motto of two words which I would commend to the officers of this Association. It is "Avoid Substitutes". Both myself and my subject are "substitutes" at this gathering. I am taking the place of someone who was to address you on "Early Closing and How to obtain it". I do not know anything about the early closing programme of the shoe repair trade and shall not venture to comment on that question except to say this,—that I believe the successful application of the early closing idea is dependent upon a long process of education of the public and is contingent upon effective organization of your trade. The lot of the shop-keeper in most lines is wearisome. In many cases all the real work could be done easily in 9 or 10 hours per day, with the afternoon off on Wednesday. If you can educate the public to bring their work within those hours, early closing would not involve any curtailment of useful productive effort. It would be merely a saving for recreational or other purposes of time now wasted. On the other hand, in communities in which many of the repair men are not members of your organization and especially where the public has not been educated to early closing by its adoption by other classes of retail stores and shops, the problem is difficult and premature action is dangerous. From my limited knowledge of the shoe repair trade, I am inclined to believe that there are many problems more urgent and fundamental than early closing and many difficulties more serious even than long hours.

Before proceeding to deal with some of these problems and difficulties, let me say that I appreciate this, your second invitation to me to address you at your annual gatherings. When I was asked to speak to you this year, I objected on the ground that I had talked to you a year ago and that I had nothing more to say. Your representative very kindly gave me permission, if necessary, to go back over the same ground, which I endeavoured to cover in a very hurried way last year. Part of what I have to say today, may be in the nature of repetition but I trust that it will not all be so. I still feel that I am somewhat of an interloper presuming to speak to men of whose problems I have little intimate understanding, but I warn you not to give me another invitation next year or I might commence to think that I know something about the repair trade and be tempted to open a shop to test my theoretical ideas.

To too large an extent in the past the shoe repair trade has not been looked upon as a business, subject to business management. Too often the repairer, with no business training, has opened a little shop, adopted a scale of prices more or less haphazard, bought supplies on credit, made no effort to keep books, but used as much of the receipts of the business as were needed for living expenses—if he had enough over to pay his bills he was counted successful. If not, he moved. The fact that a man is a competent shoe repairer does not ensure his success as a shop proprietor. Executive ability and business management are needed more today than ever before. It is not surprising, perhaps, that there are in the repair trade not a few who do not stand the test. Your trade is one of the oldest, but it is only within the last few years that it has attained to the status

of a business. The adoption of machinery in shoe repair work started the change. I was surprised to learn that the first Goodyear stitcher employed in Canada for repair work exclusively was a machine leased to Mr. Walter Burnill and installed in his shop in Toronto as late as March 15, 1905. That machine was operated up to two years ago when it was returned to the United Shoe Machinery Company and a new one supplied. An earlier record shows that a Goodyear Stitcher was shipped to Messrs. R. Dack & Son, Toronto, on September 1, 1892, but it was used principally for custom work. Since 1914, particularly, the machinery development has been truly wonderful and today probably 80 per cent. of the shoe repair shops in Ontario are machinery equipped. The adoption of machinery processes for repair work afforded new scope for the application of modern business principles and during the war your trade was revolutionized. Under the new conditions in the shoe repair business, the repairer who fails to keep pace with the new order must disappear. We may, I imagine, find that the casualties will be rather numerous.

It is claimed that in no other country in the world are there such modern shoe repair shops as in the United States, nor is shoe repairing more efficient. Yet one of the speakers at the Seventh Annual Convention of the National Leather & Shoe Finders' Association, held in Kansas City last year, made this striking statement:

"There is a very large percentage of all the work done that is very inferior as to quality. During war times when the prices of shoes have been high, the inferior workmanship has been accepted, when perhaps at a very much lower cost of footwear it will not be accepted. It is not wholly a question of cleaner shops, better shops, nor better materials, although those help, but one concerning machinery. More machinery is necessary and will be forthcoming, but better use of machinery is the first consideration. Many shoes are today returned from the shoe repairer that, except outwardly, are in as bad a condition as they were when they were delivered to the shoe repairer: he has mended them in one place and damaged them in another. We look forward to the time when shoes will be repaired with the same security and satisfaction that the carpenter repairs your house or a painter repaints it."

That is a severe indictment of the shoe repair industry in the United States, Gentlemen. You know better than I do the extent to which those remarks are applicable to Canada. I sincerely hope and believe that the percentage of inferior work here is not as large as in the United States but whatever be the proportion of inferior work here it is still too large and there would appear to be room for improvement.

The greatest need of your industry seems to be betterment of the service which you render to the public and the more general adoption of approved business principles and standards. The shoe repair business is peculiar in that the repairer and not the customer selects the materials to be used and has the whole thing largely in his own hand. That responsibility places upon you a moral duty to give the best of materials possible for the price which you charge. Otherwise you are not only ruining your own trade but bringing discredit upon the entire shoe repair industry. Yet I am informed that in a few cases at least repairers are charging the highest prices for work done with inferior materials. There is as much difference between the best leather and the poorer grades as there is between porterhouse steak and brisket and your customers should be educated to the fact that leather comes off the carcass of the animal in about the same relative values

as does the meat. In some of the shops in the United States and in at least a few here, customers are offered a choice of leather, the price of the job varying with the quality of the material used. The repair shop patron actually chooses the leather to be used, in the same way as a man ordering a custom made suit himself selects the cloth. That plan is said to help the better service shops in competition with repairers who offer lower prices but use inferior materials. The repairer who is not an expert in the selection of leather will do well to deal with a supply house in which he has confidence and to pay a fair price, rather than to accept, because of a small apparent saving, goods which may be inferior in quality.

No one expects the shoe repair shop to keep an elaborate set of books of account. Some of you do keep creditable records and even have your books audited. All should keep trustworthy records of financial transactions. I hold no brief for the supply houses, but I understand that of some 1200 shoe repairers in Ontario, at least 400 are overdue in payment of their bills. I do not mean that as many as that are habitually overdue, but the figures mentioned indicate altogether too much laxity in meeting obligations for a trade which carries comparatively little stock and sells for cash. Do you realize the extent to which difficulty in making collections and bad debts add to the cost of everything which you purchase? Your business, fortunately, is on a cash basis so far as payment for your work is concerned, and you cannot plead poor collections as an excuse for slow payment of your bills. Perhaps the most unfortunate feature has been the fact that those repair men who meet their obligations promptly have been obliged to pay a part of the necessary loading for bad debts and collection costs. In other words, there has not been adequate discrimination in the past between good, bad and indifferent accounts. The good accounts have not obtained the proper rewards of their goodness nor have the unsatisfactory accounts been obliged to suffer the full penalties of their badness, and to carry the additional burden which they themselves, create.

Credit has been given too carelessly in most lines of business, from the banks right down to retailers. The costs of that carelessness have been frightfully heavy under conditions of business readjustment from war-time proportions. Business men have learned a lesson and to a greater extent than ever before they are seeking to place the granting of credit upon a sound business basis. They are organizing for an exchange of credit information and there is reason to believe that henceforth those accounts which are prompt and thoroughly satisfactory in their business dealings will be accorded more consideration and preferences than in the past, and the accounts which are unsatisfactory may find it more difficult than it has been in the past to run into debt to one supply house and then be able to run up credit with another. Such services as that of The Canadian Credit Men's Trust Association, Limited, are being used to an increasing extent. The Shoe Manufacturers' Association of Canada has instituted a limited credit service for its members, supplementing that of The Canadian Credit Men's Trust Association, Limited, and I understand that the houses from which you purchase supplies have formed a Jobbers' Association which has developed an efficient service of credit information to its members. Primarily, of course, this action has been taken by the findings' men for their own protection, but I believe that it will be in the interests and to the advantage also of the better elements in the repair trade. Let those complain, if they will, who suffer, but complaint will be an acknowledgment that they haven't been meeting their obligations in a proper business-like

way. Instead of criticizing the Shoe Finders' Association, I believe that it would be abundantly worth while for your organization to urge upon the Shoe Finders the desirability of still further protection to the repairers who pay their bills promptly, against irresponsible men who mean unfair competition.

Closer co-operation between your Association and the Finders' Association would be greatly to the advantage of the repair trade. In the United States, a similar organization of the supply houses is doing much to improve conditions in the shoe repair business. A magazine, entitled "Shoe Repair Service," has been published and is much appreciated by the repair men. I do not suggest that a similar publication be issued in Canada, but I would urge upon your Executive Committee the desirability of co-operating closely with the Executive Committee of the Shoe Finders' Association and utilizing space in the existing trade papers for suggestions and information of interest and value to the trade. I would suggest that a Publicity and Educational Committee, consisting of two or three representatives from this Association and the same number from the Shoe Finders' Association be named to look after publicity in the shoe trade papers, to offer suggestions to the repair trade and for similar purposes. When I had the privilege of speaking to you a year ago I ventured the opinion that it was a mistake to try to improve conditions in the repair trade by an effort at price fixing, because prices are influenced by many factors and considerations beyond your control. At that time I expressed the belief that you should place the emphasis upon education and co-operation, for it is upon those principles that most of the successful trade Associations have been built. I am convinced that whatever success you may attain will be principally through educational work and a Publicity and Educational Committee of the repair men and the finders would be an effective agency for that purpose. Such a Committee could do much to encourage and assist the shoe repairers to place their trade on a more satisfactory basis and also to educate the public to discriminate between good and inferior shoe repair service. I believe, also, that it would be advantageous for the Executive Committees of the Shoe Repairers' Association and the Shoe Finders' Association to meet together periodically. By a frank interchange of views, and discussion of trade problems, many misunderstandings could be avoided and in co-operation you could do much to advance the interests of the repair trade.

Now, Gentlemen, if I have been somewhat critical in some of my statements, I trust that you will interpret my remarks in the spirit in which they are intended. I recognize that some good results already have been accomplished by your organization and wish you continued success and still greater usefulness. If in my remarks today there has been any thoughts worth remembering I think they are:—

1. That better shoe repair service should be your aim and that it is the duty of each repairer to protect the reputation of your trade.
2. That shoe repairing now is a business and must be done on a business basis and that business methods pay and will pay more, from now on, even than they have in the past.
3. That it is going to be worth while for shoe repairers to meet their bills promptly and those who are remiss or careless in this respect will suffer.
4. That a new Association of Shoe Finders' should be regarded not as an enemy but as an ally and that co-operation between that Association and your own will be much to the advantage of the shoe repair trade.

Keeping Accounts in The Repair Business

By Mr. A. E. Angus.

IN order to be successful, the following points should be borne in mind by the shoe repair man:—

1st. Thoroughly learn your trade. Success never comes to the man who does not know how to do his work in the first place.

2nd. Educate yourself for salesmanship. Selling is just as important a part of the repair business as the actual workmanship.

3rd. Always act the gentleman regardless of your customer's manner to you. It pays. He will respect you for it and a good reputation is worth money to you.

4th. Do not promise work you cannot do on time. People will not stand for broken promises. They are an indication of slipshod methods.

5th. Keep track of all your accounts. The man that does not know what he buys, what he owes, does not know how he stands, and sooner or later gets into deep water.

Now when you have made up your mind to go into business for yourself, the first thing to consider is capital. Capital controls the world. There is no greater handicap than lack of money. You can get credit from some people, but if you start off without enough money to begin with, it is going to make it a great deal harder for you to keep your head above water. A feeling of comfort is worth a lot of money to a man.

Starting Business.

After you have obtained sufficient money and a good location, the first thing is—bank your cash. Why? Because, a bank is the cheapest bookkeeper you can get. They not only take in your money, and pay it out for you, but hold themselves responsible against theft. They pay you in interest for the privilege of looking after your account. "Can you beat it?" Besides having a receipt in your pass book, they always show the balance on hand, and your returned cheque is always a receipt in case of error.

Importance of Banking Money.

Banking money makes money while you sleep. You cannot make it that way repairing shoes.

Carrying money in your pocket is not good business. Why?

1st. You might lose it.

2nd. You might be touched.

3rd. You are apt to spend it on things that you really don't need.

4th. It may not be yours, really belonging to your creditor.

5th. If you bank it, it will cost you two cents to draw it every day, so leave it alone, and the Government will really pay for your evening paper.

Buying Stock and Fixtures.

Buy machinery for cash if possible, and save your time price. This is easy money.

2nd. Buy your supplies at short date and save the discount. "Why," you say, "Two per cent. does not amount to anything." Now wait and figure it out. If a repair man buys \$50.00 per month, and dis-

counts his bill at 2%, he saves a \$1.00 or \$12.00 a year. The saving alone in one year on machinery and supplies would fit him out from head to foot. You could beat Uncle at his own game.

3rd. Taking discount always makes your credit with the wholesale man gilt edge. The wholesaler bases his ideas of a man's standing on the way he pays his bills. And the man who takes all his discounts can buy better every time, and will be sought as a customer.

Watching Your Business.

When you place any order for goods be sure and get a copy of the order, with prices quoted, when bought. The importance of keeping an order copy is as good as an agreement between you and the jobber to ship you goods at price stated and also tells if carriages charges are prepaid, and date of shipment. Do not trust details to your memory, it is the most unreliable book you own.

Your First Bill of Goods.

When you receive goods, first check the invoice with goods received, and then check the invoice prices with order copy. Why? Because everyone makes mistakes, and you don't want to pay for the other fellow's. I know of cases where men have paid for goods twice because they did not keep track of invoices.

The Importance of Filing Papers.

1st. Because you do not lose them.

2nd. Because it saves time looking for them.

3rd. Because they are always clean and readable.

4th. Because you can always refer to them.

5th. Because they are in rotation and you are not likely to overlook date of payment and miss the discount.

6th. When bills are paid you have the receipt.

7th. If you pay by draft you can check same.

Cash Book.

In order to show your standing it is necessary to have this book. Why? Because it shows you:—

1st. How your business stands, without trying to carry it in your head.

2nd. Cash on hand or owing.

3rd. Profit or loss in business.

4th. Where your money has gone.

5th. A record in case of selling business.

6th. A mark of previous years you must try and increase.

7th. A satisfaction of knowing all about it.

8th. A record to show your jobber if you get into a financial corner, and need help.

9th. In case of error. The date showing when payment was made.

10th. It shows discount saved which will sometimes pay your rent.

An invoice book is a great help because:—

1st. It shows the amount of goods received.

2nd. The date of shipment.

3rd. The name of firm from whom bought.

4th. Stock on hand every half year when that used is deducted.

5th. A record for filling out Income Tax Papers. "Why Worry?"

6th. A record in case of fire. In this case it is wise to keep a duplicate at home. Even pocket memoranda can be used to adjust fire losses in a pinch.

7th. A rough estimate of stock on hand in case of selling out.

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The Development Of Shoe Repairing

By Mr. Thomas Grayson.

For some reason or other, shoe repairing in the past has never been regarded with the highest respect or considered to have the dignity that is accorded to some of the professions; and I think perhaps, the reason for this, and the remedy thereto, is with ourselves.

The public value us largely at our own estimation, and I am of the opinion that shoe repairers have never held themselves or our trade, in sufficiently high esteem to compel the respect that is accorded to some other businesses.

The manner in which we equip and operate our shoe repairing establishment, the methods which we use, go a long way to forming the public estimation of our trades.

Remember, the man who is conducting a commendably up-to-date business, even if he is your competitor, your actual rival, is worthy of your respect; because he is helping to elevate our business, our chosen trade, in the eyes of the general public.

Frequently, you will find the shoe repairing business conducted under conditions that are well nigh deplorable, in some obscure little shop, and amid dirt and surroundings that shoe makers themselves, would not tolerate in any other line of business. Why should the public be expected to respect or look up to, or patronize a business that we would not patronize ourselves, if we were connected with any other trade or calling? The responsibility of the man who is conducting a business to-day, is more than individual. It is universal to his trade, and is responsible for forming the public opinion of his chosen calling as a whole.

The introduction of efficient and practical machinery for shoe repairing has been revolutionary in lifting a burden of toil and drudgery from the business, and has, perhaps, been the biggest factor in assisting to elevate our trade to a point where it will bear comparison with other lines of business. But, gentlemen, you must consider this, that having machines in the store does not altogether constitute an up-to-date, modern shoe repairing store. There must be more than machine if you want to run a successful business. The store must be well appointed, nicely arranged, so as to handle the work with despatch. It must be kept clean, and tidy in every respect, with plenty of accommodation for your customers. Neatness is a quality which must not be neglected.

The question of location has an important bearing not only on a business, but on its method of development. If a shop is located in the centre of the business district, the problem is to get the volume to cover relatively high overhead charges. Such a shop must establish a reputation for a variety of work done quickly, and at relatively moderate charges, the trade being largely transient, or of people whose business is near the shop.

The man who is in, or near a residential district, however, must educate the public to come to him. He may have to call and deliver a certain amount of work, and if so, it will be necessary for

him to get a good figure for his work and service.

Advertising is a complex and much discussed question. One of the troubles with a great many, when they start advertising, is that they expect immediate results. It can't be done. Perhaps you will not see any real direct results; but steady, well-directed publicity will have an effect well worth the money invested in it. Ask any individual why he or she patronizes a certain repair man, and almost invariably you can trace it back to some form of advertisement. An attractive store, both inside and out, a sign, an advertisement in a local paper, a hand bill, folder or circular letter, or it may be a clean well dressed window, which to my mind is one of the best means of advertising, and certainly the cheapest. And for actual practical value there is nothing more valuable to the repair man than the show window. It can be kept attractive at all seasons of the year, and constitutes real advertising, and brings good returns which no business man can afford to overlook. But what must be remembered is, that all the time, effort and money spent on advertising to get a customer into the store is nullified if the service rendered is not satisfactory to your customer. On the other hand, a satisfied customer represents a continual and increasing return on your investments.

A question then, you may ask is "How are you going to satisfy a customer?" By treating them with due respect. Cultivate a pleasing manner of address. Let them feel that you are interested in their requirements. Promise the work for a certain time, and see that it is ready for them when they call. Give the best material, good workmanship and service, and I feel sure that you will then satisfy the most particular customer.

Any man who wishes to conduct a successful shoe repairing business to-day, must be more than just a shoe repairer. He should be a salesman as well for the introducing of side lines, which is a very important part of the business to-day; and there are many which every shoe repairer can handle, such as polishes, brushes, insoles, laces, shoe trees, workmen's gloves and mitts, etc., all of which leave a decent margin of profit. When nicely displayed both in the window and in the store, they are very attractive and undoubtedly increase the business.

While so many shoe repairers continue to give a sanctuary to idlers, who sit and talk by the hour together, there will always be room for establishing modern up-to-date shoe repairing stores, whose proprietors will attend strictly to business. The increased efficiency, and corresponding increased profits, the improved working conditions, and the added prestige and dignity, and the increased self respect coming from modernized methods of shoe repairing, are points which no repair man can afford to overlook.

The advantages of modern methods of shoe repairing, as I see them, are threefold. The advantages to the general public, the advantage to our trade in general, and many other advantages both physical and financial, to the individual who practices them. The modern shoe repairer who offers the public the advantage of a really up-to-date shoe repairing establishment, is giving a public service, and filling an important place in the community. So that in the future the shoe repairing industry will be able to assume its proper place, co-equal with any other line of business.

Some Straight Talk

Mr. Grosvenor Calkins Talks to Finding's Jobbers About Some of Their Problems.

AT the Annual Convention of the National Leather and Shoe Finders' Association, in Boston, Mr. Grosvenor Calkins, representing the Rubber Heel Club of America spoke straight from the shoulder.

After reviewing the history of the past year or so, he predicted a long period of gradually falling prices, and pointed out their effect on trade. He said:—

"It is, therefore, high time for us to consider just what this will mean to us. Well, it means absolutely reversing all the policies which have brought us success in the past.

"Until the present it has been highly profitable to borrow, to buy and to sell to the limit. Of course there have been some losses but the percentage of loss to the total volume of business has been insignificant. Why? Because it has been easy to make profits while the pendulum of commodity prices has been swinging up. Everybody has made money. The efficient manufacturers and distributors have made a great deal of money. The less efficient have made some money, and even the non-efficient have made enough at least to pay their bills.

"Now all this is changed. The pendulum has reached its utmost limit and it has commenced its long back swing. Future profits will not only be measured by the size of your business but to an increasing extent by the amount of your losses.

"It is for this reason that business of all kinds today is in a critical condition. Our successful executives have been taught and trained to unlimited optimism. They have taken lots of chances in the past and their courage has been rewarded. But beware of the future. These policies, if continued now, will mean heavy losses to every business and bankruptcy to many. Caution must now prevail over courage, economy over expansion, saving over speculation or we will all perish.

"As a specific illustration consider the shoe findings business today. I am going to talk about the rubber heel end of it because I happen to know something about it. I presume that what I say about rubber heels is true of laces and polishes and the other lines to some extent at least.

"If our past experience with war inflation and the impartial opinions of our economists count for anything, what should the policies of our rubber heel manufacturers be today? And what, in fact, are they doing? In the first place there should be a decreasing number of producers. The business has ceased to be a specialty. It is a highly competitive commodity business in which only the biggest and best organized and advertised manufacturers can hope to survive. What is the situation? A regular avalanche of new heels and brands. Seventy at the last count, when ten years ago there were few more than seven. What possible chance have a big majority in number of the rubber heel manufacturers of today to survive the gruelling competition which they will meet during the next twenty or thirty years?"

Continuing, he emphasized the necessity for knowledge of costs and markets. And pointed out the deplorable prevalent ignorance on both these points, particularly in the rubber heel business. Dealing with the position of the wholesaler, he said:—

"Now, Mr. Jobber, the condition of the manufacturer, the Lord knows, is bad enough, but yours is worse, for two reasons. First, because the bigger manufacturers already represent such a large investment that

the bankers can't afford to let them get into the bankruptcy court. Second, because rubber heels have become a commodity. They must be produced because there is a big and permanent consumer demand for rubber heels which must be supplied. There will always be business for the more efficient manufacturers of rubber heels. But how about the distributors? I don't know of any jobbers whose investment is big enough to justify bankers' protection. If your business is a losing proposition, you have nothing ahead of you but a very ordinary bankruptcy and subsequent business oblivion.

"In the next place you should never forget that while in the past you may have convinced the manufacturer and the consumer that your services of distribution were efficient and economical, you have got to continue to prove your right to business existence every day in the year during the rest of your business experience or run the risk of elimination.

"The manufacturers are already studying the problem. Less than a month ago the vice-president of a big and notably well-managed corporation told me that the cost of distribution was one of the biggest problems today in the business world. Read any of the recent reports of investigating committees into the high cost of living if you want convincing evidence that the costs of distribution must be reduced by increased efficiency and economy.

"Now, what are you doing, Mr. Jobber, in this critical time to justify your right to business existence and recognition? Honestly, I am afraid to tell you everything that is in my mind. Let me mention only three ways in which you are committing business suicide right now.

"**First:** You are permitting yourselves to be overstocked. The manufacturers are foolish enough to think that they are making money because they are apparently selling the production of their factories. The way they are doing it is by overstocking you. Their mistake isn't nearly as obvious as yours. What in the name of common sense is the use in accepting delivery of six months' supply of heels when thirty days' is all you need? The chances are, according to Mr. Ayers, that you can buy the heels cheaper in six months than you can now. It is certain, even if you get long credit from the misguided manufacturer that it will cost you money to warehouse and insure the heels for six months, and it is probable that the heels will then be inferior in quality to what they are when fresh in stock.

"Furthermore, you are not only getting overstocked but you are getting overstocked on stuff that isn't standard and which you may never be able to sell. How many kinds of rubber heels are you going to carry? If the manufacturers all had their way you would have seventy. As a matter of fact, isn't twenty or even a dozen brands just as superfluous as seventy? If I were a jobber I would either handle just one good heel in an exclusive territory or not more than six of the most standard and representative heels I could find in the different classes and grades. Then at least I would be sure of a market for my inventory.

"If there is one cardinal rule for successful merchandising, it is quick turnovers. The big merchants won't tolerate getting overstocked with slow moving merchandise. The chain drug stores, groceries and five and ten cent stores, are getting rich by consistently following this principle, and one other which I shall next refer to, namely:

"**Second:** Credits. Just because the manufacturers, or some of them, are so foolish as to give you extended credit is no reason for you to pass this on to the cobbler and to the repairman. The shoe repairing bus-

ness is essentially a cash business. People who get their shoes tapped or heeled expect to pay cash. Ninety percent of them do pay cash. There is no reason why the repairman and the cobbler don't pay cash—except that you don't make them. Instead of getting your money C.O.D. you are delivering your merchandise p.w.c. (pay-when-convenient) and now-a-days this means not thirty, but sixty and ninety days and sometimes six months. There are enough risks in your business without undertaking this unnecessary and absurd extension of credit which means certain expense and largely increased risk.

“Third, and finally, Mr. Jobber, you are not doing what you are paid to do. You are paid a good margin to *sell* goods. Most of you have no real conception of what selling goods means. You have not had to. Most of your experience has been in a sellers' market. A sellers' market is when merchandise will sell itself. Furthermore you have been spoiled by the manufacturer who has done your advertising for you and who has sent his missionary salesmen to do your selling for you. All that you have done is to sit back, provide a warehouse for merchandise, accept and fill orders and complain to the manufacturer about competition which it is your business and not his business to meet.

“Now, the day for this kind of distribution is gone. The manufacturer has got enough problems of his own to meet without taking on your troubles. He is still doing business with you because he has no other available means of distribution. But remember this. He has got to sell the product of his factories with a maximum of sales efficiency and a minimum of selling cost. You still control distribution, but your methods are extravagant and your service is inefficient. Are you going to get down to business, or are you willing to let your business get you down? It is one thing or the other.

“The most tragic thing about the present situation is that although the user of rubber heels is paying a fair price for them—a price which should yield a reasonable margin of profit to both the manufacturer and the jobber—neither is getting his share. The manufacturer, under pressure of terrific competition, is selling his product perilously close to cost. And you, Mr. Jobber, in even more senseless competition with your distributing friends, are giving away your profits to the repairman. It is the repairman who is holding the whip over the rubber heel industry today. It is an extraordinary spectacle. Huge factories representing the investment of millions of dollars, an army of salesmen, enormous advertising appropriations, a net work of distributors with warehouses, rents, insurance premiums, ledgers and cost sheets, all represented in this Association, all with years of business experience, operating full tilt to enrich a disorganized lot of repairmen whose capital investment is relatively insignificant and whose chief business asset is a firm acceptance of the two talismen of present day business success—quick turnovers and short credits or none.”

Dealing with Trade Associations and their value in correcting present conditions, he emphasized the futility of using them for regulation of competition and prices, saying:—

“If I have succeeded in driving home to you the competitive conditions which exist today and which will probably continue during your business and mine, two things must be apparent:—

“First: that successful business has become not a game or a speculation but a science which must be studied and practiced with full knowledge of every available bit of reliable information.

“Second: that the greatest menace to business is the ignorant competitor who without the faintest

chance of success unwittingly ruins himself and many of his competitors in the course of his business education.

“This sort of competition is utterly uneconomic. It means losses to everybody and gains to none. It is the kind of devastating competition which you are facing today and which you must reckon with in the years to come. What can be done to protect business against this blight?

“Gentlemen: your only real protection is education, and your only school is your business or trade organization. There are no text books. It will be a laboratory course. Everybody will be conducting his own experiments and exchanging with his associates accurate information as to methods and results. It must not only be a free school but attendance should be compulsory through the force of trade influence. Just as our own government is founded upon the principle of universal education, so must the business of the future rest upon the principle that ignorant and unintelligent competition must be stopped.

HAMILTON RETAILERS TAKE A JAUNT.

(Special Correspondence.)

Business has been a bit quiet in Hamilton lately, so twelve of the stalwarts of the Hamilton Shoe Retailers' Association decided to motor about the country and see what was doing in other centres.

The party headed for Preston, and the first recorded stop was at the Hurlbut Shoe Company's plant. Mr. Clayton Hurlbut received them in his usual hospitable manner and set up the dinner for the crew. The historian of the trip does not divulge everything that was on hand, but does inform us that they had several glasses of the mineral water for which the town is noted.

From Preston it is only a step to Galt, each of which is claimed as a suburb by the other. The party inspected the Getty and Scott plant in the latter town, and then moved on to Paris. The sights of Paris, having been seen, a swimming party was in order. But owing to the big war in Europe, or some other cause, there was discovered to be a decided shortage of bathing suits. The only ones that would pass the censor were divided as to character, viz., one gent's, and one of the female gender. After a struggle, Art. Wilson secured the latter, in which it is reported he cut a dashing figure. Tom Ross put on the gent's suit. As the party had become quite informal by this time, Charlie Jones figured his B.V.D.'s were *au fait*, while Big Harry Clarke decided the spring rains and the commotion of the other bathers stirred up enough sediment to make it safe to cavort around in status quo ante, provided he stayed in. Fred Kickley was going in paddling, but got his feet wet so he put his shoes back on. Will Batstone's job was to watch for the police and keep back the younger members of the party from the edge of the river.

From Paris the party visited Brantford, and thence home to the mountain city.

The official photographer has not even submitted the snaps to the censor so we cannot show just what happened, but a good time was had by all.

Among those present were: Messrs. Will Batstone, Fred Kickley, Art. Wilson, Harry Clarke, Pete Waugh, Alvin Hendry, Henry Wood, Tom Ross, Charlie Jones and Bob Foster.

Have We Got *Your* Nomination For The Shoe And Leather Journal's Chicago Trip?

If you saw the Chicago Convention and Style Show last year, you will surely want to see it this year, with its many new, instructive and interesting features. The next show is scheduled for January 8th to 11th, 1923.

The Shoe & Leather Journal is sending seven shoemen, 5 retailers and 2 travellers, to Chicago with all expenses paid, to see and reap the advantages of the exhibition. The length of the trip depends on the winner, from one to four days, as he chooses. By a little hard concentration on your part now, will make it possible for you to go then.

The men will be selected by votes of the trade in Canada over a period extending from July 15th to December 1st. The contest will be closed on the latter date, and the winners announced in December 15th issue, in plenty of time to prepare for the trip.

Voting will be done in two ways, by means of free vote coupons in each issue of the Shoe and Leather Journal, and by the subscription votes, particulars of which can be obtained by filling in the attached information form and mailing it to "The Manager of the Chicago Trip".

In order to spread the prizes over the country and give equal opportunity to all, we have divided the Dominion into five Districts, sending a retailer or one of his salesmen from each district.

District No. 1.— Nova Scotia, New Brunswick and Prince Edward Island.

District No. 2.— Quebec.

District No. 3.— Ontario.

District No. 4.— Manitoba, Saskatchewan, Alberta and British Columbia

District No. 5.— Cities over 100,000 population.

It is understood that contestants in cities of over 100,000 can only win a prize in their own district, so that the man in the smaller community has an equal chance.

In addition to the five retail men, we will send two shoe travellers, who may come from any part of the Dominion.

Every candidate who does not win a membership in the party of seven, will be given a cash prize consisting of 10% of the subscription turned in with his votes.

RULES

Rule No. 1. Campaign runs from July 15th to Dec. 1st.

Rule No. 2. Nomination. Any shoeman or shoe traveller, manager or salesman or sales woman, residing in the Dominion of Canada.

Nomination of candidates may be made by anyone at any time during the Campaign, without cost.

Rule No. 3. Votes can be secured only by clipping vote coupons from the Shoe and Leather Journal, or by obtaining vote certificates issued on subscriptions to the Shoe and Leather Journal.

<u>FREE</u>	<u>VOTE</u>	<u>COUPON</u>
GOOD FOR 50 VOTES		
For..... District No..... Candidate's name		
This coupon must be deposited at the Chicago Trip Department of the Shoe and Leather Journal on or before Aug. 15th. Not good after this date.		

<u>INFORMATION</u>	<u>COUPON</u>
To the Manager:-	
I desire more information about your offer of free trip to Chicago for seven shoemen. Please send me full details at no cost or obligation to myself.	
Name.....	
Address.....	



*Money Making Values
In Popular Shoes
Ready For
Fall Buyers*

To meet the demands of the times we have made the DROLET LINE for the coming season more outstanding than ever as an extensive range of attractive well-made shoes at an extremely moderate price.

In our new well equipped plant we are concentrating on the production of MEN'S, WOMEN'S and BOYS' WELTS, and MEN'S, WOMEN'S and BOYS' Mc-KAYS, and every model featured is a trade winner in Style and sound Value.

When placing your orders this Season do not fail to see these samples. You will find the very shoes that will be in biggest demand with the majority of your customers.

REMEMBER OUR NEW ADDRESS

The J. B. DROLET CO., Limited

19 Caron St.

Quebec.

FALL STYLES.*(Continued from page 38)***Misses' and Children's Styles.**

For Misses and Children there is a continuation of the broad toe orthopaedic last.

For school shoes:

- (1) Tan Calf
- (2) Gun metal Calf
- (3) Patent Leather

For dress occasions, leathers, or materials in the following order:

- (1) Patent Leather.
- (2) Patent Leather combined with Colored Fabrics or Ooze.
- (3) Medium Tan Calf and combinations with harmonizing colors.

Growing Girls' shoes closely follow the trend of women's styles. The influence of low shoes in the women's lines will be reflected in styles of shoes in the Growing Girls' class.

Do not confuse growing girls' styles with the so-called Flapper type.

Boys' and Youths' shoes follow the trend of men's styles.

The committee refers again to the resolution passed by the retailers at Chicago recommending the placing of their orders for staple merchandise sufficiently in advance of each season to enable the manufacturers to produce the necessary shoes to supply the country's needs at the lowest economic cost. If orders may be placed early the manufacturers can procure their raw materials without interfering with the law of supply and demand by the placing of tre-

mendous orders at a date too close to the expectant date of delivery.

KEEPING ACCOUNTS.*(Continued from page 46)*

8th. Value of machinery at date of purchase and age of same.

9th. Date of bills coming due this will save keeping ledger.

10th. A record in case you are billed again, for same shipment.

If a man is thoroughly in touch with his business, it saves him worry and makes work and life more pleasant. Besides, he is in better form to do business and be agreeable to his customers.

The only way to obtain the best out of your business is to pay strict attention to the "importance of keeping your accounts." I thank you.

HUMAN NATURE IN ADVERTISING.*(Continued from page 35)*

to have a little fun with ourselves." He enjoys telling this story:

"It so happened that one of our buyers took a little flyer in sky-blue cheviots, but they did not strike the popular fancy. Normally the suits would have sold at \$35 or \$40, but, although we kept on marking them down, they did not move. We decided to get rid of them by a quick sale; so we told our story in the paper. We said that, since nobody

The King Of Hockey Shoes

In the estimation of the most experienced dealers and the most particular wearers there is nothing can take the place of the Samson Hockey Shoe.

With our specialization we have developed exclusive features by which Samson Hockeys outclass all others for Fit and Wear.

NOW is the time to complete your lines for the coming Season.



A complete line of McKays
A leading line of Heavy Staples
Unequalled Hockey and Football Boots.

J. E. Samson, Enr.
20 Arago St. **QUEBEC.**

seemed to want them, we had marked them down to \$15, and, furthermore, that we were prepared to present a five-dollar bill to any man who had the nerve to wear one. And we did it. Those suits went with a rush and as each handed in ten dollars we presented him with a nice crisp five-dollar bill. We simply followed out principle of telling the bad side if there was one. It always hits somebody's funny bone even if they don't want to buy, and everybody enjoys a joke on the other fellow. It is one of our ways of making friends not to be afraid to say we make mistakes.

Another thing we try to remember in our advertising," continued Mr. Chambers, "is that pictures always help attract the eye, especially if they are unusual, and that men will not read through a lot of fine print to find out what they want to know. These little pictures catch their eye, and we try to state our case briefly in rather heavy type.

We go on the principle that you can't force attention, you must win it. People should read advertising voluntarily. We try to make ours so interesting that they enjoy reading it and we not only talk about our goods, but about the weather and conditions generally, and tie up these everyday things with matters connected with our store. We also like to have the public get acquainted with our people. It gives a more personal atmosphere to the stores.

"Not so long ago one of our men who has been with us since he was a boy, was asked by a customer he has served for some time to take a trip to Europe. We felt proud to think that one of our

men had so conducted himself as to win this recognition; we spoke about it in our advertising. We like to have people know that we encourage that kind of service and that kind of men. It awakened a lot of interest and made people better acquainted with our house.'

One distinctive thing about Rogers Peet advertising is its small size. Mr. Chambers says that the size of the advertisement is not nearly so important as what you have to say. A few six-inch advertisements have been known to sell 3,000 men's suits, one thousand men responding the first day.

Not so long ago there appeared an advertisement which was headed "Hurry! Hurry!" There followed a short story of a man who had arrived in New York from New Orleans and at five-thirty in the afternoon found himself in desperate need of a dress suit. He arrived at the Fifth avenue store of Rogers Peet just before they closed at six o'clock. The store was kept open until he was outfitted, and at six-twenty he was on his way to keep a seven o'clock appointment, newly-equipped from head to foot, having been properly fitted without any need for alterations.

A couple of days later two men dashed into the same store at about the same time. It seems that their suit cases containing their dress clothes had been taken from their car while they were inside one of the shops. Could Rogers Peet do for them what they had done a few days before for the man from New Orleans??

GOULET SHOES



*Are The Season's
Best Values*

They are therefore the Season's best **SELLERS**, which every buyer should prove for himself by inspecting our complete lines.

Popular Styles and good Shoemaking make these shoes not only best sellers but strong trade builders.

Men's and Boy's Welts, Women's Mock Welts:- McKays and Standard Screw for Men, Women, Misses, Boys, Youths and Children.

Solid Pegged Shoes for Men and Women

O. GOULET & SONS, LIMITED

575 ST. VALIER ST.

QUEBEC

When in Toronto---

During the Exhibition don't
fail to visit our

New Showrooms

in charge of

Mr. Fred Jenner

Our Toronto Representative

At Room 501 Colonial Bldg.

13 King St. West

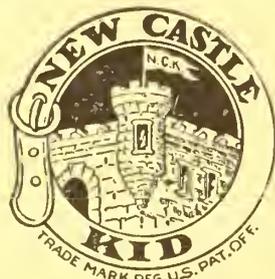
'Phone Adelaide 5293

**Eastern Canada Shoe Co.
Limited**

Home Office

51 Colomb St. Quebec

Manufacturers of fine McKays
For Women, Misses & Children
Boys and Youths



New Castle Kid

*Noted for its excellent Finish, fine Texture
and wonderful Wearing Quality*

The Leather for Greater Value

Fancy Colors, White, Black, Glazed or Mat

Canadian Agents

*for American Tanners of Calf, Splits, Indias
Heavy Leathers, Skivers, Cabrettas, as well as
for Cotton and Cloths*

WRITE OR WIRE FOR SAMPLES

New Castle Leather Co. Inc.

New York

*Canadian Branch—335 Craig St. W. Montreal
Factory—Wilmington, Del., U. S. A.*

ABOUT STYLES.

The gamut of fancy styles has been pretty well run in the shoe trade, and in many directions there is noted a tendency to tone down, and simplify. The origin of styles appears to be obscure, but every so often the influence of French ideas may be noted. This was particularly true of the patent leather vogue, which commencing in Paris, crossed the channel to England, and later arrived on this continent. Today we are told that French shoes are taking on a more subdued appearance, and cut-outs and all sorts of fancy effects are disappearing. Pumps with tongues, expensive buckles, but without other ornamentation are being more generally worn. And if precedents are followed, the return of colonials or other types of pumps, which are already being shown in the United States, may be expected in this country. But style movements of this nature take some months to gather momentum. So that dealers need have no fear as to straps and oxfords losing favor before next spring. And so far as dress shoes are concerned, straps seem very firmly entrenched.

Longer skirts may be expected to appear as the arbiters of fashion make their weight felt. Parisians are wearing evening dresses fairly long, but afternoon and street clothes have still some distance to go before the ankle is obscured. American and Canadian women may be expected to cling somewhat longer to the freedom of limb given by relatively short skirts, and a skirt ten inches from the ground would be considered short according to standards of a few years ago, though they would appear long beside the knee-length—or shorter—skirts with which we have been favored during the last year. And as long as skirts do not approach the shoe top, women will still look after the appearance of hosiery and shoes. Even at that, the recent education of women as to the effect of neat and stylish feet and ankles will take a lot of undoing.

Parisian authorities note, together with the tendency towards simpler effects, a decrease in the amount of patent leather worn, as against white or grey buck, on account of warm weather. Evening shoes, however, remain extremely fancy, of silver or gold cloth, or brocades, adorned with buckles, or feathers. Men also have taken a fancy to buck shoes, with leather or rubber soles.

CONDITIONS DURING JULY.

Retailers have found business becoming slower as the vacation period comes along. To clear out white goods has been the aim of a great many, with the result that nobody has made much money out of the game, and some stocks remain fairly heavy. Sales of white shoes varied as to locality, the cool weather holding back business in some localities. A leading dealer tells us his purchases for early fall have been practically all straps, with oxfords for later selling. For men, he bought boots, and a few heavy brogues. He is betting on black as being the favorite color for fall, with some browns and combinations. With a black vogue in sight in the United States, his judgment looks good.

Manufacturers of women's goods note a slowing down, though pressure has been good on shoes for early fall delivery. Men's lines show a slight improvement.

Montreal reports say that anticipating a good fall trade in women's oxfords, many of the firms have produced a splendid line of samples, in plain and various combinations, suitable for the coming season. Retailers who have seen these lines of women's oxfords say that the wide and varied range

that will soon be offered to the retail trade is bound to stimulate business. They state that the period they are going through now, July 15th. to August 15th., is the worst of the year owing to it being between seasons. They are making strenuous efforts to clear out their white goods. Many firms here have fairly good stocks of these lines on their shelves.

Competition is keen in the leather market, and in spite of advances in raw materials prices do not go up in proportion. Good upper leather is firm and relatively scarce, particularly calf leathers. A certain amount of business is passing in kid. Quebec manufacturers report improved conditions generally, and are looking forward to better trade in the fall.

It is interesting to note that present prices for packer hides are just about level with pre-war figures. Apparently a balance is being struck, and hides should be about stable.

DUCHAINE AND PERKINS LOCATE PERMANENT SAMPLE ROOM IN TORONTO.

Developments in the business of Duchaine and Perkins, of Quebec, have caused them to establish a permanent sample room in Toronto, and also in Montreal. Mr. A. Moore, who is representing them in Toronto, has located his sample room in the Colonial Building, or as it is becoming known "Child's Building", on King Street West, between Yonge and Jordan Streets. This end of the business was formerly handled by Mr. Perkins, and necessitated frequent visits on his part. It appeared so advantageous to have a man located permanently in Toronto that the new step was taken, and they are now ready to see their friends in their new quarters.

EASTERN CANADA SHOE REPRESENTED IN TORONTO.

Mr. Fred E. Jenner is now representing the Eastern Canada Shoe Co., in Toronto, and surrounding territory. Mr. Jenner has located a permanent sample room in the new Colonial Building on King Street, just west of Yonge Street, right in the centre of the city's activities. This move on the part of the Eastern Canada Shoe Company is found necessary on account of the reception their goods have been receiving in Ontario. Their line of McKays and McKay welts for women includes a wide range of styles and patterns, ranging from staples to novelties. Mr. Jenner reports that his shoes are taking well with the Ontario trade, and is looking forward to a good fall trade.

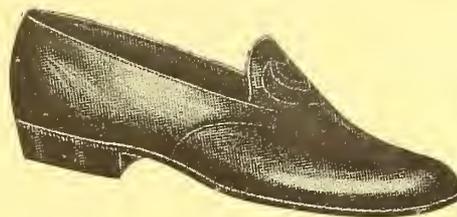
Thanks For Them Kind Words!

Yes, we don't mind admitting that it pleases us to receive kindly expressions, such as the following, from a Nova Scotia man:—

"Must congratulate you on giving us such a journal, full from cover to cover with instructive information.

"Stray Shots from Solomon, also articles by manufacturers, bank managers, commercial travellers, editorial, and advertisements are all very interesting; but you must have your hands full at the present time to please advertisers and retailers."

Everett Slippers



The ever popular Everett Slippers in flexible McKay Soles are making sales everywhere. The colors are Black and Brown, Dongola and India Kid.

Boudoir Slippers

We also make a profitable line of leather and felt boudoir slippers in all colors.

In Spring and Rubber Heels.

Jobbing Trade a Specialty

Write for Price List.

B. & M. SHOE & SLIPPER CO., Ltd.
126-128 GARDEN AVE. - TORONTO.

The Quality Boot Polish

"Kiwi"
Polish
sells well
because it
is noted
for its
polishing
qualities,
its pure
ingred-
ients, and
brilliancy.

The dulllest leathers will take a patent leather finish if "Kiwi" is used. "Kiwi" is waterproof and dependable.

Our stain polish removes stains and fading from leather, a point that brings repeat orders. Kiwi is made in seven shades. Patent Leather, Black, Tan, Light Tan, Dark Tan, Tan and Ox Blood Stain Polish. Wholesale price on application.

CANADIAN AGENTS

J. W. Price & Co.

Lombard Bldg.

Toronto

Ont.

Anglo British Corporation Ltd.

Mercantile Bldg.

Vancouver,

B. C.

MANUFACTURED BY

THE "KIWI" POLISH CO. PTY LTD. FINCHLEY, LONDON N.3

Today, as always, STANDARD KID has emphasized value, because it maintains and increases its reputation as the right leather for shoes to be sold right---the Good-Shoes-At-A-Price leather.

Advise us your factory requirements as to color, size, weight and grade and we will try to meet your demands.



THE STANDARD KID CO.

Boston, Mass.

Branches in New York, Philadelphia, Cincinnati,
Chicago, St. Louis and Montreal.

CANADIAN EXPLORERS IN ENGLAND.

Latest reports from Warrie Fegan and Jimmie Jupp indicate that they have so far got by the authorities without mishap. Not that there is any reason why they should not.

From Liverpool, Mr. Jupp says:

"Here in good old England, all weathering the briny fine. Warrie has not been pinched yet, although this morning we were by the courts. Off this afternoon for a four-day motor trip to London. The customs of the people seem strange, but regular natives we all soon will appear."

Mr. Fegan later writes from the Regent Hotel at Royal Leamington Spa:

"As you see, we are in the land of, what shall I say—Paradise? We had a delightful trip across and landed in Liverpool Sunday afternoon. The accommodation on board was excellent, the table being, many said, way above par, and we surely did the eats justice. We made many nice friends on the boat; in fact, it seemed like one large family.

"Liverpool we found very interesting in many ways. The docks are wonderful. We took the car around them and I was surprised at the substantial warehouses, built along the entire eight miles.

"I was struck with the care given the horses, and might say that the dray and delivery horses were the finest I ever saw. They seemed of a much larger type and well groomed. There are apparently many poor in Liverpool.

"The first novel thing was upon driving up to our Hotel "The Exchange," to find the doors locked. This, of course, was Sunday at two o'clock. I pushed the button and the hall porter came at once and let our party in. It was very quiet and that quiet prevailed all over Liverpool on Sunday—seemed quite like Toronto in that respect.

"We have motored from Liverpool to this place, and it is really beyond me to describe the rural beauty and the quaintness of the small villages and towns through which we came; the delightful roads, the wonderful hedges; and the meadows, decked with poppies and daisies.

"Leamington is a real live place. We will motor to London, taking in everything worth while on our way.

"The automobile association patrol the roads splendidly, and their patrolmen are a busy lot, nicely uniformed and very obliging.

"On our trip down we have taken in Chester, Whitchurch, Newport, Brown Hills, Stone Bridge, Kenilworth, Stoneleigh and a dozen and one other smaller places. This morning we stopped at Lord Lascelles' estate, where Princess Mary spent her honeymoon. Oh, boy, it's some place!

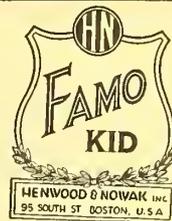
"We also visited Royal Oaks, where Charles the Second was secreted, and escaped. The estate belongs to the Earl of Bradford, and is called Boscobel.

"We are all real well, and enjoying every minute."

GOING TO BERMUDA.

Mr. Frank H. Revell, the well-known shoe-repair man, of Hamilton, Ont., is leaving for a month's holiday in the West Indies. Mr. Revell goes to Bermuda, Jamaica and other points with the avowed intention of seeing the sights, and having a thorough holiday and a good time.

Mention "Shoe and Leather Journal" when writing an advertiser



The Kid That Made Fine Shoes Famous

Ask any of the Shoe Manufacturers using *good kid* and they will tell you that they can always rely upon FAMO.

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

New York Representative
SEIDERMAN-SALMON, Inc.
95 Gold Street --:-- New York City

GEO. W. NEWMAN LEATHER COMPANY
Cincinnati and St. Louis
Canadian Representative

R. E. Bennett & Co. Room 32, 70 Lombard St.
Toronto Phone Main 4016w

Turn Into Money

*Your slow and doubtful book accounts
Hand them to the Collection Department
of The Mercantile Agency.*

R.G. Dun & Co., 70 Bay St.
TORONTO

*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 70 YEARS' RECORD OF EFFICIENCY



The Name Guarantees the Quality

Every Counter made by us warrants our stamping it indelibly
with our name

SPAULDING'S Fibre Counters

Guaranteed

—in legible letters identify them from others, insuring the
manufacturer of excellence in materials and construction.

We make our own Fibre

J. SPAULDING & SONS CO., Inc.

Main Office and Factory
NORTH ROCHESTER, N.H.

Boston Office
203-B ALBANY BUILDING

PHILADELPHIA
John G. Traver & Co.
141-143 No. 4th St.

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

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

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

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

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

Canadian Agents:

International Supply Co., Kitchener, Ontario, and Quebec City. V. Champigny, Montreal.

OUT OF THE ORDINARY.

Discussing the question of the disadvantages of standardization, a writer in *Printer's Ink* says:

No one has ever advertised eggs in a national campaign because the hen is one of the nation's greatest manufacturers of standardized product. If a canny inventor could introduce an extra supply of vitamins into hen's eggs, or through fancy feeding could produce a double-jointed egg with yolk and white in separate compartments, he might, no doubt, set out to win a national market fully protected against competition. Why? Because he would have a specialty!

"Today if the public were advertising its needs to perplexed manufacturers, there would, I believe, be one commonest advertisement of all. At its head we would see the words: "Wanted: More Specialties."

"Travelling about Boston a few months ago an advertising agent talked with three executives of one of the largest manufacturers of high-grade shoes. Business was poor. No need to go into details. It was just plain poor. Their shoes were well-made, and of orthodox, standardized design. The prices were fairly fixed. Profit to the dealer was adequate.

"Taking a train south, this same advertising man by coincidence got into conversation with a salesman for another shoe manufacturer. In reply to the question "How's business?" this salesman volunteered the information that it was "fine." His prices were a shade higher than those of the distressed manufacturer. His name stood not so high. His dealer organization was nowhere near so good. But this man had a specialty—not handsome, not orthodox, not superior in leather or findings — but, freakish, if you will, in one or two respects which made for individuality and comfort. Hard times had scarcely scratched him.

"The trouble is," volunteered the contented specialty shoe salesman, 'that most shoes look alike. You can make a \$6 shoe that looks pretty much like an \$8 one, while a \$4 shoe won't seem much inferior to its brother priced at \$6.'"

"There you have one of the evils of standardization—cheap shoes that look like ones costing more, cheap tires that look like their better competitors, cheap plated ware that apparently matches knives and forks and spoons which are priced much higher.

"Bewildered by this apparent similarity in the offerings of shoe stores, a growing number of pedestrians apparently are thinking, "Wanted: A Shoe That is a Specialty."

"And once they take up the specialty they are far less open to substitution. The shoe of conventional design cannot be so easily substituted, for example, for a Ground Gripper. If a tire buyer becomes directly interested in a Carlisle Rope Tire, it will be harder to get him to take away a cord tire instead."

DEATH OF MR. ROBERT SUTHERLAND.

In the death of Mr. Robert Sutherland of Kingston, Ontario, there passes one of the old guard who helped put the shoe business in Canada in its present high position. Mr. Sutherland was born in County Down, Ireland, in 1838, but lived in Scotland till, at the age of seven, he came to America, his people locating first in Wisconsin. In 1850 they moved to Kingston, and there he lived until his death, one of the most respected residents of that city.

He is survived by his wife, one daughter, Mrs. E. A. Rees, and one son, Mr. H. W. Sutherland, residing in St. Louis, two sisters, Mrs. R. H. Abbott, Amherstburg, and Miss Elizabeth Sutherland of Kingston, also by three brothers, Sam G. Sutherland of St. Louis, and Jack H. and Jas. T. Sutherland, of Kingston, who are well-known to the Canadian shoe trade.

The late Mr. Sutherland had the privilege in conjunction with his father, the late Alexander Sutherland of having prepared a very fine line of samples of Custom handwork for the Centennial Exhibition in Philadelphia in 1876. The entire display being purchased for the firm of John Wanamaker of that city who paid the extreme price of \$20.00 a pair. Showing that good shoes were high even in 1876.

Mr. Sutherland was also the recipient of a Gold Medal presented by H. R. H. Princess Louise and a handsome silver medal presented by The Marquis of Lorne (then Governor General of Canada) at Ottawa in 1879 in open competition with all the best custom shoe men in Canada. This is the only occasion in Canada when Royalty made such an unusual gift.

Mr. Sutherland later won many first prize awards throughout Canada and also at the Buffalo N.Y. State Fair. The Syracuse N.Y. State Fair and many such events, bringing considerable favorable renown to Canada and to Kingston.

A SUCCESSFUL DEMONSTRATION.

In connection with their drive on Griffin Polishes, the Canadian Shoes Findings Novelty Company have had a demonstration counter in the shoe department of the Robert Simpson Co. Ltd., of Toronto. So successful was the demonstration that instead of confining it to one week, it has been decided to continue it for some time, with the possibility of its becoming permanent.

Describing the methods followed and results obtained, Mr. W. Waller, manager of Simpson's Shoe Department, says:

"We advertised a display of these polishes in our daily papers.

"We used one of Griffin's representatives to demonstrate the polish and had one other assistant with him. The first week, five and a half days, we did \$400.00 in these polishes alone, having taken all other polishes to a separate counter.

"We are continuing the demonstration without advertising and have run from \$275.00 to \$300.00 a week. We might mention that prior to this campaign of Griffin's we ran about \$60 to \$75 per week."

J. HARDY SMITH & SONS

CODES: MARCONI, BENTLEY, LIEBER.
CAPLES HIDES, LEICESTER

HIDE and LEATHER
FACTORS

Belgrave Gate, Leicester, Eng.



Between Seasons

The between-seasons period—a hard one for the shoeman to gauge demands—has no terrors for the merchant who uses Robinson Service.

From our complete stock you can keep your lines sorted up in styles and sizes to make every possible sale to late Summer buyers, ordering the kind of goods and the quantities that you can be sure of starting the new season free from left-over stock.

For early Fall, too, we can provide you with the popular styles and the values that will start a big season's trade coming EARLY.

James Robinson Company
Limited

184 McGill St.

Montreal

A HINT FROM WHOLESALE GROCERS.

The real benefits and possibilities of organization are to a large extent overlooked by retailers, wholesalers or manufacturers. The National Wholesale Grocers' Association of the United States believes that one of its prime functions is education of its own members. To that end it has evolved a book called a "Grocer's Primer", which is expected to be of untold value to its possessors. The idea appears excellent and might readily be taken up by other similar organizations.

This book is intended as a basis for more intelligent cost methods and systematic classification of grocery stock articles; grouped and listed for comparable study by grocers; also as a basis for the Harvard studies of grocery efficiency. The book plans a system which would make constantly available the following information about his business:

1. Sales by salesmen and by commodities or departments.
2. Actual gross profit by salesmen and by commodities or departments.
3. Actual inventory at the beginning and closing of each month by departments.
4. Actual expenses of each month, both in total and by departments.
5. Actual net profits every month in total and by departments.

6. Actual net profits of each salesman or territory. The "Primer" will present to the wholesale grocers a practical, workable, economical and scientific method or plan of accounting, including the following:

1. A uniform chart of accounts.
2. A uniform departmental division of commodities.
3. Uniform methods of controlling turnover.
4. Uniform method of salesmen's commissions.
5. Adoption of such methods in office and warehouse as to bring about much needed economies.

To quote some of the claims for the work: "We feel certain that the Primer is going to 'blaze' a new way in the wholesale grocery business. It is going to enable us to bring about a condition of uniform calculation which is going to give us a more accurate knowledge of our cost of handling the various items in our line, which is, at this time, a great necessity. We will then be in position to know just what commodities are 'paying their way,' and the ones that are not.

"A man radiates but little influence resultant from the badges he wears upon the lapel of his coat. Success does not come from without, but from within, and if that be the case it is incumbent upon the individual to qualify himself to perform the duties at hand, realizing that whatever the task, true manhood is essential.

"Such qualification embraces the ability to say 'Yes' or 'No,' as occasion requires, without flinching. It is incumbent upon managers in the wholesale grocery business to hire and develop and manage other men. The traveling salesman may be said to be the all-important one in relation to the success of the business, and excepting the management of the house for which he works is capable of teaching, inspiring and managing him if he fails as an effective agent.

"In the great vortex of competition, so common to our line of business, only such organizations as possess the strength of character necessary to hold them rigidly to good business practice, can survive. The wholesale grocer, as a class, is considered to be a man of good judgment by most of those who deal with him, yet he is known to be woefully weak when it comes to his dealings with his own brothers within the trade.

"He has little confidence in his competitor; he be-

lieves most of the unreasonable things he hears about him. As a result the entire morale of the trade is weakened, and demoralization is the result. It is our hope that the Primer will show the way out of our difficulties."

AN ALL-ROUND HOTEL MAN.

Edward M. Buel, Secretary-Treasurer and Manager of that well-conducted, homelike headquarters for travelling men in general and those in the various branches of the shoe and leather trade in particular, the Hotel Cleveland, Cleveland, Ohio, did a lot of other things in his time as a preliminary and in connection with getting his education for these honored and responsible positions.

His career reminds one of the story of the fond father who asked his son to read the biographies of a number of very successful men. Then he asked him: "Son, what great characteristic do you notice in connection with the life and characters of all these illustrious and successful men?" He expected that the young man would say that they were all honest, industrious, keen-witted, saving, or something of that kind. Imagine his amazement, therefore, when the lad replied: "Father, I notice they all fitted themselves thoroughly in some line and then made a success in something else."

One thing is certain, Mr. Buel has had a most thorough preliminary education. He showed conclusively that he could make a success of banking, sewer-pipe manufacturing and in the automobile business, as also as Mayor of Barberton, Ohio. For three years, he was a private bank examiner, so it is no wonder that the financial end of a big hotel business comes to him naturally.

Mr. Buel is a thirty-second degree Mason and his love for art and flowers in particular is shown by the fact that a carnation is always found in his lapel.

A keen student of human nature, he has long since come to recognize that sincerity is found in a high degree in the average salesman. That is why he likes them and they reciprocate to such an extent that great numbers of them make long trips just for the pleasure of stopping at the Hotel Cleveland, shaking Mr. Buel by the hand and exchanging those pleasantries, well-wishes and genialities which go so far toward making life worth living and making a rainy or a stormy and generally disagreeable day into one of sunshine and good cheer for all intents and purposes. In other words, the boys know Buel, and he knows them—and they like one another.

The Hotel Cleveland, under his able management is all a hotel should be. The guests are made to feel comfortable and the food is not only of the very best, but it is prepared and served in that careful and dainty manner which gives one the full assurance that he is "dining" and not merely eating—and doing so at very reasonable prices at that.

Mr. W. McKnight, the enterprising merchant of New Liskeard, is using full page space in the weekly paper of that town to tell about his mid-summer sale. Mr. McKnight is one of the Directors of the New Liskeard Agricultural Association, which is staging a fall fair, on September 14th, 15th and 16th.

R. B. GRIFFITH & CO.

"THE WHITE SHOE HOUSE"

For early Autumn and Winter trade
A complete range of Women's Satin slippers in turns and
McKays.

Women's, Misses', and Children's Ballet slippers.

Large assortment of Men's Slippers
Faust - Romeo - Everett - Opera
All leathers and colors

White lines for 1923 are now being assembled.
Hold your order till you see our range which will be
better and larger than in any previous season.

R. B. GRIFFITH & CO.

HAMILTON, ONT.



AMONG THE SHOE MEN.



We like to receive items for "Among the Shoe Men." Send 'em in!

Mr. J. B. Goulet, of O. Goulet & Sons, Ltd., Quebec, spent some days recently in Toronto.

The Vogue Shoe Lace, a new wax end lace that is guaranteed not to come off or rip or tear silk hose is being introduced to the Canadian shoe trade by the Canadian Shoes Findings Novelty Co., Toronto, and Montreal. They are made in both round and flat lace and in all colors.

Mr. W. A. Lang, leather merchant of Kitchener, paid a flying visit to Toronto last week.

Mr. James W. Strike, of L. H. Packard & Co., Limited, Montreal, was recently unanimously elected Chairman of the School Board of the City of St. Lambert. The election to this office of Mr. Strike is a very fitting one, as he has been all his life associated with educational work. He has been for years a Sunday School teacher, is prominently known as a Bible Classworker, and has served in the capacity of Sunday School Superintendent. Mr. Strike has always been foremost in any work connected with the young.

Mr. Wilfrid Gagnon, manager of Aird & Son, Montreal, recently paid a flying visit to Toronto on business.

Mr. A. Levy is visiting Old Orchard, Maine, with his family.

Mr. L. Levy, manager of the Canadian Shoe Findings and Novelties Co., spent the week end in Montreal.

The Chas. A. Ahrens, Limited, of Kitchener, are now showing their new line of Goodyear Welts for Misses, Boys and Growing Girls.

Mr. John Myles, general manager of the Columbus Rubber Co., Ltd., of Montreal, accompanied by Mr. G. H. Nickel, who is in charge of sales, have recently returned from a business trip to the Maritime Provinces.

Mr. Chas. Duclos, of Duclos & Payan, accompanied by his family, is spending a few weeks at York Beach, Maine.

Messrs. Ted Irvine, Tom Marshall and F. Dorman, were among the Toronto retailers who visited Kitchener last week.

The United Last Co., Limited, have taken possession of their new quarters situated at 76 Richmond Street East, Toronto, where Mr. Gus Lossman and his staff will look after the upper pattern requirements of the trade in Ontario.

Mr. Jules Payan, of Duclos & Payan, recently spent some days in Nova Scotia on business.

Mr. S. H. Parker, of the Parker Solid Leather Shoe Co., Preston, called on the trade in Toronto recently.

Mr. J. J. Keating, manager of the United Last Co., Montreal, was in Toronto recently on business, in the interests of his firm.

Mr. J. P. Buchanan, popular representative of the Smardon Shoe Co., Limited, has recovered from his recent severe accident and is now back at business. While driving his car recently the blinding

effect of the sun shining in his eyes prevented him from seeing a chain stretched across a tunnel, which he was approaching, with the consequence that the windshield of his car was broken and the falling glass cut him badly about the ankle, cutting two arteries and a tendon. With great difficulty Mr. Buchanan drove himself to the hospital where he was confined for several days. His friends will be glad to know that he is able to be around again.

The A. R. Clarke & Co. suffered a loss of \$30,000 by fire recently.

Mr. Chas. Hirees, of Toronto, is spending a holiday in Picton, Ont.

Mr. J. E. Cleland has been appointed Canadian manager for Dee's Flexity Stain Co., with headquarters at 25 Cote Street, Montreal, where this firm has acquired offices and warehouse space, and will carry a complete line of stains, blackings and dressings.

Mr. Cleland is well and favorably known to the shoe trade, having been connected with it in various capacities for over nineteen years.

Mr. John T. Tebbutt, of the Tebbutt Shoe Co., Three Rivers, Quebec, was in Toronto last week.

Mr. Wm. Martin, of Kingsbury Footwear Co. Ltd., spent a few days in Toronto and other Ontario centres.

Mr. John Laughton, of J. & T. Bell, Ltd., is another member of the shoe trade who is a golf enthusiast. As yet, however, Mr. Laughton subordinates golf to his interest in business, and does his playing after business hours, and during the week ends. He belongs to the Senneville Club, just outside Montreal, and also plays at the Wicklock Club, at Hudson, Quebec.

Mr. Geo. Robinson, of James Robinson Co., Limited, Montreal, spent some time on business in Quebec City recently.

Mr. Ed. Wayland, of Montreal, recently spent some time in Ottawa calling on the trade.

W. F. Martin, of Kingsbury Footwear Co., Limited, Montreal, has returned from a business trip to Toronto and London, Ont.

Mr. Perkins, of Duchaine and Perkins, spent a few days in Toronto with his representative, Mr. A. Moore, his headquarters being at their new sample room in the Colonial Building, King Street West.

Mr. Andy Moore, who represents Duchaine & Perkins, in Toronto, is the proud possessor of a Chevrolet Sedan. We are told that the garageman sees him so frequently that he even calls his friends by their first names.

Mr. Saunders, with his son Eric, who will assist him in the business, intends to make his home in Walkerville and his business worthy of the rapidly growing Border Cities.

Mr. H. Lloyd, formerly of Calgary, Alta., who has been with Mr. A. G. Saunders since his taking over the business of the United Shoe Shops Ltd., 11 McNab St. N., Hamilton, will go with Mr. Saunders to his new home in Walkerville.



See HURLBUT Shoes at Toronto Exhibition Booths 1 and 30

A cordial invitation is extended to all members of the Canadian Boot and Shoe Trade—while at Toronto Exhibition—to visit the Hurlbut Booths. Here they will have an opportunity, not only to investigate the merits of the shoes themselves, but also to become acquainted with the men who make and sell them.

Two booths have been secured for the Hurlbut Exhibit—Numbers 1 and 30—and there we shall look forward to renewing acquaintance with our old friends and welcoming new comers in the industry.

The HURLBUT Co., Limited
PRESTON, ONT.

PHILIP JACOBI

5 Wellington St., East, Toronto.

Exclusive Wholesale Distributors.

HURLBUT
TRADE MARK REGISTERED
CUSHION-SOLE
Shoes for Children

A new shoe store has been opened at 318 College St., Toronto. It will be known as the Benson's Reliable Shoe Store.

Mr. Fred Ahrens of the Charles A. Ahrens, Ltd., Kitchener, recently spent 10 days at Grand Bend fishing. Mr. Ahrens says there is more fun fishing than in selling shoes.

The employees of the Brandon Shoe Co., Brantford, held their annual picnic at Port Dover recently. An excellent programme of sports was enjoyed by all. Mr. Alex. Brandon, President, distributed the prizes among the winners, his son Mr. J. S. Brandon occupying the position of official starter. Bathing proved popular in the late afternoon while dancing at the Summer Garden in the evening brought a very happy day to its close.

The Shoe Craft Repair Shop of Moncton, N. B. has removed into their commodious new quarters in the Doull building on Robinson street and are now open for business. The new building has been especially fitted up for them and is a big improvement over their former stand across the street.

Mr. and Mrs. F. A. Robinson of Saskatoon are spending a month's vacation on the coast and while there intended to visit Seattle and Portland.

The Universal Shoe Hospital in Montreal was registered recently.

A. G. Saunders, who, early in the year, purchased the stock of the United Shoe Shops, Ltd., Hamilton, and a little later the shoe stock of Sutherst & Gray, also of Hamilton, has recently bought the stock and fixtures of Wm. A. Walsh, 32 Wyandotte St., Walkerville.

Mr. D. R. Feetham was in Montreal last week.

FREDERICK M. BURNET.

Few men have had as long and as continuous a record as a salesman as Mr. Frederick M. Burnet who resigned on July 1st from the employ of the Richard Young Company and who served them and Mr. Young faithfully and efficiently for over thirty three years.

He was previously connected with the old firm of Rose McAplin, 99 and 101 Reade St., New York City, for about four years. His customers included all the leading shoe manufacturers in Brooklyn and Newark who esteemed him highly. He previously had experience in cutting leather and was therefore an excellent judge of values. This gave his customers confidence in what he told them as to the value of goods and their cutting qualities and enabled him to develop a large and satisfactory trade.

At a meeting held of the officers and employees at their headquarters on the afternoon of June 29th, Mr. Young presided and after commending Mr. Burnet highly for his long faithful conscientious service and wishing that he might enjoy a well earned rest, he presented him with a beautiful loving cup inscribed—"Presented by Richard Young to Frederick M. Burnet, in appreciation of thirty-three years admirable service rendered to Richard Young and Richard Young Company, July 1, 1922." He also presented him with a very substantial check from the corporation in appreciation of his faithful and efficient services with them. A representative of the employees then presented him with a fine upholstered easy chair and smoking outfit so that he can enjoy the well earned rest during his declining years.

He left with the well wishes of everyone connected with the corporation and of his many customers and friends in the trade. His example should be a stimulant and encouragement to the younger salesmen to attain an equally honorable record.

The Shoe Repair Man

Ontario Shoe Repairers' Convention

The Second Convention held by Ontario Shoe Repairers has passed into history. It marked another step forward in the progress towards complete organization. In spite of the unfortunate business conditions that have existed this year, a highly creditable attendance was recorded, and a wide representation of Ontario centres was on hand. Aside from the men from Hamilton, Toronto, Brantford and St. Catharines, repairers came from London, Paris, Woodstock, Ingersoll, Peterboro, Beaverton, Belleville, Trenton and Kingston. It is a foregone conclusion that had the conditions been more favorable, and the trade in a more prosperous condition the attendance would have been much larger, and that this will be the case next year. Incidentally, it was decided to hold the next meeting in Brantford, on approximately the same dates in July.

The convention was called to order by President Frank R. Revell, in Stroud's Hotel, on Wednesday morning, July 26th, at 11 o'clock. Secretary Arthur Wilton read the minutes of the last annual meeting, and of the meetings leading up to that gathering, and also of the executive meetings held in the interim.

President Revell then welcomed the visitors in fitting terms, and presented them with the keys, not only of the city, but of the cellars appertaining to it.

Mr. S. Roy Weaver, manager of the Shoe Manufacturers' Association of Canada, gave a thoughtful address on "Some Present Day Problems of the Shoe Repair Trade," which appears on another page of this issue.

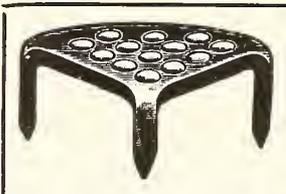
Mr. Weaver's remarks were very much to the point, and some of them straight from the shoulder. That they were appreciated was shown by the discussion which followed. Referring to a cut shown on the programme, which showed a most disreputable looking shoe, and displayed the motto "Never too late to mend," he suggested that the motto of the Federation should be "Repair before too late." In the discussion which followed, Messrs. Butterworth, Burnett, Legg, and others took part. The meeting was adjourned for luncheon and convened again in the afternoon.

Mr. W. S. Pettit, of Brantford, gave an address on "The Right way to Figure the Price of Shoe Repairing." This also appears elsewhere in full. In the discussion which followed, Mr. S. Burnett, of Toronto, suggested that the Federation should study the question of uniform costs and prices. If it was possible for manufacturers to cost various kinds of shoes, it should be possible for the repairman to figure his costs fairly close.

Mr. Butterworth agreed as to the desirability of uniform and accurate costs, but felt the problem



Mr. F. H. Revell



WE COULD NOT IMPROVE ON THE "NATIONAL" SHOE PLATE SO WE HAVE IMPROVED TREMENDOUSLY ON FORMER METHODS OF PACKING HEEL PLATES !

"National" Shoe Plates now are packed first in neat one-gross cartons and then in heavy cardboard telescoping boxes as follows:

Size No. 1:	Packed 10	one-gross	cartons	in	box
" " 2:	" 10	" "	" "	" "	" "
" " 3:	" 6	" "	" "	" "	" "

Furthermore, the boxes are neatly re-wrapped in stout paper with plain markings as to description and size of contents.

National Shoe Plate Mfg. Co.

160 North Wells Street

Chicago, Illinois

was impossible of solution. Variations in shoes, condition of shoes, operators, materials, methods made a mechanical system inoperative. It was necessary to have an average cost as a basis, and use one's judgment as to the price quoted. One man uses number one material, another number three. One man pays fifteen dollars rent, another two hundred. When you can get a Goodyear welted shoe for two dollars, who will pay three dollars for soles and heels? The manufacturers were therefore the repairman's greatest competitors. So far as prices are concerned, they must make the good ones pay for the bad ones, and the little ones for the big ones.

Mr. Pettit here started a discussion on the two grade price list. This was lively while it lasted, and the conclusion reached was in the form of a motion that the Federation should sanction a one grade price list, and that a price list should be issued by the executive to all cities and towns which could be used as a guide by them in making their prices.

Mr. T. Grayson, of Hamilton then gave his address on "The Development of Up-to-date Shoe Repairing Business," which appears on another page.

The president appointed a nominating committee consisting of Messrs. Burnett, Pettit, Legg, Thorne and Grayson, and the meeting was adjourned while they conferred. When the meeting was again brought to order Mr. A. Butterworth gave those present an invitation to come to the picnic of the Toronto Association, on Wednesday, August 2nd. Mr. T. Smith, of Brantford, on behalf of the Brantford Association, invited the Federation to hold their next convention in that city. The invitation was accepted.

Mr. Legg then reported that the nominating committee suggested the following officers for the next year:

President—Mr. W. S. Pettit, Brantford.

Vice-President—Mr. Walter Legg, St. Catharines.

Secretary—Mr. Walt. Stevens, Brantford.

Councillors—Messrs. Smith, Johnston and Rogers, of Brantford; Messrs. Burnett and Butterworth, of Toronto; Messrs. Revell and Grayson, of Hamilton; Mr. Thorne, of London; Mr. Inglis, of St. Catharines; and Mr. Fex, of Kingston.

This list of names was endorsed and the men elected unanimously.

The session was then adjourned and those pres-

ent went in a body to the court house, where a group photograph was taken.

The Banquet.

About sixty shoe repairers and their guests sat down to the annual banquet at the Stroud Hotel, on Wednesday evening. The president was in the chair and the other members of the executive at the head table. After an excellent repast, the president proposed the toast to "The King."

Mr. Al. Wallace then proposed the toast to "The Shoe Repairers' Association." He was in fine fettle, and his speech, while decidedly informal, carried his audience off their feet. Responses were made by Mr. A. Butterworth, A. Johnston, A. Dainty, W. Thorne and T. Grayson.

"The Wholesale Trade" was proposed by Mr. Pettit, in place of Mr. S. Burnett, who had left for Toronto. Responses were made by Messrs. Mather, Vine and Fisher, the speech of Mr. Fisher being one of the features of the evening.

Mr. F. H. Revell proposed the toast to "The Press," and said some very nice things about the trade papers. Responses were made by representatives of the three papers.

The meeting, which had been interspersed with community singing, solos by Scotty Proven, and F. Parkinson, and duets by Charlie Robertson and others, adjourned at about eleven o'clock, real time.

Thursday Morning.

Some delegates had gone home, some had other interests more pressing, but there were enough of us gathered together when President Revell wielded the gavel at ten-thirty a.m. to provide an interesting meeting.

The subject of "Early Closing" was introduced by Mr. Powell, of Hamilton, as one of the most important problems facing the repair men.

He said that present conditions tended to produce unfair competition, and cut at the standard of citizenship. Early closing would solve the price problem. If those men who are now sweating long hours were forced to close earlier, they would soon have to raise their prices to exist. Moreover, shorter hours would provide employment for more men in order to do the work offered.

He instanced the fact that the shoe repairers in Victoria were petitioning for six o'clock closing, and suggested that the Federation and the individual associations work together.



Group at Hamilton Convention

In the discussion which followed, Messrs. Revell, Legg, Grayson, Inglis, Miller, Henderson, and Pettit took part. Nobody was in favor of long hours, but opinions differed as to how to go about solving the problem. Some were opposed to compulsion, and advocated education of those who are now working long hours. A motion was finally passed that the Toronto members of the executive approach the Attorney-General, of Ontario and other members approach their own members of the Legislature, to find out why the by-law dealing with the question of hours is not operative and report to the executive council, and that the executive council take such action as is deemed advisable.

Mr. A. E. Angus then gave an interesting address on "The Importance of Keeping Accounts in connection with the Shoe Repair Business." This paper was characterized as one of the most valuable ever presented before the repair men, and it is planned to see that it gets wide distribution.

The report of the registration committee was then made and Messrs. Grayson, Henderson and Miller were appointed to audit the convention accounts.

Mr. Pettit then offered three important resolutions, which appear elsewhere, and which were passed unanimously.

Mr. T. Grayson was then asked to install the new president, Mr. Pettit, in the chair. Mr. Revell welcomed him in a very graceful address, and Mr. Pettit made a few remarks, and asked for the co-operation of all the members.

Votes of thanks were passed to the trade press, Mr. Revell, and an honorarium being voted to Mr. Wilton, in appreciation of his services during the past year. The convention was then adjourned.

Mr. J. A. McCaughan & Sons, Montreal, have begun the erection of an extension to their plant. This addition will consist of a building 40 by 90 and will be four storeys high. This new building was made necessary by the rapid growth of this firm's business.

RESOLUTIONS PASSED BY THE CONVENTION OF THE ONTARIO FEDERATION OF SHOE REPAIRERS.

WHEREAS the wholesale findings houses have recently formed an Association and

WHEREAS we believe it is to the advantage of the trade to be fully organized, and that all branches should co-operate, Therefore, be it

RESOLVED that this Federation extends its greetings to the new Association, and its desire for full co-operation, and further be it

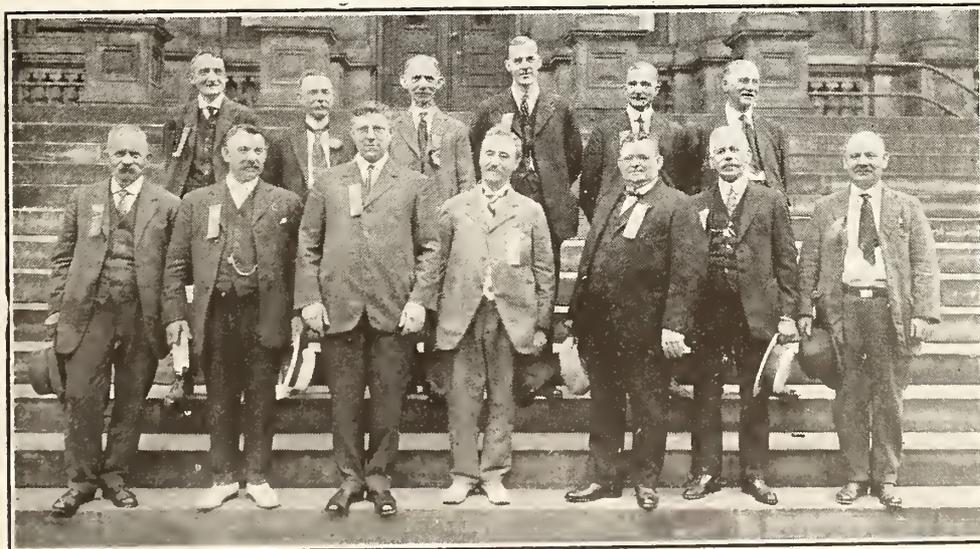
RESOLVED that the Executive Committee of the Ontario Federation of Shoe Repairers be instructed to appoint a committee to get in touch with the Executive of the Finders' Association, to take up such matters as credits, protection against unfair competition, and such other matters as may seem advisable.

* * *

RESOLVED that the Executive Council of the Ontario Federation of Shoe Repairers be instructed to appoint a committee to study the question of uniform costs and prices, and that a report be brought in not later than at next year's Convention, showing what can be done along these lines.

* * *

RESOLVED that the Executive Committee of the Ontario Federation of Shoe Repairers be instructed to use such methods as they deem advisable to advertise the advantages of this Federation of Ontario Shoe Repairers, and to institute a regular program with a view to increasing the membership, and maintaining the interest in the Federation as continuously as possible.



Executive Council 1922-23
Ontario Federation of Shoe Repairers
Back Row:-Messrs. S. Rogers, T. Grayson, T. Smith, W. Stevens, A. Johnston, G. Fex.
Front Row:-W. H. Thorne, W. Legg, W. S. Pettit, F. H. Revell, A. Butterworth, S. Burnett, W. Inglis.

The Right Way To Figure Prices

By Mr. W. S. Pettit.

Mr. President and Gentlemen:—

You will notice by your programme that I have been given a subject of utmost importance to all who are connected with the shoe repairing industry,—

"The Right Way to Figure Out the Price of Shoe Repair Work". Last year at our convention I gave a paper of some length, and the consequence was, that it cut down the time for discussion. As this is a subject that is open to considerable contradiction, I wish to deal with it very briefly and pass it on, that we may hear some others give their ideas along these lines.

"The Right Way" means the correct or just method. I would like to ask each man here if he thinks our method of making our charges is the right and just way. If a customer comes in with his shoes that only need top pieces, should he be required to pay as much as the man who needs a couple of lifts and top pieces? If a lady brings in a pair of medium grade black, Goodyear welt shoes and wants sewed soles and heels, should she pay as much as the lady who brings a fine white kid shoe and wants the same job, and the best you can give her? Naturally you say "No". But I believe that in eight shops out of ten sewed soles are such and such a price, and heels repaired costs so much money, irrespective of quality or condition of the shoes.

I would also like to ask each man his opinion on the method I spoke of last year, namely—time and material plus overhead. However, as the present way is to adopt a minimum price list let us consider the next phrase of our subject,—“To figure out the price of Shoe Repair Work”.

What the trade needs is a set of costs, or a table which would take the form of a ready reckoner that anyone could refer to, and see at a glance how much leather of different gauges and prices he would use on each of the different types of shoes which go to make up a day's work. That table should also show the approximate cost of nails, thread, inks, wax, sand-paper, etc. that would be used on a man's sewed sole, a lady's nailed sole, or any of the other classes of shoes we have to repair. For these figures it would be necessary to reckon from a basis of fifty or one hundred pairs, which could more readily be done in some of the larger shops.

While leather varies so much in quality even in the same roll, and human skill, in cutting varies so much, it will never be possible to arrive at absolutely the exact cost of all materials.

Wages are, of course, a well known quantity and are simple to deal with.

When we enter into the question of overhead, or operating expenses, the difficulty will at once be seen of trying to put the cost of repairs on a scientific basis. I find these expenses depend greatly on location, turn over, and equipment, and that they vary from 10 to 25 percent of the total takings, but I believe a fair average would be about fifteen or sixteen percent. They include a great many items that are overlooked or ignored by the majority of shoe repairers. For a repairer to find out the percentage of costs for overhead he must total up his rent, heat, light, power, insurance, taxes, express, freight, postage, advertising, wrappings, telephone, delivery, bad debts, repairs to machinery, tools, furniture, depreciation on the same, interest on investment, and so on. This total must be taken and figured down to an hourly basis.

Then with that table of costs for materials, and with the wages figured out in the usual manner, I think we must be getting pretty close to the cost of repairing shoes. Did you notice that I said the cost? When you start to figure, do not overlook this point, because as yet we have only the cost, and to this cost must be added the profit that you wish to make, and then you will have the Selling Price of Shoe Repairs.

As I said before it is not possible to be scientific, but it is possible to be systematic, and to arrive at a basis which enables a repairer to form a fairly close estimate of what he is doing, how he should figure out his prices, and what he should charge for his repairs.

THE HAMILTON PICNIC.

On Thursday, July 27th, after the adjournment of the convention of the Ontario Federation, the visiting repairers were the guests of the Hamilton Association at their annual picnic, at Dundas Driving Park. About sixty people went out in motors and busses, and had an afternoon of enjoyment in the open air. The weather was perfect, and the arrangements without a hitch. Races and games were run off, and a long list of prizes handed out.

In the baseball match the visiting delegates won out over the Hamilton men. Everyone was given an opportunity to take part in the fun. Later refreshments were served and the picnickers brought back to the city.

CONVENTION ECHOES.

The visitors were all delighted with the entertainment offered by the Hamilton men. There was absolutely nothing lacking in their hospitality.

President Frank Revell is right there when it comes to Parliamentary procedure. He made an admirable chairman, and carried things along without a hitch. One thing at a time, was his motto, and woe betide the fellow who tried to throw a monkey wrench in the machinery.

Al. Wallace made a hit with his toast to the associations. Too bad more of his competitors were not on hand to hear the good things he had to say about them.

Charlie Robertson gave an impromptu toast to the ladies, which helped round out the programme at the banquet. His duet with Scotty Waite of Ingersoll was also appreciated.

"Duke of Orford," otherwise Bill Fisher was in fine fettle, and moved his audience almost to tears with his eloquence. He was far from being "hors de combat with great éclat."

The St. Catharines outfit stayed till the last dog was hung. We will hear more from them later.

Brantford was on deck with a big delegation. They are almost hundred percent organized in the Telephone City, and the Federation can be justifiably proud of its new President, Mr. W. S. Pettit.

Arthur Butterworth, of Toronto, was much in evidence, whether business or pleasure was going on. He has some concrete and valuable ideas that he is always willing to pass on, and his humor keeps the crowd willing to listen to some pretty straight talk.

We would like to know whether Charlie Robertson found his coat. If so when, where, and why?

"Butt" drove a crew home to Toronto Wednesday night. As Toronto has daylight saving and Hamilton has not, one is supposed to lose an hour en route. But the Toronto contingent say they didn't have time to lose it, but gained some time. And just to show how fast he could go the same "Butt" won a race with a funeral in Hamilton, with a traffic cop as umpire.

United States Hotel

Lincoln, Beach and Kingston Sts.

BOSTON, MASS.

Near South Terminal and easily reached from North Station by elevated

European Plan \$2.00 up

Jas. G. Hickey, Manager G. W. Hanlon, Asst. Mgr.

O.K. FIBRE COUNTERS

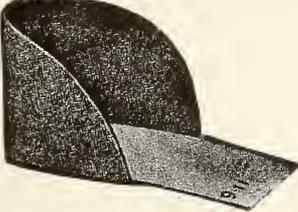
A Little Thing To Ask For—
A Big Thing To Get

Retailers Know It To Be A Fact

—that there is no part of the shoe subject to greater strains, harder knocks, more pulls and wrenches from any greater number of angles than is that part of the shoe the COUNTER gives shape to, protects and reinforces. Therefore They Want A Counter They Know Will "Deliver" —service. So an increasingly large number are specifying in their orders that O. K. FIBRE COUNTERS be built into their shoes by their shoe manufacturers. For this is the counter that embodies high quality raw material, is made by highly standardized methods and undergoes rigid factory inspection.

O. K. SHANK, COMPANY
307 Fourth Street Chelsea, Mass.
Canadian Agents: Trudeau Co., 719 Panet St., Montreal, Que

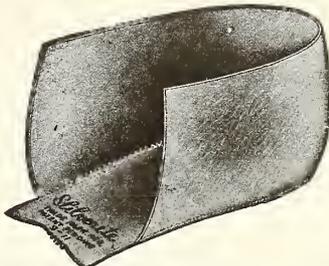
"Silverite" The House of Reliable Shoe Findings



"SELWELL"
Heel Lining Repairers
Uniform Weight—Perfect fitting



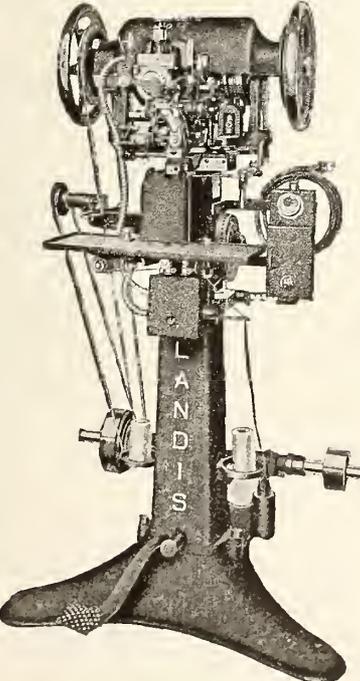
"GRIPPER"
Made of Suede Leather—Satisfaction Guaranteed. Manufactured By
The Silverite Co.
Boston, Mass. U.S.A.



"BEST-ON"
Heel Lining Repairers
Perfect fitting
Cemented and Stitched

GRIPPER

BEST-ON



LANDIS NO. 12

Model D

OWN YOUR OWN

LANDIS Stitchers and Finishers for the Shoe Repair Trade.
Highest Quality.
Prompt Shipments.

Canadian Representative
ROBERT J. VAN STONE
167 John St. S.
Hamilton, Ont., Can.

Special inducements to immediate buyers.
Write for particulars.

Landis Machine Company

No. 1515 25th St., St. Louis, U. S. A.

THE BUSINESS QUIZ.

(No. 10.)

Question No. 1—What is known as “The Five Ages of Choice” of the various types of retail buyers?

Question No. 2—What is known as a limited partnership?

Question No. 3—What is known as “buying stocks on a margin”?

Question No. 4—What is the “structure” of a good sales letter?

Question No. 5—A real estate firm sold two dwellings for \$3,600 each, on one they made a profit of 20% and on the other they lost a like percentage. What was the net gain or loss on the transaction?

Question No. 6—What are the five major qualifications of a successful executive?

ANSWER TO BUSINESS QUIZ NO. 10.

Answer No. 1—The five ages of choice are, from 7 to 14 years of age, when buying is done to suit the child and parents, from 18 to 21 when the buying is done by the individual, from 21 to 30, buying is done with a view of pleasing the opposite sex, from 30 to 45, with a view of economy, over

45 the customer is either very poor or very rich.

Answer No. 2—A limited partnership is one in which the liability of a specified member is restricted to a certain sum or amount.

Answer No. 3—When buying stock on a margin the speculator deposits a sum equal to 10% of the par value of stock he wishes to trade in. When the shares are sold at a gain the customer is given the difference in cash, or is “wiped out” as the case may be.

Answer No. 4—The “structure” of a good sales letter consists in the main of (a) Attention compelling opening paragraph, (b) Good catchy description, (c) Proof of your statements, (d) Words of persuasion, (e) Inducement of gain, (f) The climax or clinching statement, (g) The self signed signature.

Answer No. 5—The deduction of 20% from the sales price as figured as loss is not balanced by 20% figured as gain thus the net loss will be \$300 as a little figuring will demonstrate.

Answer No. 6—According to a group of the country's noted business men a successful executive must possess, (1) Judgment, (2) Initiative, (3) Ability to organize, (4) Co-operative-ness, (5) Control of emotions.



Piccadilly Spats and Gaiters for the 1922-3 Season



These dependable spats and gaiters are made in England of the finest Box and Broadcloths. There are twelve different shades in four qualities. The buttons vary from four to thirteen for women. Labelled and name embossed as ordered. Reserve stocks are carried in Toronto for all indent orders.

Prices and Samples forwarded on application

SELLING AGENTS

J. W. PRICE & CO.

70 Lombard St.

Toronto, Ontario

Manufactured by

Edmonds Bros. & Co.

London, England

ADVERTISING.

Talking to California Retailers Mr. P. C. Hensel, gave them some valuable pointers on advertising:—

"You can't drive a nail with one or two taps of the hammer. Hit it hard and hit it often.

"You have got to tell the public where you are.

"Advertising shortens the time to the market and therefore reduces the cost of doing business.

"Advertising is selling a group.

"Advertising is telling the truth attractively.

"Advertising of every different business must be based on the facts of that individual business.

"In travelling through the territory visiting thousands of country stores most of them were found to be overstocked through trying to fit everybody. Is it not a better policy to buy well for one's chosen group, then advertise to sell them to that group?" Mr. Hensel suggested.

"Use the budget system in advertising and stay with your budget.

"Use good illustrations. Not one artist in one thousand can make a good cut of a shoe.

"Use a good layout. Use plenty of white space. We all like harmony and balance whether we realize it or not. The white space is as necessary as the mat and frame is necessary for a picture.

"There are sizes of ads. that appeal.

"Put the 'you' attitude in copy. Remember that the man who reads it is in the attitude 'what is there in this for me?' Therefore, concentrate more on what the shoe will do rather than what it is. Most of us are inclined to be too technical in our advertisements. Like good salesmanship in the store, they should show how the shoe will serve."

Mr. Ferdinand F. Moehns, of the Gourlay Shoe Co., Collingwood, died very suddenly of apoplexy recently.

Curriers, Shoe Manufacturers and Tanners

The H.S.P. Uniform Finishes are the standard.

In the latest colors for Calf, Side, Sheep and Goat Leathers.

If you want the best glazed finish, try H. S. P. Pigment Finishes.

Our 72 years' experience and up-to-the-minute methods are yours for the asking.

Black Finishes in Mats and Gun Metal are all that you need.

CHEMICAL RESEARCH COMPANY
652 Summer St. West Lynn, Mass., U. S. A.



High-Grade WOOD HEELS

All Styles

Prompt Service

Standard Quality

Canadian Trade a Specialty

G. H. MOORE HEEL CO.
39 N. Water St. Rochester, N. Y.

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.

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.

VANCOUVER NOTES.

A slight improvement has been noticed in the sale of footwear, during the last two weeks, the continued dry weather causing large quantities of white footwear to be worn.

The small advance in sole leather came as a surprise to many shoe repairers, who were not in close touch with the conditions ruling the hide market. It is not generally known that the prices today are lower in Vancouver, than in some of the cities east of British Columbia.

Mr. Greenhill has taken over the store of Mr. E. A. Paul, General Merchant of Sapperton, New Westminster. Mr. Greenhill has been in business in New Westminster several years. Mr. and Mrs. Paul intend to return to Portland.

Mr. A. Burroughs has purchased the stand and machinery of Mr. E. Scott, corner of Broadway and Commercial Drive. Mr. E. Scott has taken up duties with a local leather and findings house.

Many members of the craft are away on vacation, the holiday season being in full swing.

Mr. M. R. Thoms and family are away by auto through Tacoma, Seattle and Portland.

A NEW FOOT MEASURER.

The Clarke Foot Measurer, Manufactured by Clarke and Emerson Manufacturing Co., of Boston, Mass., is a new device being sold to the Canadian shoe trade by Canadian Shoes Findings Novelty Co., Toronto and Montreal, sole agents for Canada.

This device is something every shoeman in Canada should have. It is simple to operate, showing at a glance the length and width of the foot.

At present this is made for men only but one for women and children will be ready very shortly.

CLASSIFIED ADVERTISEMENTS

FOR SALE:—Modern equipped shoe repair shop "GOODYEAR OUTFIT" with four jacks at the work-bench. A good proposition to enterprising party. Well worth investigating by anyone meaning business on straight forward lines. Owner compelled to give up on account of ill health. For full particulars apply to Rothwell & Knowlden, 511-4th. Ave. South, Lethbridge Alberta.

MANUFACTURER'S AGENT Requires Line of Ladies' or Children's Shoes for Ontario territory, commission basis. Address, for particulars, to Box 51, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED by Experienced Shoe Traveller a line of shoe samples to represent British Columbia and Alberta, or British Columbia only. Address, Box 43 SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

FOR SALE.—2 Singer Flat Machines for Fitting Uppers and 1 Singer Patcher. These Machines are in fine running condition. We also have lasts for speeder skating boots, cutting boards, etc. For further particulars, apply to C. Wright, 1175 Dundas St. West., Toronto. or phone Parkdale 6925W.

WANTED.—Experienced Shoe Salesman for Ontario. Replies confidential. Apply Box 49, Shoe & Leather Journal, 545 King St. W. Toronto.

LIVE WIRE SHOE SALESMAN with an extensive experience and excellent connection in Ottawa City and surrounding towns, desires to get in touch with Canadian Manufacturers making Men's, Boy's, Women's and Children's popular priced footwear; would also consider a wholesaler's line as an in-stock proposition. Highest references. Box 48, Shoe & Leather Journal, 545 King St. W., Toronto.

WANTED by experienced Shoe Salesman to link up with shoe manufacturer or jobber to cover Western Ontario, connection established, a good hustler full of pep and ambition and can get good results apply Box 47, Shoe & Leather Journal, 545 King st. W., Toronto.

CORDOVAN by an expert. I will give personal instructions or furnish Formulas in modern tanning of Shell Cordovan and Horsefronts in either Chrome or vegetable tannages in black and colors from Hide House to Shipping Room. Address, Chas. Knees, 342 Jarvis st., Toronto.

WANTED:—For Western Ontario, good experienced shoe traveller to represent firm on commission, manufacturing a full line of Men's, Boys', Youths' and Gents', McKay and Standard Screwed shoes. Box 50, Shoe & Leather Journal, 545 King st. W., Toronto.

FOR SALE:—One Progressive Finisher approximately 14 ft. long. One Champion Finisher approximately 14 ft. long. One Bench Finishing shaft approximately 6 ft. long. One Champion Straight needle outsole Stitcher. One Fleming type Landis Curved Needle Stitcher. The above machines are guaranteed in good running order and condition and have been rebuilt by us. We will sacrifice these machines at a very low figure. **UNIVERSAL SHOE MACHINERY LIMITED**, 128 Queen Street, Montreal, Telephone Main 6233.

IMPORTANT:—Are you worried keeping books? Are collections slow? Worry no longer. Write or phone me. Immediate relief given. J. Pascoe Beel, Emergency Accountant, 545 King St. W., Toronto. Phone Ade. 6507

FOR RENT:—Paying shoe repair business in Elmira. Rent \$100.00 monthly. Previous operator has complete repair outfit to sell if wanted. A worthwhile business for a wideawake shoe repair man. For further particulars apply to A. Steinke & Son, Box 75, Elmira, Ont.



"Wilmac" Better Made Laces

Better material and workmanship account for the superior strength of WILMAC LACES. The "Wilmac" Label is your guide in buying and your protection and help in selling.

Sold in banded pairs attractively packed in handsome cabinets of 100 pairs or 50 pairs assorted lengths. Also supplied in plain boxes of 72 pairs.

E. W. M. MARTIN
45 ST ALEXANDER ST. MONTREAL

Show Them
JOHN BULL
Shoepacks



For your customers who are looking for EXTRA VALUE in shoepacks let them examine a pair of Beal's. They will note the good leather used—our own tannage—the high class workmanship and the real GOODNESS contained in every pair. These qualities can only give one result—long service, comfort and resistance to weather.

The R. M. Beal Leather Co.
Lindsay, Ont. **Limited**

CLARKE & CLARKE Limited
Established 1852

Tanners 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 Wareroom and Cutting Department
252 Notre Dame St. W., Montreal

PERCY J. MILBURN, Agent

BRANCH WAREROOM

553 St. Valier Street, Quebec City

RICHARD FRERES, Agent



A *Peterboro*
SHOE

Can be Sold with
Confidence

Shoes that are well made, and give long wearing service, inspire confidence.

Peterboro shoes will inspire confidence in your customers. Strongly made of high grade leather by mechanics, skilled in the art of shoemaking, they represent honest values. A customer who has confidence in you and your store, will come back with repeat orders. H

Full Grain, Oil Tanned
Blucher, Harvest Single
Sole, Standard Screwed,
Brown or Black, Men's
\$2.40.

B. F. Ackerman, Son & Co., Limited
Peterboro -:- 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

HAVANA

BASLE



NEW YORK

CHICAGO

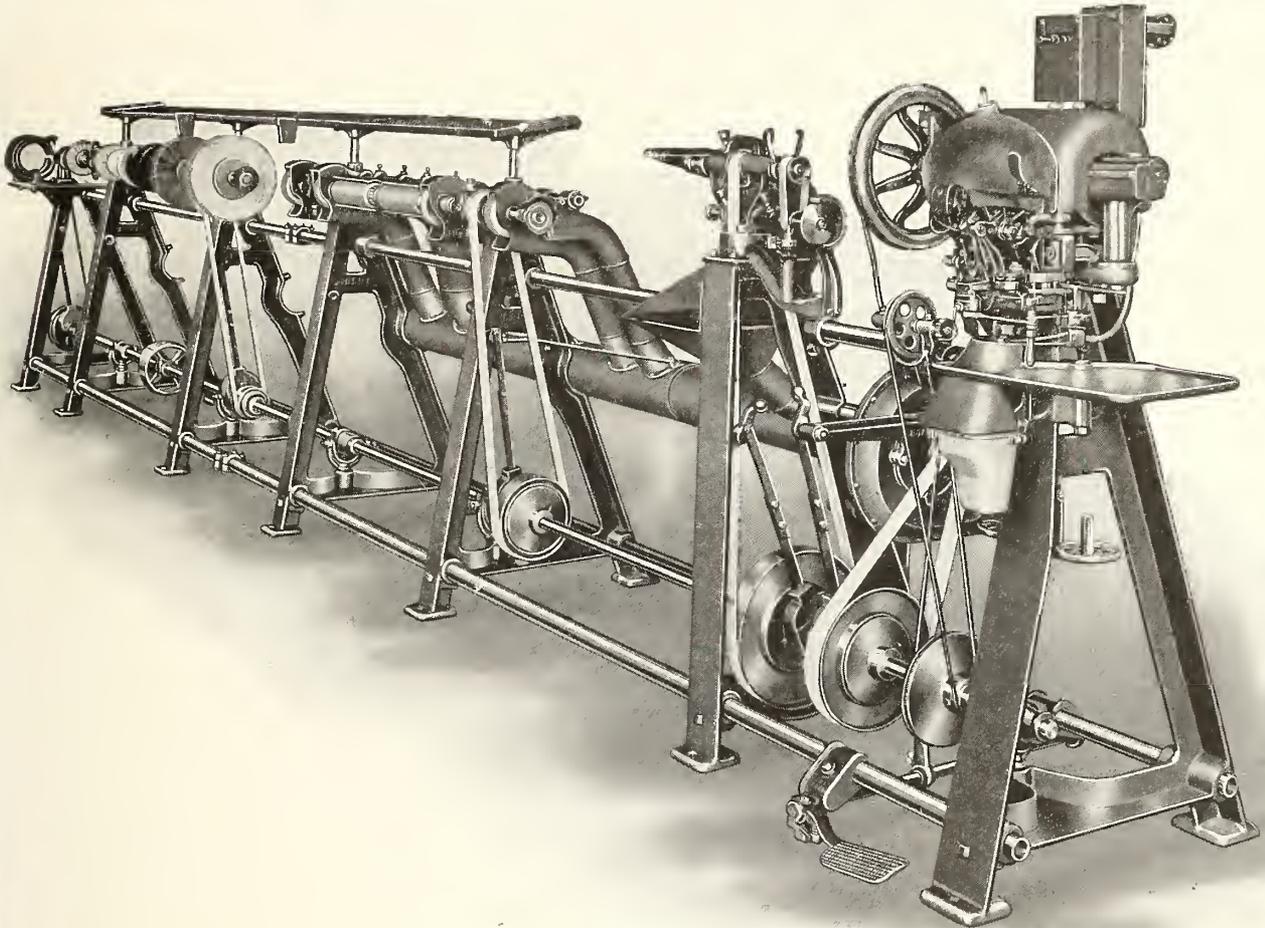
"We deliver what you buy"

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Mention "Shoe and Leather Journal" when writing an advertiser

DELIVERING THE GOODS IS OF GREAT IMPORTANCE TO SUCCESSFUL SHOE REPAIRING



Illustrating our 22ft. Goodyear Shoe Repairing Outfit Model N.--Built in our Montreal Factory

THE SHOP EQUIPPED WITH A
GOODYEAR WELT SHOE REPAIRING OUTFIT
IS ASSURED OF BEING IN A POSITION TO DELIVER THE GOODS
PROMPTLY AND SATISFACTORILY

Built in a size for every business—a style for every requirement
Used and endorsed by successful shoe repairers. Installed on terms that you can afford

Write for our latest catalogue and terms to-day.

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

MAIN OFFICE AND FACTORY

MONTREAL

TORONTO
90 Adelaide Street W.

KITCHENER
46 Foundry Street, S.

QUEBEC
28 Demers Street

CLARK BROS., Limited

St. Stephen

N. B.

Our salesmen are now on the road with a snappy and up-to-date line of Women's shoes, with a complete range of the latest styles in Oxfords and Straps, to retail at

\$5.00

We are also showing the very latest models in Women's 8'' and 9'' Bals.

Although the market has been steadily advancing in Hides, Skins and finished Leathers, we are maintaining our line of Low Shoes in Black and Brown Calf and Black and Brown Kid and Patent Leather to retail at

\$5.00

We extend to you an invitation to visit our Booth No. 11 at the Toronto Exposition August 26 to Sept. 9.

CLARK BROS., Limited

St. Stephen

N. B.

THE SHOE & LEATHER JOURNAL

PUBLISHED · TWICE · A · MONTH

Make It Come True

The next three months will be the best of the past twenty four in the shoe business. The cloud, which a month or two ago was no bigger than a man's hand, now promises refreshing showers.

But these will bring little good to the man who has not his plans made, for business optimism when it gets no further down than the head, is worse than bootleggers' hooch.

There will be lots of empty tubs when the rain is over. Let it not be said of you, that the opportunity knocked and you were not there.

Begin now to make your hopes come true.

Member Audit Bureau of Circulations

ACTON PUBLISHING CO. LIMITED
TORONTO MONTREAL

Make the Most of Summer Sales

“OUTING”

Brand

Canvas Shoes

Study out the definite selling points of “Outing” Brand Canvas Shoes for yourself and your salesmen.

These sturdy, comfortable, durable shoes are rich in selling points that will reward your effort by convincing customers and closing sales for you.

Observe the exceptional quality of the canvas used; the superior tread; the quality of the rubber and its pliability. Your examination will reveal many more points that will appeal to your merchandising ability and experience.

Is Your Stock Complete ?

**Gutta Percha & Rubber
Limited**

Head Offices and Factories: Toronto

(Branches in all leading Canadian Cities)



CANADA'S NATIONAL COUNTER

YOU

Know the art of
Good Shoemaking

WE

Know the art of
Good Counter Making

Together

We Produce Results
in shoe selling

The superior strength, the absolute uniformity, the perfect fitting qualities of D. & P. FIBRE COUNTERS warrant your using them **EXCLUSIVELY** in your new lines for the coming Season.

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



Mention "Shoe and Leather Journal" when writing an advertise



Come and See

We will have on exhibition at the Canadian National Exposition, a complete line of

DOMINION CALF

In All The
Newest Shades and Finishes

Shoe Manufacturers, Shoe Wholesalers, and Retailers are invited to call and personally inspect these outstanding examples of Canadian supremacy in High Grade Shoe Leathers.

MAKE OUR BOOTH YOUR HEADQUARTERS

Davis Leather Company

Limited

Newmarket

Ontario

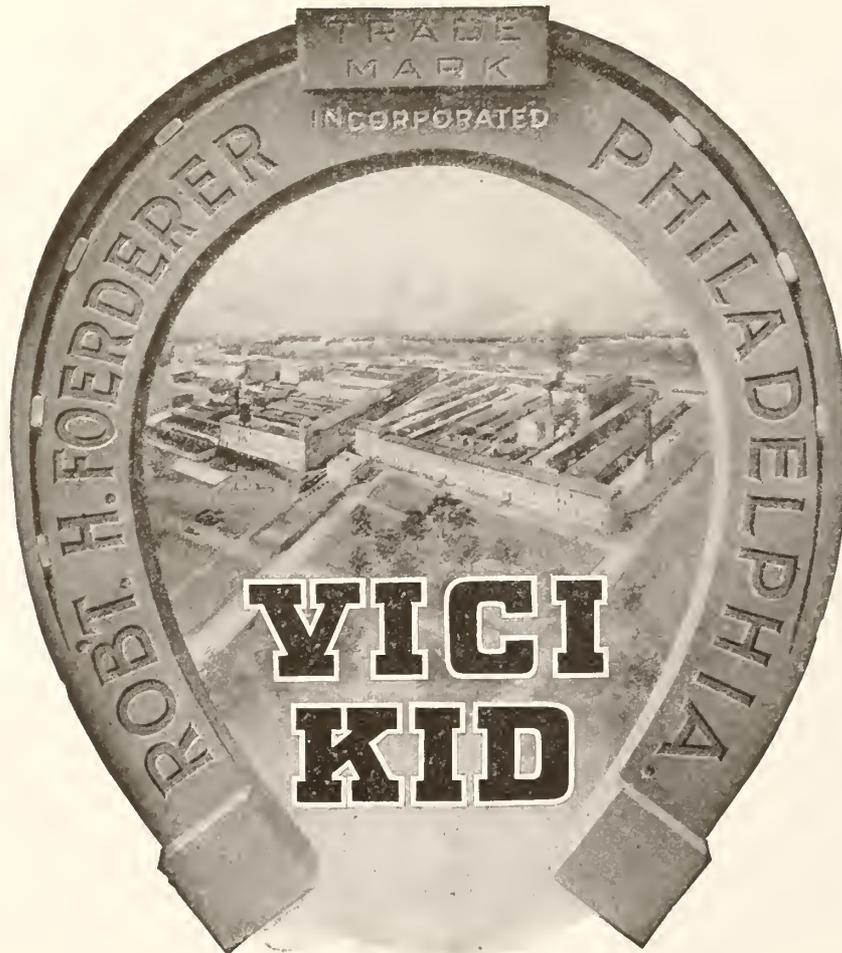
Mention "Shoe and Leather Journal" when writing an advertiser

ROBERT H. FOERDERER

PHILADELPHIA

INCORPORATED

PENN., U.S.A



Mention "Shoe and Leather Journal" when writing an advertiser



Men's Oxfords now command a year-round popularity. Worn with Spats they are both fashionable and serviceable for Fall and Winter Wear.

This new Bell Oxford—a snappy pattern and a roomy last—catches a man with the double appeal of Style and Fit.

Your displays for the coming Season will not be at full selling strength unless they include this model with a selection of equally attractive ones from the Bell Line.

J. & T. BELL, LIMITED

Montreal, Quebec

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



The Perth Line of Women's Fine Welts

will be shown in the Shoe Manufacturers' Section at

The Toronto Fair

Booth 14

*We cordially invite you to visit our Booth
either to inspect our line, or to rest.*

We are also showing a complete range of samples
including lines carried IN-STOCK at The King
Edward Hotel—Room 706.

Mr. H. B. McGee, our Toronto representative, in charge.

Perth Shoe Company, Limited
Perth, Ontario

Largest Manufacturers of Women's Fine Welts Exclusively in Canada.



These
Staples
Lead
All Over
Canada



There is many a Canadian merchant can trace the largest volume of his REPEAT trade to Yamaska Brand Shoes.

The VALUE you give your customers in these staples of quality and style multiplies your sales and makes each one a profitable trade-building transaction.

Simplify your Fall buying and overcome the necessity of sharing your profits with the middleman, by buying from our extensive lines direct from our salesmen.

Yamaska
Staples
for
Value!



La Compagnie J.A. & M. Cote
ST. HYACINTHE, QUE.



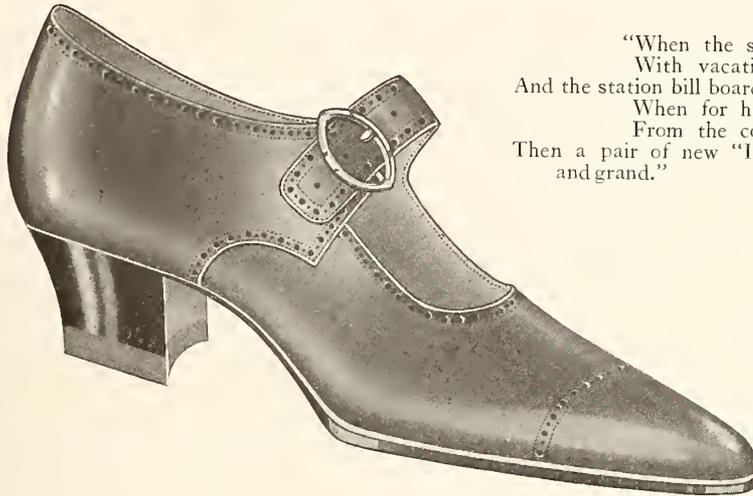
The merchants who guide their buying according to the fixed principle of better Value and finer Style are certain to select this example of Kingsbury Shoemaking as a feature offering for the coming season.

A Two Strap Model, made in Patent, attractively patterned with suede inlays in the quarter, and featuring an exceptionally popular last, it needs only the introduction afforded by prominent displays to produce valuable business with your particular women patrons.

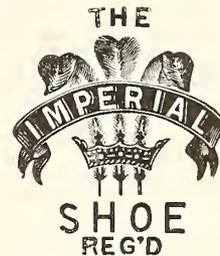
KINGSBURY FOOTWEAR CO., LIMITED
Montreal



J. A. McLAREN COMPANY LIMITED



"When the summer days are ending
With vacation shoes past mending
And the station bill boards tell the Exhibition's near at hand
When for home you're deeply yearning
From the country's lure you're turning
Then a pair of new "IMPERIAL SHOES" feels glorious
and grand."



With the clearing out of your light summer lines you will feel the need of between Season shoes, the kind that fits in between the warmer days of summer and the colder weather of the early Fall, when something just a bit heavier gives that feeling of comfort that helps to brace one up.

For this Autumn Season we have exactly these attractive lines that your particular customers will be asking for when they arrive home from their summer vacation.

Women's Oxfords and Strap Shoes

In the better kinds of finer leathers such as:-

GUN METAL CALF
PATENT LEATHER

and

GOLDEN BROWN CALF
DONGOLA KID

These are the *Leathers* and the *shoes* that will suit fastidious people who want and will pay for the *right thing* made in the *right way* and from the dealer who has them at the *right time*.

By placing your order with our salesman on his next visit you will be sure to have the goods that the people want and when they want them.

Canadian National Exhibition August 26th to September 9th

As usual we'll have a list of attractive "Specials" for those who call to see us when in Toronto at "THE FAIR" and which will help out your expense account. Drop in on us on your way from the station and get an early look at our bill-of-fare which you'll find worth while.

All orders received either through our salesmen or otherwise have that immediate and careful attention which makes you think of us when you have further orders to place.

J. A. McLaren Company Limited

30 FRONT STREET W.

-:-

TORONTO

THE
Astoria
SHOE

A Good Name Backed By A Good Shoe

Astoria Shoes

"Tailor-Made For Particular Trade."

Astoria has long been a name associated with the best in shoes.

Astoria Shoes don't rest on the laurels of the name that was made for them years ago. The Astoria Shoe to-day is even better.

Quality of materials has always been apparent in Astoria Shoes—workmanship has always been faultless.

To-day, probably to a degree never before in the history of the shoe, Astoria leads in style. We have specialized in the creation of stylish original lasts.

Astoria is the shoe that will take with your customers.

It will bring trade to your store.

Scott-McHale Company, Limited
London - Canada

THE
Astoria
SHOE

SMARDON SHOE CO. LIMITED

MAKERS OF

HIGH CLASS FOOTWEAR FOR WOMEN

533 VISITATION ST.

MONTREAL, CANADA

WE WILL EXHIBIT
SAMPLES AT THE
TORONTO EXHIBIT-
ION AUGUST 26
TO SEPT. 9.

BOOTH NO. 29

For the convenience of
customers desiring a
private inspection, we
will show samples at
The King Edward Hotel

SMARDON SHOE COMPANY, LIMITED

Manufacturers of Tarsal-Ease

Shoes for Ladies.



Two Important Facts

Two important facts about STANDARD Colored Kid are that it is always made from fine-grained raw stock and that it is sold at prices which make it a practical buy for the shoe manufacturer.

When the style-tendency was against Colored Kid, STANDARD Kid did the same big volume of business that it is doing now. See samples and get prices on the colors that you are planning to use.

THE STANDARD KID CO.
BOSTON, MASS.

Branches in New York, Philadelphia, Cincinnati,
Chicago, St. Louis

La Duchesse



The best and surest way to overcome all buying resistance is to feature La Duchesse values. The hesitancy to buy that is often produced when higher priced lines are shown is turned into quick selling action when their equal in style and their superior in value is offered in La Duchesse Shoes.

New lasts and patterns added to our lines give Jobbers the benefit of some unrivalled trade producers for the coming season.

“LaDuchesse” Shoe Co., Registered
MONTREAL, QUE.

*Making Women's Welts, McKays and Turns of a Standard
quality for the Wholesale trade*

An Invitation

You are cordially invited to inspect our lines of "London Lady," "Derby" and "Murray Made" shoes displayed in Booth No. 13 at the Shoe Manufacturers' Show in the New Arena Building during

Canadian National Exhibition

Aug. 26th to Sept. 9th

Call also on Mr. J. D. Settle, our Toronto Representative, at Room 169, Queen's Hotel. Mr. Settle has our lines on display there, and he will be pleased to see you.

Murray Shoe Co., Limited

London

Canada



The MINER RUBBER CO. Limited

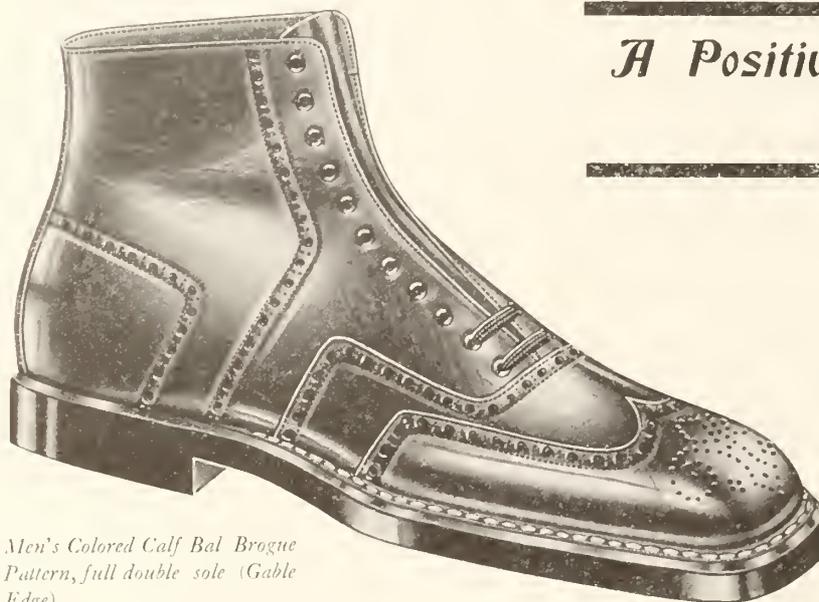
Branches and Selling Agents

The J. Leckie Co., Limited.....	Vancouver, B.C.
The Miner Rubber Co., Limited.....	Calgary, Alta.
The Miner Rubber Co., Limited.....	Edmonton, Alta.
Congdon, Marsh Limited.....	} Regina, Sask.
The Miner Rubber Co., Limited.....	
Congdon, Marsh Limited.....	Winnipeg, Man.
The Haileybury Wholesalers, Limited.....	Haileybury, Ont.
Coates, Burns & Wanless.....	London, Ont.
R. B. Griffith & Co.....	Hamilton, Ont.
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The J. M. Humphrey Co., Limited.....	Sydney, C.B.
The Miner Rubber Co., Limited.....	Halifax, N.S.
R. T. Holman Limited.....	Summerside, P.E.I.

Samples of our Rubber and Canvas Shoes will be on exhibition at Booths K and L in the New Arena Building during The Toronto Fair.

You are cordially invited to look us up.

Something To Make Men Buy



*Men's Colored Calf Bal Brogue
Pattern, full double sole (Gable
Edge)*

*A Positive
Seller*

There is style to THIS shoe that you can be sure will not be passed by un-noticed by particular buyers. In addition, it is a QUALITY shoe through and through, made to earn the wearers' esteem by giving them all they demand in fit and service.

IT IS ONE OF THE MANY NEW MODELS WITH WHICH WE ARE KEEPING OUR LINES RIGHT UP TO STRENGTH SO THAT THEY WILL CONTINUE TO HOLD THEIR LEADERSHIP AS SHOES OF POPULARITY AND PROFIT.

With the buying season at hand, arrange now to see our complete lines of Welts, McKays and Turns.

Dufresne & Locke, Limited

Montreal, P. Q.

"Frank W. Slater's Strider Shoe"

OUR SALESMEN

will leave for their respective territories on or about August 25th with an extensive line showing the very latest lasts and patterns in

MEN'S and WOMEN'S FINE WELTS

For Spring 1923. Included in this year's samples are an exceptionally fine range of novelties in Women's Shoes.

A full line of samples as well as stock carried at Room H. Yonge St. Arcade, Toronto—for Ontario trade only. Phone Main 3960.

Our complete range of samples always on display at our Factory Showrooms, 587 Beaudry St., Montreal, where we carry an extensive stock.

WE CORDIALLY INVITE YOU TO INSPECT OUR DISPLAY AT BOOTH NO. 3 AT THE CANADIAN NATIONAL EXHIBITION AT THE COLISEUM, TORONTO—AUGUST 26TH TO SEPTEMBER 9TH.

Catalogue and Price List Mailed on Request

In Stock for immediate delivery.

"By every standard of comparison Strider Shoes are better."

EAGLE SHOE CO., Limited
587 BEAUDRY ST. MONTREAL

Nursery Shoes at the Exhibition



Absolutely a waterproof stain and polish. Show-card in each box.

Dealers who visit the Canadian National Exhibition in Toronto, August 26th to September 9th, will find the ever popular Nursery Shoes and

Tilley Shoe Dressings

Displayed at booths Nos. 42 and 43 in the Industrial Building, where we will be glad to demonstrate the superiority of our shoe dressings at any time.

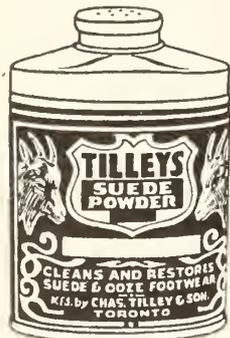


In Black, Tan, Brown, Mahogany and Ox Blood. Does not stain the hands.



A polish and preserver for patent and enamelled leather in black and white.

Most successful renovator for suede shoes, black and all new season's shades.



Tilley's Nu-Buck Dressing (Liquid)

A reliable dressing for Nu-Buck, cleans and restores the nap, while preserving the suppleness of the leather.

Tilley's White Peak Dressing Waterproof

A new feature for Canvas, Nu-Buck, White Suede, etc.

Easily applied and will resist the damp weather. Put up in Shaker Canisters. This dependable and easily sold dressing will be displayed in the Manufacturers' Building under the Grand Stand.

A Handy Little Bag



A quick, handy and reliable dry cleaner for white canvas: suede, buck, etc. in display box.



A high quality cleaner for all fabrics and leathers. Will not injure the finest or most delicate materials. Sold from coast to coast.

An Invitation!

Every member of the trade is cordially invited to visit our warehouse on Richmond St. during the visit to Toronto for the Exhibition.

Made in Canada

Leather and Shoe Store Supplies

Tilley's Nu-Buck Powder

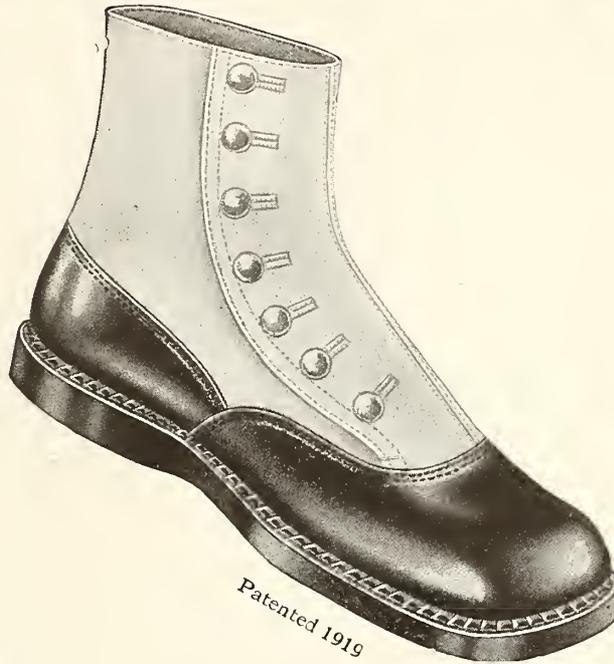
A quick and effective dressing for shoes, not badly stained.

Put up in Sprinkler tins, also in bags (a novel idea).

Chas. Tilley & Son, Limited
90 Richmond St. W. Toronto

Mention "Shoe and Leather Journal" when writing an advertiser

GLOBE



GET THE GENUINE

GLOBE "PILLOW WELT" AND "BABY PILLOW WELT" SHOES ARE THE ONLY GENUINE GOODYEAR WELT SHOES MADE WITH A PILLOW WELT INSOLE.

Imitations of Globe construction can never give the exclusive Globe qualities in comfort, fit and wear - NOR THE GLOBE RESULTS IN SALES.

Be prepared to meet the big early Fall demands for Children's Shoes by having a full selection of the Globe Shoes.

A salesman will show you the entire line whenever requested.

CARRIED IN STOCK BY A. LAMBERT, INC., Montreal.

GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

Montreal Office---11 St. James St.

Representative---J. A. BLUTEAU

MONARCH and BRANDON

Shoes for Men and Women



Why Men and Women buy "Monarch and Brandon" shoes, because they make the best.

Not only the best, but style, quality and wearing service are combined.

"Monarch and Brandon" shoes satisfy men and wo-

men and hold their custom. Arrange to see our new fall samples of Men's and Women's before you place your next order. We are in a position to give twenty-one day delivery on immediate orders.

Canadian National Exhibition

Aug. 26th to Sept. 9th.

We will be glad to welcome any member of the trade at our Booth No. 23 in the New Coliseum during the Canadian National Exhibition.

The Brandon Shoe Co., Limited

BRANTFORD, ONTARIO

IN STOCK FOR IMMEDIATE DELIVERY



- | | | | |
|---|--|--|-------------------|
| 1408—Women's Patent One Strap Buck Apron, Slip Sole, as illustrated | Grey illus-
trated
Price \$3.35 | 1411—Women's all Duchess Calf One Strap, Slip Sole. | Price 3.00 |
| 1409—Women's Tan Calf, One Smoked Elk Apron, Slip | Strap Sole.
Price 3.35 | 1414—Women's all Velour Calf One Strap, Slip Sole. | Price 3.00 |
| 1410—Women's all Patent, One Slip Sole. | Strap,
Price 2.85 | 1415—Women's Duchess Calf, Oxford, Slip Sole, Rubber Heel. | Price 3.10 |

These lines represent the very best that the Shoe Manufacturers are producing in fine workmanship and value. They have been selected after a careful inspection of various lines now offered to fill the popular demand for stylish well fitting durable footwear at a low price.

Prompt Attention Given to Rush Orders

James Robinson Company
Limited

184 McGill St.

Montreal

HURLBURT'S FLEXIBLE McKAY CUSHION SOLE SHOES

are made from the best stock that money can buy, over good roomy lasts. The McKay process allows this attractive shoe to be repaired by any local shoe repairer and the sole is as Flexible as a Turn Sole Shoe.

Made in 60 different lines

The following lines are in stock ready for immediate shipment:—



	INFANTS'				
Sizes 5 to 7½	Spring Heel	Nature Last			
9352	Inf. Choc. Clf. Blu. S. H.		\$2.65	9262	Child's Glove Clf. Blu. G. M. Foxed.....
9362	Inf. Glove Clf. Blu. G. M. Foxed S. H.	2.60		9263	Child's Glove Pat. Butt G. M. Foxed....
9363	Inf. Glove Clf. Butt G. M. Foxed S. H.	2.65		9272	Child's Glove Clf. Blu. Pat. Foxed.....
9372	Inf. Glove Clf. Blu. Pat. Foxed S. H.	2.60		9273	Child's Glove Clf. Butt. Pat. Foxed.....
9373	Inf. Glove. Clf. Butt Pat. Foxed S. H.	2.65		9863	Child's Black Clf. Instep Strap.....
9963	Inf. Blk. Clf. Instep Strap S. H.	1.90		9873	Child's Pat. Instep Strap.....
9973	Inf. Pat. Instep Strap S. H.	1.90		9874	Child's Pat. Oxford Lace.....
	CHILD'S				MISSES'
Sizes 8 to 10½	Spring Heel	Nature Last		Sizes 11 to 2	made with low heel
9252	Child's Choc. Clf. Blu.		\$3.05	9162	Misses' Glove Clf. Bal. G. M. Foxed H. C.
				9773	Misses' Pat. Instep Strap.....
				9774	Misses' Pat. Oxford Lace.....

Every step a pleasure in a pair of Hurlburt's Flexible McKay Cushion-Sole Shoes. Look for the trade mark of Musket and Bow and Arrow on every pair.

The Hurlburt Cushion Sole Shoe Co.,

BARRIE

ONTARIO

Process Patent. Trade Mark Regd.



"Olga"



"Naldera"

An Invitation To Exhibition Visitors

During your visit to Toronto we extend you a cordial invitation to call on us at our factory and show room where you will find displayed a very exclusive range of Women's High Grade Turn Shoes embodying all of those better features for which the Newport Line is noted.

We will arrange for one of our cars to call at your hotel for you and convey you to the factory.

Newport Shoe Co., Limited

51 Wolsley St.

Toronto, Ont.

'Phone College 3425

The "Model" Brand

The Best In Fine Shoes



"W.B.H." The Best in Staple Shoes

During the Exhibition we are offering for special sale a number of clearing lines, and samples at very attractive prices.

You are sure to visit Toronto for the fair. Why not drop in and see these bargains for yourself.

The money you will save will more than pay your expenses.

W.B. Hamilton Shoe Co.
Limited

Established 1846

TORONTO

15 and 17 Front St., E.

Model
SHOE

W.B.H.
SHOE
ALL SOLID LEATHER

Robson Leathers!

Black Beauty

Chrome Patent Sides

The greatest proof of the superiority of Black Beauty Chrome Patent Sides is the continual re-order orders the manufacturer receives for shoes made from this line.

Here are our other Lines

Tan Chrome Sides
 Mahogany Chrome Sides
 Royal Purple Chrome Sides
 Elks - various colors
 White Buck



Dull Chrome Sides
 Bright Boarded Sides
 Retan Storm Sides
 Waterproof Sides
 Chrome Tongue Splits

Oshawa

Canada



Boys' Made on "Corson's Hikers" last. A natural last for growing feet in C, D and E widths. Black and Tan Winter Calf.

Our New "Hiker" for Boys

Here's a real shoe for real boys. A shoe that will stand the wear. A shoe that gives the mileage in wear and service. A shoe that proves its value.

CORSON'S
HIKERS
 THE BOYS SHOE WITH THE
 MILEAGE BUILT RIGHT INTO IT

It's a Corson shoe, therefore, a good shoe. Made in Chrome Winter Calf Uppers and Bulldog Soles. Double and triple stitched.

CORSON SHOE MFG. CO., Limited
 100 STIRLING RD., TORONTO



*Men's Reo Last.
Made in Royal Purple Calf.*

A Shoe that Pleases---

Men who are particular about the appearance of their feet, always buy Regal shoes.

The "Reo" has made a particular hit with men because it embodies the comfort, style and appearance, necessary to well shod feet.

At Canadian National Exhibition

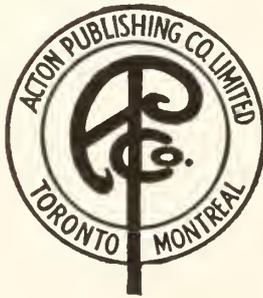
You will find a complete and interesting display of Regal Shoes at our display in Booth No. 4, at the Shoe Manufacturers' Exhibition in the Live Stock Arena, during the Canadian National Exhibition, Aug. 26th to Sept. 9th.

CORSON SHOE MFG. CO., Limited

100 STIRLING RD., TORONTO



Back Him Up!



WHEN your salesman reaches a prospect, back him up with good printing. Your circulars, folders, booklets, box labels, shipping tags, letter heads etc. should have a printed personality of their own. If your story is worthy of printers' ink, it is worth printing effectively.

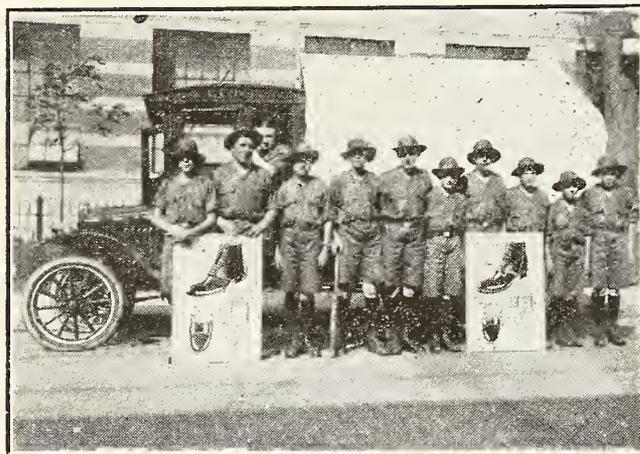
Our many years close association with the Shoe and Leather Trade, makes it possible for us to print literature in commanding and business building way.

Write for full information.

Sell by the Printed Word

400 Miles on Bulldog Soles

The ten Boy Scouts below have tramped over 400 miles through Western Ontario, wearing Bulldog Sole, and doing their best to wear it out. Many manufacturers would not care to subject their leather to such a test of endurance.



See These Boys at the Exhibition

Bulldog Sole Leather

is the result of years of hard thought, study and experiment in the preparation of sole leather. That it's hard to wear out, has been shown by this and other tests.

Call on Us at the Exhibition

We shall have a complete and interesting display of Bulldog Sole, and other Beardmore Leathers at our Booth, and of shoes in which they have been used. It will be worth your while to see them at Booths A, B and C, at the Canadian National Exhibition, August 26th to September 9th.

Beardmore & Co.,
37 Front St. E. Toronto



SHOE WHOLESALERS

will make more sales and a quicker turnover with bigger profits by featuring the

HECTOR LINE

of

TURN FOOTWEAR

for

SPRING 1923

We make Turn Footwear only, therefore, are able to offer exceptional values for coming season. See us before placing your order.

HECTOR SHOE COMPANY

331 DEMONTIGNY ST. EAST

MONTREAL

F. X. Leblanc, Managing Director.

Distinctive colors as approved at

The Boston Style Show

are again featured in

Collis Calf

A full grained upper leather produced in clear finishes which lend character and tone to high grade shoes

For Men And Women

Our popular shades in all grades and weights are further supported by staple lines of black in

Smooth, Box, Eye-Buck and Scotch Grain

Our to-day's prices do not represent replacement costs for future delivery.

The Collis Leather Co., Ltd.

Aurora, Ont.

“Lady Belle” Shoes

at the Exhibition

When visiting the Canadian National Exhibition don't fail to inspect the “LADY BELLE” line displayed in

Booth 15 in the Arena Building

You will find our representative pleased to see you. Our display of LADY BELLE Fine McKay Shoes will interest you.

The Lady Belle Shoe Co., Ltd.

Kitchener

Ontario



The premier material for Insoles, Sock Linings and Heel Pads. Insole Stock any thickness desired in Oak color and White. Sock Linings and Heel Pads in Oak Color, Grey and White.

WRITE FOR SAMPLES

Kaneva Insoling

Plain or backed with felt for McKays. Very flexible. Unaffected by moisture, and will outlive the shoe.

HEEL PADS

Kendex,
Felt,
Imitation Leather
backed with felt.

PIECE FELTS

For
every
purpose

FELT TONGUE LINING

Stripped
or by
the piece

KENWORTHY BROS. OF CANADA, Limited
ST. JOHNS - QUEBEC



Men's Heavy Chocolate Chrome Retan. An ideal boot for the farm.



Men's eleven inch smooth elk blucher with chocolate elk trimming.

Four Lines that Sell

*Shoes built for Sales
Service and Profit*



Men's combination chocolate elk blucher, smoked elk trimming.



Misses' whole quarter box calf blucher McKay.

Wholesale Only

The T. Sisman Shoe Company

Limited

Head Office, Aurora

Branch, Newmarket

Shoe and Leather Journal

Published Twice a Month

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JAMES ACTON, President

Montreal Office:
510 Coristine Building

Boston Office:
161 Summer Street

TO ADVERTISERS

Over a period of thirty-five years the Shoe and Leather Journal has steadily worked to the purpose of building and maintaining a circulation which is thoroughly representative of the shoe trade of Canada. An advertiser is entitled to know not only aggregate circulation, but also just where his advertising is being sent. To that end our lists have always been open to the inspection of our advertisers. In order that certified analysis may be made, the Shoe and Leather Journal has been accepted as:

Member of the Audit Bureau of Circulations.

A Fresh Start

WITHIN the next two or three weeks the decks ought to be well cleared, and the fall campaign fairly under way. Throughout the country, August sales have been in full swing, and the balance of the month ought to see summer stocks and leftovers pretty well cleaned up.

There seems to be some difference of opinion as to the condition of stocks, both wholesale and retail. Some retailers claim that they are still ample enough for regular needs, but from the way that orders have been coming in for odd sizes, during the past month, wholesalers seem to think that retailers are pretty well down to "hard pan." It is safe to assume that there cannot be much surplus stocks, as dealers have been following a hand-to-mouth policy for the past two or three seasons in buying, and meanwhile, sales have been fair in most localities.

Wholesalers report that business in men's shoes has gone ahead as compared with women's, especially in regular lines, and this is an encouraging sign showing that not only has unemployment been substantially diminished, but men generally speaking have begun to feel confidence in the future, and seem satisfied that the bottom has been reached, as far as prices are concerned. Those who laid in stocks of shoes when the cost was going up have evidently used up their supplies, and are ready once more to consider fresh purchases.

In women's lines the uncertainty of styles militates against increased activity. Dealers are not just sure what the future holds in the way of change from the craze for low shoes that has obtained now for nearly four seasons, and are therefore not inclined to anticipate the future in buying.

Almost every retailer one meets inveighs against the constant changes in style that have made the past two seasons so precarious for handlers of this class of footwear. That is why it is practically impossible to get them to figure their requirements in this line. Manufacturers will do well to curtail the tendency to turn out something new after they have gotten out the new season's samples, and should assure their customers that there will be no "novelties" after they have once started out to sell spring goods.

As to prices, all indications point to a stronger market in shoe materials, and there will be no change, as far as manufacturing costs go, unless in an upward direction. Conditions during the past year have not conduced to lowered overhead. It will be a safe policy to buy fairly liberally at present prices, and the man who holds off for reductions will make a serious mistake. Conditions generally throughout the country point to greater stability.

In the Market Place

There are so many conflicting factors evident in the situation today that he would be very rash who would hazard a definite prophecy as to conditions in the fall. In the first place, we are passing through the dog-days, when men's business spirits are usually at low ebb. The average business man does not look for good trade in August, so he usually finds what he looks for. On top of the usual summer slackness, however, we have this year been granted a simultaneous coal and railway strike in the United States, with possibilities of its spread to the Dominion. Just what effect this may have on general conditions will be shown over the next few months.

Over against this can be set the generally encouraging crop prospects, which indicate a revivalling of the record crop of 1915. Prices for agricultural products are low as compared to the peak, but they should be better than last year, and with increased yields, and lowered costs, the farmer's purchasing power should be materially improved.

"We anticipate a very good crop in Manitoba, Southern Saskatchewan, and parts of Alberta, which should make business very good after money begins to circulate, about the latter part of September, or the first of October. But we do not look for any particular rush back to normal business, but it appears that it will be a slow, steady climb." A Western Ontario man reports marked improvement in general conditions, with a decrease in unemployment. A Central Ontario man says that factories are running slow, which affects business, but that unemployment has decreased in some lines. From the East, one of our friends says:—

"The general business situation in the Maritime Provinces during the summer has been rather quiet, but things are moving a little more now and, as stated before, we anticipate an improvement in the fall trade. We think we have passed the turning point of the low ebb of conditions and while the improvement may be slow, things will gradually improve and another year should show much better business conditions.

"There are very few unemployed in this section at present. The Harvest Excursions have taken a large number out of the Maritime Provinces and as other industries seem to be moving along better, we think there will be less unemployment from week to week."

Retail Trade.

Shoe retailers have been devoting their energies to cleaning out their summer shoes, particularly white goods. The relatively cool summer has resulted in less white shoes being bought and worn than was anticipated. This has brought about a sporty condition, and we find that while some dealers will come through the summer with comparatively clean stocks, others will have quite an accumulation of white shoes on their hands. As purchases were relatively light, however, the condition should not be serious. Moreover, the fact that many women did not buy white shoes means that they have been making their late spring and early summer shoes carry them through. So that with the arrival of autumn, this will mean many extra sales of low shoes. Trade in general has been better than a year ago, though July and early August showed a falling off from June, which was a rather good month in most localities. Dealers, however, are feeling optimistic, and are looking for late August and September to show a decided picking up

in the volume of business. The public are going along economically, which is wise on their part. But they still have to purchase necessities. In districts where the general business conditions have improved there is noted a freer impulse to buy, but where conditions have been very quiet economy is more than ever the watchword. With some it is a case of the spirit being willing but the flesh weak. As one dealer puts it:—

"They have loosened the strings, but find nothing in the purse."

Retailers have been confining their efforts to the sale of white shoes, but interest is being revived in popular priced strap shoes in some quarters, and by the end of this month business in the new fall goods should be well awakened. These fall shoes will show no marked change from what was selling in June. The extremely low heel will still sell enough to clear out lines in hand, but the tendency towards a higher heel has been noted in most localities, with the result that the women will be demanding it more and more. Novelty shoes are still offered, though the trend is towards plainer effects. Black still predominates, in patent, suede, satin for fine wear, calf and kid for walking shoes. A fair proportion of medium browns will be good. Cut outs are giving way to insert effects. The strap in various effects, with buckle or button may be expected to hold the lead through early fall. Canadians have not turned to the tongue pump to any extent as yet, but if its vogue continues in the United States, we can expect a call for it in this country at least in the larger cities. Novelties such as fancy Russian boots, or Russian effects have sold in limited quantity in larger centres, but this does not appeal to the great majority of buyers.

Manufacturing and Wholesale Trade.

While the manufacturers of medium to low priced goods have been fairly busy right along, makers of fine shoes found the going slow. Recently however, volume of orders has picked up, till we find a number of manufacturers sold up well into October, which is quite a distance these days. Given favorable conditions in the early fall, there should be enough business passing to keep the wheels going beyond the turn of the year. Buying for fall has been delayed this year, and there is talk of retailers losing sales in September through lack of shoes. Certainly today it would be difficult to get a sizeable order through the factories for early fall goods. Retailers' stocks are reported as low, but some authorities feel that goods carried over from spring, particularly in oxfords, may be in larger quantity than is thought. Men's business, which has been uniformly quiet during the past year or more shows signs of awakening.

Steady advances in prices of raw materials have given the shoe manufacturer a problem to solve. Tanners who claim to have been operating at a continued loss say that rising hide prices mean higher leather. And price advances have been made all along the line. In some cases higher prices have been obtained, in others the net result was the abolition of price shading which was going on. Manufacturers are naturally averse to anything that might restrict volume. Nevertheless, some of them are unable to absorb increased costs in their shoes. If their resistance is strong enough to hold leather prices in line, their own prices will remain stable. Otherwise they can only do one of two things, absorb the increased cost, or pass it along. There are some who frankly state that they have had their noses to the grindstone for two years now, and think it is nearly time that they made a little money. In which case they feel compelled to advance their prices. Others say they will not advance prices till a last resort.

Stray Shots From Solomon

All work and no play may make Jack a dull boy, but all play and no work will make him an enemy to society. Work is good for man or boy, and the sweat of the brow means cleanness of soul, as well as strength of body. The trouble with this age is that everybody seems to be dodging work. We have the idle rich, and the poor, who wish to imitate them in their vice, and who seem to think that one great thing worth while is to play themselves. The eight hour day was once the ambition of the worker, but now it is five, and if some had their way, it would be a crime to work at all between meals. "In the morning sow thy seed, and in the evening withhold not thine hand, for thou knowest whether shall prosper this or that." The man who is constantly figuring how little work he can put into a day will never get anywhere.

* * * *

Get out of the fatal habit of putting off disagreeable or troublesome things. A darkey down south who was asked why he did not repair the roof of his wretched cabin, replied, as he scratched his woolly head: "Well, Boss, it's like this. When it's fine weather, I don't need no roof, and when it is wet aw can't get on de roof." "By much slothfulness the building decayeth, and through idleness of the hands, the house droppeth through." Many a business house that has collapsed might have been saved had proper attention been given in time to underpinning or roof. A stitch in time saves nine, and much hard working is avoided by keeping the path clear. Have your tools sharp and your work will be a pleasure as well as easy and profitable. An hour's preparation or foresight, will save days of toil and worry. The putting-off habit is the root of many evils, and the father of much misery. Do it now, and let something else wait.

* * * *

When a man talks much it is a sign either of a light head or crooked heart. "A fool multiplieth words." The man with a good cause has not much need of a limber tongue. You are safe in asking when you hear one of those jawsmiths, not what he is driving at, but where is the colored gentleman in the woodpile. The man who mourns the loss of adequate language, may comfort himself with the thought that even a fool may make a reputation for wisdom if he knows enough to keep quiet. The blatherskite is brother

to the liar, for the tongue is certainly an unruly member, and is as apt to stretch as it is to wag. If the lawyer loves one thing more than another in trying a case, it is to get an opposition witness who wants to talk. A talkative witness makes a good perjurer. A crook as well as a fool is full of words.

* * * *

The man who thinks much, talks less. "The words of a wise man's mouth are gracious." In other words the characteristic of the man of true wisdom is kindness. There is an old legend of the Man of Nazareth, which says that one day when he was entering the City there was a dead dog lying at the gate. Everybody who passed turned hastily aside and spat out in disgust. Going up softly to the unfortunate creature, Christ looked at it intently, and then remarked; "Pearls are not whiter than his teeth," as he passed on. The wise man sees good in everything that is not essentially bad. The world is in need of those who can turn aside from the chatter and noise of glib orthodoxy to find honesty, and worth, where others see only heresy or cantankerousness. Let us give the other fellow credit for honesty in his convictions and purposes, and while holding to our own views speak kindly of his.

* * * *

There is a kind of goodness that makes decent men and women breathe the Pharisee's prayer, "God, I thank Thee that I am not as other men are." The goodness that walks about with the placard about its neck, "I am good," and turns up its nose that is not squared to its narrow standard of holiness, makes devils laugh and angels weep. We have known men so good that the song of the birds on Sunday disturbed the sanctity of their Sabbath meditations, while for a human being to whistle on the Lord's Day was an "awful desecration." Some of these were men so holy that they could not live with their wives or get along with their children. Goodness that secludes itself and finds expression in criticism of the world in general, and other Christians in particular, is a kind concerning which we may well pray, "Good Lord, deliver us." "He that separateth himself seeketh his own desire." Look out that your goodness is not conceit, prejudice or bad digestion. Goodness and humility are inseparable. You can't palm off the wretched combination of narrowness, selfishness and egotism as the pure thing. The world does not make many mistakes in its estimates of men. You are valued at your worth. Take off the card.

The Round Table

About Hosiery--Children's Department--
Lost Sales

THE discussion about the "Round Table" this month, deals with three practical questions, passed on to the trade by dealers. They are:—

1. **What is the best method of displaying and handling hosiery in a shoe store to increase its sale?**

2. **Can a store doing a general popular priced business where many children's shoes are sold, operate successfully without the customary counter shelf ledge?**

3. **How can one find out best the number of people who leave the store without buying, and the reason? What is a fair average percentage of sales as against people waited on?**

While all three questions do not assume national importance, they all have a distinct bearing on problems met in the successful conduct of a retail shoe store. The purpose of these "Round Table" discussions is not only to foster the exchange of opinions and ideas amongst members of the trade, but also to give members an opportunity to put up questions, with the idea of obtaining answers from men with practical experience. Hence, any reader who has a question that is bothering him, or on which he would like to get widespread opinions should feel at liberty to send it to us, and we will pass it along. As the Irishman said "This is not a private fight, anyone can get into it."

What is the best method of displaying and handling hosiery in a shoe store to increase its sale?

This question comes from a dealer in a small city, who is noted for his aggressiveness and progressive ideas. Here, as elsewhere, he is seeking advice and ideas with which to boost business. We cannot say at the moment whether he already has a hosiery department or not. Perhaps he belongs to the shoemen who have realized the possibilities in this direction and just desires to improve his methods, if possible, or, on the other hand, his store may still be ranked with the large number of retail shoe establishments that have been passing up a profitable line of business. We noted quite a number of communications in this discussion which stated that the writers did not handle hosiery. Far be it from us to tell a man what he should or should not do. Their reasons may be of the best. But it does seem to an impartial observer that the man who sells a customer shoes, and then lets her—or him—step across the street to buy hose, is overlooking a good bet.

A Western Ontario Man Says:—

"Hosiery in a shoe store should be displayed in a silent salesman, in the case and on top of it. By all means, before purchasing a silent salesman get the advice of a gents' furnishing man or a ladies' clothing man, someone who knows how to display these goods and get the correct kind of a showcase. If a larger business is being done or anticipated, the dealer can put in individual shelving and fixtures. Give hosiery some opportunity for display in the windows and around the store and I believe that hosiery can be sold in a shoe store almost as easily as it can be sold in a dry goods store or gents' furnishing store."

An Ottawa man:—

Covers the situation briefly, saying:— "Have a regular department, with ample space for displaying, and with the proper fixtures."

A Nova Scotia Man says:—

"We use special display forms in the window and in the store. And feature hosiery along with shoes."

Another Ottawa man:—

"Use glass case, display frames, and give the salesmen a small commission."

A Maritime man:—

"A specially designed cabinet some four feet high with from twenty to thirty drawers of special length should be constructed to carry the stock of hosiery in its varied colors. On top of this should be built a glass cabinet case from 26 to 30 inches in height, with a mirror back. If two or three paper mache forms can be procured on which special numbers of silk hosiery, particularly with the shoe which they are intended to match, can be shown, these tend greatly to enhance the selling value of the hosiery and strongly suggest both shoes and hosiery at the one time. The display case suggested should be anywhere from four and one-half to six feet in length with the glass cabinet on top of the same length. The front of this glass case should slide outward and upward so as to readily produce any of the hosiery for inspection."

We are sorry more information was not given with regard to methods of pushing the sale of these goods. Each dealer probably has some useful ideas of his own for stimulating the movement of hosiery, and getting his sales staff to constantly carry it in mind. Another suggestion that was overlooked was the advisability of featuring hosiery in the store advertising, and letting the public know that you carry hosiery.

Can a store doing a general popular priced business where many children's shoes are sold, operate successfully without the customary counter shelf ledge.

This question was propounded by a dealer who is contemplating some changes in his store, and wants to get the opinion of some other shoemen on a question that has come up.

The opinions offered vary to quite a degree. For instance,

An Ottawa man says:—

"Counters are not necessary, but ledges are."

A Nova Scotia man says:—

"While the ordinary shoe store, where general lines are carried, can dispense with counter ledges, it is only done at more or less inconvenience, as well as loss of time. The ordinary sales person is bound to require a number of pairs of shoes on the floor when fitting, and it is a question of whether they look more untidy on the floor, to be stepped over or on, than on the ledge. I believe 90% of the shoe stores in Canada are equipped with counter ledges, and unless they are of an extremely deep or wide and unsightly type, they have never yet proved a detriment."

A New Brunswick man:—

"We contend that a shoe store handling a general line of footwear cannot handle it in a satisfactory manner, either to the customer or to the salesman, unless at least a narrow shelf is in the store. We have gone into the matter very much in detail. On one occasion, when the writer was in a leading Ontario city the proprietor of a Shoe Store was telling me what a wonderful advantage it was not having shelves, that you never saw shoes or boxes

lying around where a salesman was fitting a customer. Just then, on walking through the store, the writer called his attention to a case where a salesman was fitting a customer to some very high priced shoes, several of which were on the floor all around the fitting stool. So while some may have a hobby of doing away with shelves altogether on account of the appearance of the store, still it is a most impractical thing in our opinion. We think that at least a narrow shelf is practically essential in the average shoe store."

An Ontario Dealer says:—

"We use a small counter shelf, which we would find it difficult to get along without."

A Western Ontario man:—

"Yes, we are doing it."

A Winnipeg man says:—

"Yes I doubt if there is a counter ledge in a Winnipeg shoe store equipped in the last fifteen years."

A Nova Scotia dealer:—

"We do not think so. We still use the ledge and bicycle step-ladders."

A Western Ontario Retailer:—

"I would not consider counter shelving in a shoe store in any shape or form. It lends to a tendency to selling shoes without being properly fitted. This should not be done, and particularly with children. If this is done, their trade will then be kept until they grow up, and they will be the store's best customers as long as the store is in business."

How can one find out best the number of people who leave the store without buying, and the reason? What is a fair average percentage of sales as against people waited on?

Here we have a question that has been discussed many times, and has provided food for thought for every merchant who is anxious to get ahead, and who wishes to keep tab on the progress of his stores.

Fortunately, shoe stores are not afflicted to the same extent with "shoppers," as some other lines of business. Women will often of course look around in a number of stores before buying. But it is not so often a case of just putting in time, and seeing what there is. As a rule, the person who enters a shoe store has a fairly definite idea of buying shoes, if not in that store, then somewhere else. So that if she does not buy, there is a definite reason for it. Perhaps she could not obtain what she wanted, could not be fitted, or thought prices too high. But perhaps she did not like the treatment she got, did not like the clerk who waited on her, or did not like the atmosphere of the store, or the color of the fixtures. No matter how serious, or how trivial the reason, it is worth while for the proprietor or manager to know why people do not buy. Sometimes it involves a revolutionary change in policy, more often a minor change or improvement is indicated. In any event, it is one of the most important problems shoe retailers—and indeed all merchandisers—have to face. From the largest stores down, plans have been made to solve it.

A Maritime Dealer says:—

"The writer knows of no system of recording the percentage of people leaving the store without buying, other than to personally be on the floor, and carefully observe this happening. At least 60% of the customer

entering the store can be sold, and should, if the staff is a fairly competent one."

An Ottawa man says:—

"Insist on salespeople reporting, and keep a list of styles asked for. A fair percentage of sales would be 98 per cent."

From Western Ontario:—

"The dealer should have a number of slips printed with the following questions placed there categorically;—

1. How many sales have you missed to-day?
2. What did your customer want?
3. Could your customer have been sold if you had what they wanted?
4. Will they wait until you get it?

"The dealer should also insist that every salesman fill out one of these blank forms every day and turn them into the office, which will tell the dealer exactly what sales were missed, what they were missed for, and why."

A Central Ontario Dealer:—

"With us I would say that ninety percent of the people that are waited on are sold."

"We find out by personal enquiry when the customer is going out why they have not bought."

A Montreal man says:—

"Make out the usual sales slip, with the cause."

Another Western Ontario man:—

"If the manager or proprietor goes to his salespeople when he sees a customer walk out without buying, he can nearly always get the reason.

"We sell at least eighty to eighty-five percent of all customers waited on."

A London Dealer:—

"It is hard to find out definitely. We would estimate that our average would be about ninety percent sales out of the customers waited on."

A Winnipeg Retailer says:—

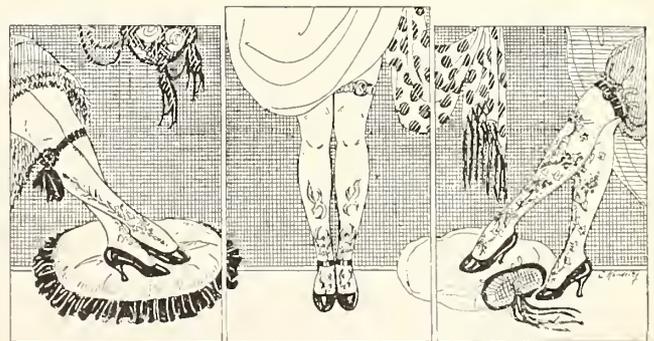
"By calling for a report from each clerk. A slip could be turned in similar to a sales slip."

A Nova Scotia Dealer:—

"We keep no record, but from close observation we would say we sell ninety percent or more in our store."

An Ottawa man says:—

"Have a special book and enter all sales lost, also enquiries for goods not in stock. Would say eighty-five percent."



Parisian Hosiery Ideas

Six perfect reasons against long skirts

Advertising Ideas

HOW often have you found your local advertising medium inadequate for reaching a particular class of trade? How often have you failed to put a sale over, because your town newspaper is only published weekly or semi-weekly? These are times when you must resort to other mediums to create the buying desire in your customers. We will try and give you a few pointers on other mediums. A circular, to pay for itself, must be written to meet the spirit of your community. By that we mean, a leaflet that pulled business in Central Ontario would, in most cases, be a hopeless failure on the Western seaboard.

Booklets, leaflets, folders, blotters, circular letters, and so forth, are really various forms of direct to the consumer advertising. They are either mailed or delivered. Who is to receive them depends solely on the advertiser. With newspaper advertising, you are unable to keep your message before any one class. While with direct advertising literature, you can limit the recipients to one class, either those who are now customers or prospects, or both if you so desire.

In this issue we will content ourselves with a few details on preparing leaflets, etc.

The number of pages, and binding, define the difference between booklets, leaflets and folders. Eight, twelve or sixteen pages are the accepted sizes for booklets. They are usually enclosed between a special cover tacked on, or tied on. The folder is composed of a single sheet folded one or two times, giving six or more pages, without cutting or binding the leaves. A single sheet folded once gives us a leaflet. As regards size, 4 x 6 inches is the most convenient. Having decided the size and number of pages in your book, you should now prepare a layout and get an estimate from your printer. Also get the advice of your printer on the paper question. Paper is divided into two classes, antique or rough, and coated or glazed. Cover stock is always a strong heavy woven paper. Each style of paper has its various weights. The number of pounds per ream of 500 sheets gives the paper its weight. To permit cutting with the smallest amount of waste, the sheets come in a variety of sizes. The weight of the paper must be determined by the advertiser. If you are going to use fine half-tone cuts you will need, say, 80 lb. paper, the size of the sheet to be fixed by the size of the publication. A 60 or 70 lb. antique stock would be suitable for a folder with no cuts.

Printing costs vary. The number of copies run on the press, the cost of cuts and illustration, compos-

ition, and cost of paper have to be reckoned with. You will find it cheaper in the long run to increase your mailing list, as the more leaflets you have printed, the less they cost you. Leaflets can be written for any trade, at any time, under practically any conditions. The approaching Fall and Winter Seasons give you an excellent chance to push seasonable goods. You could follow this up with one on store service, another on rubbers or children's shoes, finishing off the year with a special effort on Christmas goods. After you have decided on your paper, and so forth, you can still spoil the whole effect by poor arrangement inside the book. Because you are publishing a house journal, it is not necessary to cram it from cover to cover, like a departmental store mail order catalogue. Make it easy to read, eliminate technical expressions as much as possible, they are only boring to the average reader. Don't start your page with the alluring account of ladies' evening slippers, then wander off to rubbers. If you are talking more than one line, keep each line to a page. Make it snappy. Make it worth printing, and worth the receiver's time to read. Don't depend on yourself to prepare the whole thing, take your clerks into your confidence. Remember they have ideas. Often valuable ones. Mail your booklet. Many people don't believe you really want their custom when you have boys stick them in the door or letter box. A little quiet thought and study should make your house medium, a business builder. Remember we are always here to help you, don't be afraid to ask for any help we may be able to give you.

A Fleet Foot Window.

Among the many splendid prize-winning window displays exhibited in different centers during National Fleet Foot Week, the above display of Robinson, MacBean Limited, Moose Jaw, was of particular merit. For a central panel, the display man has ingeniously employed a section of one of the Fleet Foot bill posters, and the figures in the foreground add a pleasing and distinctive effect. No crowding has been attempted and just sufficient show cards have been included to assure balance and harmony.



Specialties

An Analysis of the Situation by a
Manufacturer

IN our last issue we reproduced part of an article from *Printer's Ink* on specialties as against a standardised article. The same publication has printed a letter dealing with the situation from Mr. Joseph T. Egbert. This covers some points that are being discussed seriously in the shoe trade today, and for that reason we are passing it on. Mr. Egbert says:—

"If you will allow me, I want to file a very vigorous protest against the doctrine advanced in the article entitled, 'Wanted: More Specialties,' in *PRINTERS' INK* for July 27. Speaking for the industry with which I am most familiar (the manufacture of shoes), the crying need is for fewer styles and patterns rather than more, and I doubt if there is any industry which would not be benefited by a process of simplification rather than the reverse. The "specialty"—using the term in the loose sense applied to it in the article—has been the curse of the shoe business these many years.

"The true 'Specialty Shoe'—such as the Educator Shoe of Ric: & Hutchins, for example—is a good thing, because it results in an actual reduction in the number of lasts and patterns which the manufacturer must maintain in use, and in the number of different styles which the retailer must carry in stock. But the kind of "specialty" referred to by Mr. Giles has precisely the opposite effect, and if one is at all concerned with the broad welfare of the manufacturer, the retailer or the public, it can be set down as an unmitigated nuisance.

"It costs the American public millions of dollars a year, literally, to pay for the heedless reduplication of styles in footwear. Take the strap-pump for example, which has recently been so popular for street wear. A choice between two or three lasts (shapes, that is to say), two or three leathers, a one or a two-strap model, a low heel or a Louis heel, and possibly a plain toe or a straight tip, would have been enough to satisfy every demand of fashion and comfort. But what happened? We had strap pumps presented on a half dozen or more lasts, in a dozen leathers and materials, with every heel known to the designer, with plain toes, straight tips, wing tips, spray tips, perforations, saddles, foxing, underlays ad libitum. Colors and combinations ran riot. There were buckskin pumps with green saddles stitched in orange, and Havana brown pumps with black perforated foxing stitched in green. You paid your money and you took your choice.

"Now then, bear in mind that each of these "specialties" meant to the retailer, not merely a dozen pairs or so of shoes, but a range of sizes. He needs from 60 to 120 pairs of shoes in each style, if that style is to be saleable to his clientele. He would be a prophet and the son of a prophet indeed, if he could predict with accuracy how many feet of each size would walk into his store accompanied by a mind which would be satisfied with that particular style. Therefore he will have an assortment of sizes left at the end of the season, which must be sold for what they will bring to somebody they will fit. Hence the clearance sale—the tables of broken sizes—and all the other joys of the dog days—or else the job-lot broker.

In plain terms, that means that the retailer must mark up the "specialty" 100 per cent or more in order to break even on it—and he may not do it at that! The public pays the bill, and doesn't enjoy the experience.

"And the manufacturer—where does he "get off"? Let's assume that he had his feet on the ground and a

head on the shoulders, and is honestly striving to give the best possible value for the money. He doesn't go in for millinery, but presents a thoroughly adequate range of styles—sufficient, as I said before, to satisfy any reasonable demand of fashion or comfort.

"I'll buy sixty pairs of those—with a spray tip," says the dealer.

"Can't do it," says the salesman. "You can have that 407 with a spray tip."

"But I want this flat heel," says the retailer. "Bill Snooks bought some from the Tiddleywink Company. I passed up their line waiting for you, but I want that style if Bill's got it, don't I? If you can't make 'em, of course," etc., etc.

"Give a salesman a continuous performance of that sort for a week or two, and judge for yourself what happens. He begins to deluge the factory with complaints that the line isn't "snappy" enough, and with orders for special "to hold so-and-so's business." Some few concerns are big enough, and strong enough with the trade, to stand pat on the sample line, or to soak the dealer forty cents a pair extra for a special. But the great majority yield to the pressure because they simply can't help themselves, and the beautiful plans laid in advance go glimmering. What it costs in time, and money, and supervision to gum up a factory with specials, I'm not going to stop to demonstrate. You would think I was exaggerating, anyway. It is sufficient to see that it shoots production schedules all to pieces, and adds anywhere from 5 to 15 per cent to production costs which the public pays, as usual, and pays through the nose.

"Furthermore, from the consumer's standpoint, the reckless creation of styles is a bad thing. It not only increases prices all along the line, but causes more dissatisfaction with footwear than any other one thing I can think of. The dealer can't urge his customer to buy the proper style of shoe to give service, because he is overloaded with flossy styles that must be got rid of. The customer "likes the looks of" some fancy turn slipper that never was intended to be worn except in a ballroom, puts it on, wears it all day in all sorts of weather, and curses the shoe industry because it doesn't give good service. The next time you walk down Sixth Avenue, take a look at the rundown heels, twisted counters and broken toe boxes on the flappers' feet. You won't need any further demonstration of what flossy merchandise and bargain-counter fitting is doing to the feet of the present generation, and to the good standing of the shoe industry in the minds of the public. The "contented" shoe manufacturer referred to by Mr. Giles, whose merchandise wasn't superior "but freakish, if you will, in one or two respects," is no example to be held up for admiration. There isn't anything admirable in charging a slightly higher price for inferior merchandise.

"From the standpoint of the advertising man, of course, the "specialty" is a fine thing. It gives him something perfectly obvious to write copy about. His talking points are ready-made for him. He doesn't have to dig and sweat to produce copy which will sell goods by reflecting the dignity and character and integrity of the manufacturer, rather than by the parade of some superficial superfluity. I can understand that angle of it all right. But there are problems of production and distribution as well as problems of advertising copy. Nobody is benefited by the production of specialties which increase the cost of doing business all along the line, and afford the public poorer instead of better quality for its money. The ultimate justification for advertising, as I see it, is its ability to help provide better quality for less money by cutting down production costs and increasing the rate of turnover.

Show Cards For September Selling

**Get Ready to push Regular Fall Goods.
—Do not Hold Special Sales in
September.**

WHEN you remember that September is at the door, forget that you ever heard of a sale, that is a special sale, annual or semi-annual, clearing or stock-taking or any other kind of a sale of that type. Think only of your regular new fall stock and put forth every effort to move these lines.

A window devoted exclusively to women's fine shoes will be one way of presenting your new stock to the public. This window should be attractively decorated and trimmed. Fall flowers and fall shades should be used, and the whole scheme given an early fall atmosphere.

Another event for September that may be turned to advertising account, is school opening. There can be no doubt that many children will need new footwear for school wear. A window devoted to shoes for children will be attractive and call attention to the fact that school days are here once more, and that you are prepared to look after the shoe needs of this army of youngsters.

It will be advisable to use space in your local paper, setting forth the fact that you are prepared to supply school shoes for scholars from the kindergarden to the collegiate. And of course it will be a matter of good business to advertise your new fall goods in the paper.

Having laid your advertising plans it is necessary to give some consideration to your show cards. No window is completed until it has in it an attractive show card. The samples shown herewith are designed to give you suggestions for cards that will be easy to make and at the same time be attractive and effective in making sales.

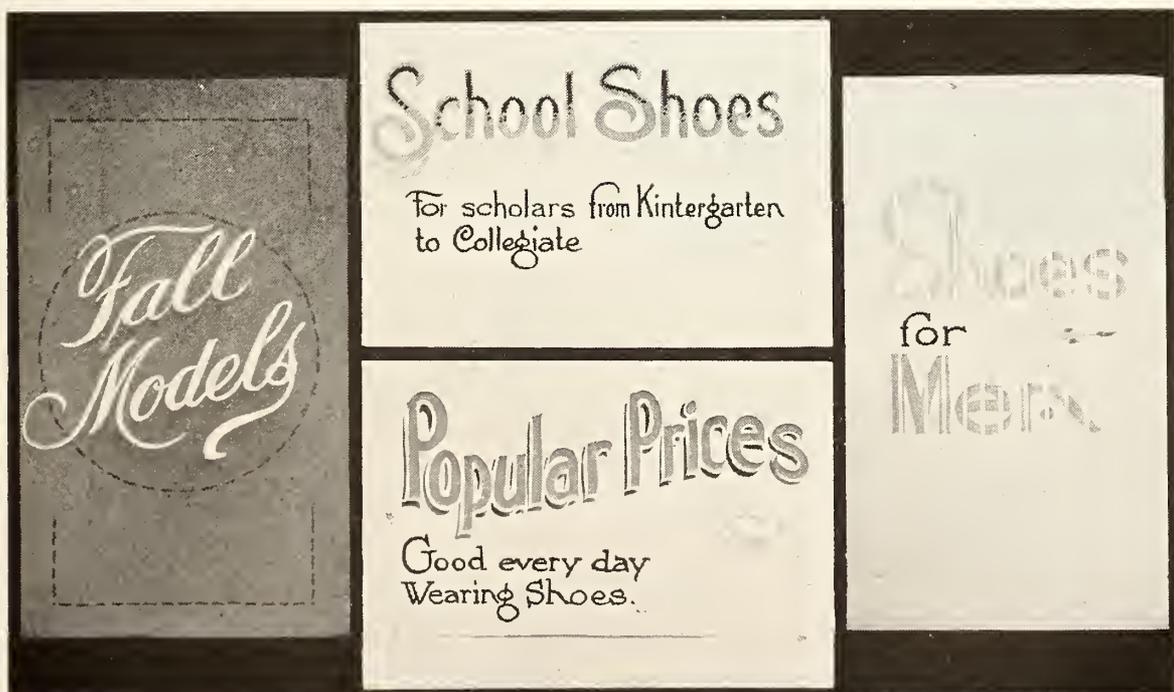
The "Shoes for Men" card is one for an exclusive window of men's lines. This card is very modest in design and wording. It simply calls attention to the fact that the display is one of shoes for men, and despite the brevity of the wording, it will suggest a great deal in that it gives a sort of suggestion about exclusiveness of the display. It tells that you are giving special service and special attention to shoes for men. Price tickets may be used in conjunction with this card. The large letters should be in a bright color and the word "for" in black. The sample is on a buff card with bright red letters lined with white and the ornamentation and border are in grey. Plain letters for a card of this kind are better than fancy designs. The plain lettering reads easily, and may be read quickly.

The "Fall Models" card is one for a women's shoe display. It is made on light brown stock and lettered in white. All that is said of the "Shoes for Men" card will apply to this one. The border and circle are done in a dark shade that will contrast with the brown card. It will be seen this card is very simple in design and the script lettering has a certain amount of dignity that lends class to the card.

The "School Shoe" card is for your school opening window display. The large lettering should be in an attractive bright color, red or blue and in the sample these letters are faced with black and shaded only at the bottom. The small lettering is in black, while the lines and border are in a pale green.

The "Popular Prices" card is one for a showing of staple lines; for it will be well to arrange a display of such goods occasionally. It is understood these are for a grade of shoes lower priced than your new fall lines. Among these could be included work shoes and shoes that, while not so fine as those you would display as Fall Models, will give good satisfaction in wear. This card will stand the same treatment as the school shoe card. The large letters should be in a bright color and the small lettering in black.

These suggestions should help you to make a line of cards that will help in making sales in September.



Increasing Selling Efficiency

IF you were asked to single out the one factor to which you might attribute the greater part of your success, what would your answer be? A nationally prominent merchant was asked recently.

"Efficient clerks!" was the prompt answer.

This merchant, like other leaders in the same business, made no reference to his own genius or to that of the department heads who had been in his employ for decades. "Efficient clerks" were the acknowledged keynote to his unusual success in merchandising.

If this merchant could have been induced to describe the methods he employed in converting untrained clerks into efficient salesmen, the resultant article would have been of universal interest. Every merchant in the country is interested in solving the problem of developing efficiency in his sales organization. Every ambitious clerk is desirous of learning practical methods, of increasing his efficiency and, what naturally follows, his earning capacity.

A merchant who has achieved unquestioned success recently outlined to his department heads the qualities he believes every prospective salesman should possess.

"Ability, stability and adaptability" are the assets demanded of every employee in this merchant's business. An unusually strict standard to establish, some merchants have been heard to criticize; but, other merchants admit, it is entirely practical. This admission is borne out by the fact that this merchant **maintains** this standard throughout his sales organization.

To the average man it may seem unreasonable to expect that persons possessing these three qualities would be content to spend their best years behind the counter. It is unreasonable. Records in this store show that the clerks possessing these three qualities in highest degree **do not** remain behind the counter for a long period of time. When an employee in this store demonstrates to the satisfaction of his employer that he can cope with any situation that may arise in his department, he is promoted to a more responsible position. The realization that promotion is certain to follow meritorious service has had a tendency to enhance the three qualities that enable an employee to retain his position in this sales organization. Every employee devotes as much time as practicable to developing ability, stability and adaptability.

The methods employed by these clerks are both unusual and intensely interesting and are gradually being utilized by employees of neighboring stores who appreciate, by actual contact, the indisputable benefits to be enjoyed.

Increasing One's Ability

Ability, listed first by the head of this store, being the principal asset of a salesman, the clerks of the store naturally devote much time and energy to this phase of their preparation for merited promotion.

Ability to make sales necessitates more study than the average salesman realizes. Sales slips, it has been determined by actual experience in this store, are not always a true index to the relative ability of salesmen. One salesman, for instance, occasionally encounters customers who are merely "looking around" and who have no intention of buying. Courtesy demands that the salesman in this section of the store devote a reasonable period of time to escorting the sight-seers about

his department. Here comes into evidence true ability.

While escorting visitors about his department, one clerk in this store frequently finds it possible to record splendid sales. Always on the alert for openings in which to insert remarks that may lead to present or future sales, this salesman invariably discovers or invents an opportunity to do something more than escort his visitors. Evincing a very apparent desire to show the sight-seers everything in which they may be interested, this salesman soon discovers that his visitors, while not seeking bargains, certainly are not averse to "picking up" some merchandise that unquestionably may be classed as a bargain. While guiding a party from one section of his department to another, this salesman may note that the visitor or visitors halts or halt momentarily to scrutinize a certain article.

Making A Sale Probable

When a customer indicates that he is more than ordinarily interested in an article, this salesman quietly returns to the visitor and begins talking about the article in which the visitor has manifested interest. If the visitor plainly shows that he is interested even slightly, the salesman avails himself of the opportunity to show his intimate knowledge of the merchandise. He knows that nothing has a better effect upon a possible customer than to encounter a salesman who evidently knows all about the goods he sells. The salesman carefully refrains from suggesting that the visitor may contemplate making a purchase. Experience has taught him that reference to this possibility usually frightens away the visitor.

If the visitor manifests interest in what he is saying, the salesman continues until he has given his audience all information about the good points of the article. If his audience shows that he is no longer interested, the salesman carefully avoids allowing the visitor to feel that a purchase was expected. Instead he guides the visitor to another point of interest and awaits the next opportunity to enlighten the visitor concerning the store. When the visitor indicates that he has seen everything in which he is interested in that department, the salesman does not desert his visitor. He conducts the sight-seer to the door or to the department to which the visitor has expressed a desire to go and bids him goodbye, expressing pleasure at having had the opportunity to serve the sight-seer and extending a cordial invitation to the caller to call again at any time. No reference is made to the hope that the caller will become a customer later.

Ability—pronounced ability—is needed by a clerk who is called upon to conduct visitors through a department. By coming to the store the visitors have indicated that they regard this store with favor, and this favorable impression can be converted into a desire to buy if the clerk manifests a genuine desire to be of service to the visitors. On the other hand, a tactless clerk, by lack of ability to grasp the situation, can drive the visitors away permanently.

A clerk of this latter type once secured employment at this store. When applying for the position he appeared to be a young man of unusual promise. He prepossessed some experience, a pleasant manner and was prepossessed in personal appearance. However, he lost his position with the store when called upon for the first time to conduct visitors through his department.

During a quiet hour a young man and a young woman came into the store for the announced purpose of "looking around a bit." They were dressed in a manner that stamped them as being in meager circumstances. Their speech was crude and the young clerk made little effort to conceal the fact that he disliked the duty of

escorting the couple through the store. So apparent was this dislike that the young couple noticed it. They glanced briefly at several articles in this department and after a whispered consultation asked to be shown to the next department. The young clerk escorted the visitors from his department and promptly forgot them. A few minutes later they came back with the department head.

The clerk hastened to meet them, but the department manager waved him away. Thirty minutes later the young couple left the store. Behind them they left more than \$400 in cash. It developed that they had just been married after having practised economy for several years. They wanted to invest in several hundreds of dollars' worth of merchandise, but they naturally were cautious. Money spelled privation to them and they were unwilling to trust the judgment of a salesman who evidently possessed no sympathetic understanding of their problem. The department manager, quick to sense the little human incidents that make store life interesting to the real salesman, sold more than \$400 worth of merchandise and manifested such evident sympathy that the young couple eventually became permanent customers of that store. The young clerk, because he made the mistake of judging people's purses by their personal appearance, was forced to procure another position. This incident was never repeated in this store, for the department manager related the story at the next meeting of the sales force.

The head of this store is a stickler for new ideas. He does not rely upon his department heads for this phase of his business, either. Every clerk in his employ is given instructions to come to the head of the business with any ideas concerning window displays, advertising campaigns or other theories that may possess merit. No matter how crude these theories prove, the head of the store listens sympathetically, thanks the clerk and urges him to maintain his custom of making the store's problems his own.

This merchant learned early in his business life that to inform a clerk his idea was worthless was really to cause that clerk to discontinue making suggestions. What was worse still, this discouraged the clerk from making the store's problems his own and eventually resulted in decreasing that clerk's worth to the business.

It frequently happens, this merchant declares, that one of his youngest clerks will conceive a window display that develops into the best sales stimulant of the year. A testimonial of the store's appreciation of a valuable suggestion along this line, in the form of a gift of merchandise, selected by the clerk, proves productive of increased efforts on the part of the successful clerk and his fellow clerks.

Some months ago the clerks in this establishment formed a reading club at the suggestion of one of the department managers. This club was unusual in that no books were read during the first two months. Trade publications, suggested by the department manager and by the owner of the business, were subscribed to, and every clerk was allowed a certain period of time in which to read an issue of the trade journal allotted him. Once weekly the clerks were assembled and asked to describe what they considered the best sales idea they had digested in the trade journals. Given an opportunity to read dozens of trade journals, these clerks unearthed sales plans that neither the department manager nor the store head had read while perusing the same journals. Many of these plans were adopted bodily by the store and used to excellent advantage, while other ideas were discussed, dissected, discarded or improved upon.

Although these conferences were limited to one

hour, none ever ended without at least one good sales plan having been evolved. The owner of the store soon decided that if "two heads are better than one," then three or four dozen heads, coupled with several live trade journals, unquestionably comprise an invaluable asset to any progressive mercantile business.

One of the permanent records of this store is an index, containing tabulated entries showing where articles on window dressing, sales letter writing, advertising, mail order competition, personal efficiency, etc. can be located in a bookcase especially designed to house issues of trade journals that have been found to contain practical, helpful ideas that can be adopted by any store with ease and with profit. When one issue of a trade journal is found to contain two or more good articles, the titles of these articles are typewritten on a sheet of paper and the paper pasted on the cover of the journal. These titles are then listed in the index maintained for this purpose. No entries are made in this index, however, until it has been agreed at a conference that the article to be preserved probably can be used to advantage either now or later.

As a stimulant of thought and an inspiration to more diversified reading, this plan has proven surprisingly successful. Many of the clerks now take trade journals to their homes at night in order that they may have more time in which to read and to take notes

Canadians Welcome.

We are in receipt of a letter from Mr. A. N. Blake, president of the National Shoe and Leather Exposition and Style Show, which indicates the cordial reception which Canadians have received and will receive at the hands of their friends in Boston. We believe these shows are good for the trade, and will continue to urge Canadian dealers to take advantage of them as opportunity offers. Mr. Blake says:—

Gentlemen:—

I am writing to let you know that the officers of our National Shoe and Leather Exposition and Style Show are all deeply appreciative of the exceedingly kind comments on our recent Boston Show, published in the current issue of your progressive magazine; also for the liberal space devoted to it.

It surely was a great pleasure to have so many representative Canadian shoe men in Boston during the week of the Exposition, and it is highly gratifying to realize that they all found their visit worth while.

We believe that we have now established our Annual Boston Market-Fair and Style Show upon a permanent basis, and we trust that the number of our visiting Canadian friends will grow larger year by year.

With best wishes, I am

Yours sincerely,

A. N. Blake

President.

Wood Heels.

An English visitor to Canada was criticizing the Canadian method of attaching wood heels, as exemplified by one instance. The lady was wearing a pair of canvas shoes with high covered wood heel. This came off, and according to the observer, all that had held it was some cement and a few nails about one quarter inch long. He commenting on the occurrence, he said that if that was a fair sample, the Canadian manufacturer could still get some pointers from Old England.

Feminine Footwear

Display Suggestions from Canada---
By Ernest A. Dench

I HAVE visited Canada on two different occasions—and am planning a third visit—and each time I return with an abundance of new window display ideas.

On my last trip, made over the C.P.R., from Montreal to Vancouver, the following displays of feminine footwear were among those that I took notes of. I am sure that you will find some of the ideas worth while utilizing.

An Artistic Example From Montreal.

Almy's Ltd., Montreal, had an artistic display of feminine footwear. The grained panelled background was almost entirely covered with gilt-painted cardboard, with a round eye-let hole in the middle of each panel filled in with tucks of grey cloth. From the top centre rear panel two wide lengths of brocade ribbon were draped, trailing along to the floor and parting to each front side. The brocade ribbon was a combination of blue, gold, brown and red. A mixed grey, blue, rose and green floral rug was placed on the floor at the middle. Shoes were displayed in all parts of the display on gilt pedestals.

A Style Argument

The Walk-Over Shoe Store, Montreal, emphasised the fact that their shoes are up-to-the minute in style by a convincing window display. The window display contained copies of Parisian photos, showing fashionable women on the boulevards and at the races. Down in front a card announced:

"Note these new styles. Paris and dear old London brought to our very door. The shoes are exact duplicates of those shown in the window."

The stylish shoes in question were featured in the window exhibit.

Another Pleasing Display

Stewart's, Montreal, had a window drive on black pumps. Half-length baby blue satin curtains were hung at the rear. The floor space was entirely bordered with folds of rose chiffon, about twelve inches wide. The black pumps were displayed in the window on cream-enamelled stands.

Displaying Hosiery With Footwear

A charming footwear display by Goodwins, Ltd., Montreal, was floored with a green grass rug. On this, at the centre, over a blue velvet pad, were two pairs of black pumps. At the sides were apple green painted pedestals, draped with tan plush, with a pair of nigger brown pumps on top of each pedestal. A pair of light tan hose was tucked inside each pair of brown shoes.

An Effective Color Scheme

Another effective display by Goodwins, Ltd., Montreal, contained a blocked floor of tile design. The latest footwear styles were exhibited on three easels at the centre and centre sides. Six small pedestals elsewhere in the display held a pair of shoes. Down in front a pink silk cushion reposed on the floor, with a pair of dainty grey shoes placed on the same. Black buckles surrounded the pair of grey shoes. More shoe styles were placed over this. The background, of a dull, light grey finish, had a three-panelled screen placed in front of it. The screen was about five feet in height,

with each panel about three and a half feet wide. The screen was covered with red plush, the ends of which billowed along the floor to each front side. Contrasting pink plush of a narrow width was placed over this, while pairs of shoes were exhibited on it at irregular distances apart.

Attractive Window Cards

Paulins, Ltd., Ottawa, Ont., gave stylish footwear a pleasing window setting. At the rear was a three-panelled screen in orange, bordered with stained mahogany. Chains of white climbing flowers hung over the screen. Over to each side of the screen was a tall mahogany stand, with a glass shelf resting on the same. Pairs of pumps were placed on the glass shelf over lace doilies. More shoes were displayed on the floor in other parts of the display over lace doilies.

At the centre was a rose plush mound, over which lace doilies were spread, with stylish footwear occupying the lace doilies. There were two illustrated cards down in front. One, captioned "Fashioned", showed a fashionably dressed young woman, holding up a stylish shoe for a critical examination. The second card, captioned "Stylish" showed a drawing room scene, with one of the women proudly showing off her shoes.

Excellent Newspaper Ad. Example

While in Ottawa, I went through one of the afternoon dailies for an appealing footwear newspaper advertisement that might be of use to other dealers in footwear. The announcement by Darwin's, of that city, caught my eye. The advertisement, devoted to Oxfords, was captioned "Shoes as Pretty as a Picture". Below this came a fine piece of descriptive writing as follows:

"In fact it would be very difficult to portray the full elegance and charm of these new modes for Fall in an illustration. It is only when you see how gracefully they clothe the foot—and the harmonious way they blend with your apparel—that you will appreciate their fine character and fashionable smartness."

At the side of the text matter appeared a line drawing of one of the shoes. The remainder of the ad. listed various styles in Oxfords.

Matching The Costume

Thomas C. Watkins, Ltd., Hamilton, Ont., backed up an attractive display of fashionable footwear with the following excellent card:

"The finishing touch to her costume."

Footwear And Scarves

The Bon Marche, Saskatoon, Sask., combined ladies footwear and silk scarves in a window display. The scarves were folded twice and placed on the floor at about twelve inches apart. Footwear in pairs were displayed over the scarves.

A Window Drive On Evening Dress Shoes

The Hudson's Bay Company, Edmonton, Alta., had a window drive on evening dress slippers. A large black plush covered board, almost reaching to the ceiling, occupied the rear centre. The black plush on the board was fringed with gold, hung at the side with purple plush, the ends of which bore violet tassels. In front of this, on the floor, was a solid black checked wooden platform, crested in front. The platform held a golden cornucopia shaped wicker vase, out of which golden yellow blossoms streamed. A drape of purple violet trailed around the base of the vase, to each side of the window in snake-like formation. One pair of evening dress shoes was

placed at each front side of the platform. The black and white checked panelled floor contained pairs of black, brown and white evening dress shoes here and there, with more slippers displayed on white pedestals.

A Pretentious Evening Dress Footwear Display

An evening dress footwear on a more pretentious scale was arranged by the Vancouver, B.C., store of the Hudson's Bay Company. Reclining in an arm chair at the centre was the figure of an attractive young woman, wearing an evening dress of pale green silk. Her feet, which rested on a pillow, were clad in gilt evening dress slippers with silk hosiery to match. Over to one side of the cushion was a pair of silver brocaded slippers. At the opposite side was a four-legged stand, draped with red chiffon, with a red ostrich feather fan to correspond. Arranged on stands about the table were pairs of black evening pumps, which did not clash with the touches of red introduced by the fan and the chiffon. A small table at the far right end, draped with green silk, which was overlaid with gold lace, contained a green ostrich feather fan. Light colored slippers were grouped around this table. Down in front, at the right side was another four-legged stand, containing a mauve feather fan and a pair each of mauve and grey silk stockings draped to a lower stand. Several pairs each of black and brown shoes were exhibited on this stand.

Better Fitting

The question of styles as against fittings is well handled by an experienced woman shoe executive, Miss Hope, the English "Footwear Organizer." In view of the parallel that exists on this continent her ideas are worth reproducing. She says in part:—

It is an admitted fact that the majority of women wear shoes that do not fit their feet as they should fit, and the question as to who is responsible for this state of things is a much discussed one at the present time. Is it that there are not sufficient sizes and fittings, or that shapes and styles are wrong; is the salesman or saleswoman to blame, or is it the customer's fault when she is incorrectly fitted? My personal view is that it is possible to fit nearly all feet properly with ready-made footwear, provided a large enough stock can be carried.

The time is coming, I think, when the shoe trade will make fewer styles and more fittings. The difficulty will be to educate the public to the idea of a limitation of styles. They have become accustomed to an ever-increasing variety from which to choose, but it is impossible for the ordinary shoe retailer or footwear department to stock so many styles as now exist in a sufficient number of fittings to enable every customer to be correctly fitted. A limit is necessary.

Either styles or fittings must be sacrificed. Three fittings only in each size and half-size from 2 to 8 gives thirty-nine different pairs of shoes. When it is taken into consideration that you must have far more than one pair in many sizes, and that then you have innumerable styles, materials, colours, and qualities to consider, it will be readily understood that it is no easy matter to decide what to stock. If the public can be educated not to demand so many styles they will find a greater number of fittings and sizes available. They cannot have it both ways.

The Whole Art of Fitting.

Successful shoefitting means giving comfort with a smart appearance, and the shoe manufacturer who can make a shoe that will fit snugly with comfort is the most

useful friend of the shoe buyer and saleswomen. The whole art of fitting is to give comfort with a dainty and elegant appearance. This is quite practicable, even when fitting women who need large sizes, because, after all, the size of the foot is usually in proportion to the rest of the body. It is no more out of place to see a tall, well-proportioned woman wearing 7's or 8's than to find a slip of a girl wearing 3's. A tall woman with small feet looks odd.

I am afraid, however, that we have not yet reached the Utopia where people will buy what they need. To a great extent they still only buy what they want. The majority of women wear shoes too short, and it is often weary work trying to persuade a woman to buy shoes long enough for her feet. "Miles too big," is a frequent complaint when a saleswoman has fitted on a shoe which she considers the right size for her customer. I think this is attributable to the fact that practically no woman is satisfied with her own feet. For one thing, she cannot see them as other people see them, and, as she looks down on them they do not appear nearly so neat or shapely as they do to other people who look at her.

As a general rule a woman's idea about shoes is that to increase the length of the shoe is to make the foot look larger. Of course, this is not the case. A long, narrow shoe, when of the proper size and fitting, makes the foot look smaller and more graceful than a short broad shoe.

Helping the Customer.

In shoefitting it is necessary for the saleswoman to try to put herself in the customer's place, and quickly to find out her ideas as to what type of shoe she requires. At the same time, she must use her knowledge to help the customer to choose the correct shoe for her foot. Feet vary tremendously in size and shape, and each customer should be fitted according to her type of foot. First of all the eye must be pleased, and the mind be satisfied, or nothing will fit the foot. That is common experience.

When training assistants I impress upon them the importance of fitting shoes long enough, and also the great need for tact in persuading customers to take the shoes that they ought to have. A customer convinced against her will and forced to purchase something she does not want is not likely to make many further visits to the shop where she received this treatment.

Placing the Responsibility.

A question such as "Are you quite sure these shoes are long enough?" is more likely to achieve the desired result than the bald statement "These shoes are too short for you." In cases where, in spite of suggestions on the part of the assistant, customers persist in buying shoes too short, I mark the bill "T.T.S." (Told too short). Then if any complaint of fit arises later, I can point to this and explain that it is the customer's own fault, as she was warned that the shoes were short.

Despite the fact that to the majority of women appearance is the deciding factor in purchasing footwear, comfort is essential, especially in regard to useful footwear. After all, most women, nowadays, are busy and active, and must have a reasonable amount of foot comfort to enable them to get about and do their daily work. It has been said that two things which cannot be hidden are "love and a tight shoe," and the woman of to-day is wise enough to realise that a cheery face and demeanor, enjoyment of pleasure, courage for difficulty and enterprise, and a bright outlook on life are impossible with unhappy feet. How important, then, and interesting is correct shoefitting.

More Troubles

THE longer a man is in the shoe business—or any other business, for that matter,—the more he realizes the necessity for constant study, not only of his business, and of shoes, but of the people he deals with, in other words, of human nature. A dealer may have a fine store, a fine system, a fine stock of shoes; he may know the shoe business thoroughly, but if he does not understand, or try to understand human nature, he will fall short of success. It takes a powerful magnet to draw folks into a store where they have not been treated right, or where they even think they have not. So that one of the most important factors in retail life is the handling of customers, the making and holding of friends. That is why discussions such as those embodied in our examination questions are worth while. In this connection we note a good idea carried out by the officers of the retail association.

The National Shoe Retailers' Association has sent out to each of its members a valuable booklet, entitled "Types of Customers." This comprises a series of brief, bright talks on the various types of customers encountered in the retail shoe store. Written by Mr. Wm. Pidgeon, Jr., of Rochester, its interest is assured. Mr. Pidgeon has the happy faculty of clothing his observations and thoughts in language that hits the mark and takes the interest. The executive were able to secure a number of these booklets, and felt that every member might read it with profit. They also make the suggestion that each salesman should be asked to read it. In fact, one leading dealer has already passed his copy around to his clerks, and as each one reads it, he is required to sign on the back, stating that he has done so. Moreover, this same dealer is so impressed with the potential value of the book, that he intends to see that new clerks as they enter his employ, are required to read and digest it.

Those who get this booklet and read it will find many familiar faces in the people described, and should get some useful ideas. All of which brings us back to the discussion of our own problems.

When a woman brings in a friend, and the latter insists on giving her opinion, what would you do?

The principle followed in handling this problem appears to be that the friend can easily kill the sale, whereas if she can be won over, the customer will generally fall in line. There are several kinds of friends: There is the one who really wishes to help choose suitable shoes, and who will not likely cause much trouble. If, however, she is trying to show superior knowledge, and impress customer and salesman, trouble is more difficult to avoid.

One man says that he tries to interest this type in some shoes for herself, if possible getting another salesman to handle her. He finds this successful in many cases.

If it is possible to judge which has the stronger mind, it would seem advantageous to play up to her, and close a sale on her judgment. Some men said they had found the friend of considerable help in closing a sale, as a woman customer is largely influenced by the opinion of another woman. This applies to style. As to fit, the majority said they would insist on seeing that it was proper, regardless of the opinion of the friend.

In this question again it is demonstrated that a friend is better than an enemy. When a woman comes in to shop with a possible customer, the salesman has an opportunity to sell her, if not at that

time, at a later date. And her impression of the store will be based on the treatment she receives.

When a woman says she saw a similar shoe in a store up the street at \$2.00 less, how would you treat her?

This is another case where it is very easy to get into an unprofitable argument. In nearly every case the customer thinks she is right. The two shoes looked very similar to her; as they are not side by side, and she is not a shoe expert, she thinks they are identical.

If we assume that what she states is true, there are only two answers, either you are asking too much for the shoe, or the other fellow too little. We have known of cases where prices of the same shoe varied by as much as two dollars in the same city. And don't imagine the women didn't know it, too. Of course, it is possible for one man to sell a shoe cheaper than another, if the latter has high rentals and overhead charges to meet. But in the latter case, the customers buy at this store because they feel they can get newer styles, or because they like to show their friends the retailer's name on their shoes. But in the case under consideration the two stores are on the same street, and the chances are very much against the two shoes being identical.

In that event, it becomes a question of diplomacy, with a certain amount of educational matter thrown in. One man says:—

"By taking two shoes that look the same on the outside and are different in price and explaining to her where the difference lies. This may be a case similar to the one she is referring to. Explain to her that the store makes only a fair, legitimate profit."

Another says:—

"Make it plain that leather, linings and workmanship being equal, it could not possibly be \$2.00 cheaper; for unless it was a very expensive shoe \$2.00 would equal the whole profit. Explain the nature of McKays and Goodyear Welts, and tell her that although the shoe might look the same these extra features would make a difference in price.

BOOTS?

The expectation of the swing of style around the cycle to boots keeps cropping up. The latest outburst comes from the Parisian correspondent of the Shoe and Leather Reporter, who predicts a reign of boots of a fancy type, as to colors and designs. He tells us that some of the famous costume and shoe designers of Paris are working seriously on the development of boots to harmonize with fashionable costumes. From a style point of view, Paris is quite a distance from Canada, but if the style takes hold on the continent, there is little doubt that it will spread to this side of the Atlantic in the course of time.

Length of skirt will of course have something to do with it, and we cling to the belief that the fair sex in this country will not wear skirts that come closer than eight inches from the ground, which means a long skirt, according to present standards. But if fashion dictates, who is to say what they will actually do?

On the above assumption, a Canadian manufacturer says he cannot see boots, as women will not wear them except to protect their hosiery from the contaminating effects of long skirts. Moreover the cost of leather to produce high boots would drive prices upwards, which is also at variance with public inclination.

Meanwhile, there is still a demand for the staple black kid boot for conservative women, of more mature age, and for certain purposes. And there are many women who will wear them in cold weather in preference to anything else. Hence, boots have always been and will always be produced and sold to quite an extent.

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Notes From American Centres

Style Ideas in Vogue at American Points
—Summer Quiet Prevails.

New York Notes

NEW YORK in the summer time is not noted for the activity of its retail markets. As many as possible of its inhabitants strike for a cooler spot, while general interest in wearing apparel wanes in the hot weather. So that we find in conditions in New York a close parallel to those existing throughout the smaller communities. Backward weather and rainy week-ends conspired to hold up sales of white shoes, so August finds many merchants trying to clear out their summer shoes at low prices. In medium price stores strap shoes continue to sell, price being made the paramount consideration. In stores of a higher class, fall goods are being shown and the endeavor is being made to turn the feminine mind towards tongue effects, or to meet with tongue effects her demand for something different. It is quite logical to expect that with everyone wearing straps style leaders should try to find something new. It is perhaps early to tell what will sell this fall, but strap models are still strong. For light wear turn shoes have the call, with welts to follow later when tailored suits are worn. The former lend themselves to strap effects and combinations of colors. Cross straps, wishbone straps and other variations from straight one and two straps are taking hold. Combinations of tongue and strap are shown but not favored to the extent expected as they do not offer sufficient change from the strap style. The higher heels are much in evidence, but for the most part no startling changes in lasts have been made. Dark colors, black, combinations of black and grey or beige are expected to hold well into the fall.

Chicago Chat.

Merchants have been busy trying to clean out summer stocks and clear the decks for good fall business expected. The new fall goods which are making their appearance confine themselves largely to old friends with new dresses. The tongue vogue is not being played so hard in the western centre, and straps are still holding their lead. The good old one and two strap shoes will be sold, as will also be cross straps, wishbone-straps and other variations of these styles. The demand is expected to be for light weight shoes for early fall, so many turns are being shown. Black is predominating, patent, suede and satin all being good sellers. Combinations of these with each other or with grey find favor. Higher heels are the vogue in turn shoes, while welts carry heels running from 12/8 up. The new tongue effects lend themselves to various types of decorations. Combinations of leathers in this style are shown, but do not take so well as in the strap style. Buckles, steel beads, and other ornaments are used to brighten up these models, to the extent that the price of the shoe itself may be considerably outdistanced by that of the ornamentation. Interest is being awakened in men's shoes. The feeling is that black will lead in these lines, and a large number of low shoes are expected to sell for early fall wear. Already demonstrations have been made by enterprising houses of the new galoshes which are expected to take hold with some classes when the mercury drops a bit. But at present it is hard to stir up interest in the fact that cold weather will ever arrive, except for the plaint "if winter comes, will coal be far behind?"

HOSIERY IN THE SHOE STORE

In the course of a recent investigation we were surprised to find the number of shoe stores who have not yet seen the advantage of installing a hosiery department in connection with the retailing of shoes. While the idea is not new, and has taken hold very widely in the United States, there is no question but that shoe dealers of Canada could sell a great deal more hosiery than they do now. For the investment required, the turnover and profit is well-worth looking into, and dealers who are turning shoes once or less than twice a year, would be astonished at the possibilities offered by let us not say necessarily a "hosiery department," but a small stock of hosiery carried as a convenience to customers and a rent-payer.

Tradition is hard to down, and the man who has spent years trying to learn the shoe business and wondering sometimes whether he will ever master it—hesitates to turn his establishment into a "dry-goods" store, and to tackle a line which is apparently so foreign to his regular trade. But with every type of store branching into related or unrelated side-lines, with cigar-stores selling wrist-watches and haberdashers selling canes, umbrellas, and travelling goods, with barber-shops on the side, why should not the shoe man take up lines that will help volume and reduce expenses?

There is a prejudice still evidenced by some hosiery manufacturers against going after trade in the shoe stores, more particularly in the smaller towns. But that is disappearing. Wideawake concerns are making concerted efforts to line up shoe dealers as merchandisers of hosiery. They realize that more than ever before, women and men are considering the effect of shoes with hose, and if they can buy both at the same time, will do so. They point out to the retailer that the investment required is reasonable, that the space occupied is small, and that the cost of doing the business is negligible.

By being guided by the proper type of hosiery house, a dealer can put in a fairly representative stock for somewhere under three hundred dollars. This would cover a range for men, women and children. Better results can of course be obtained by a heavier expenditure in the way of stock and fixtures, and if the department is watched and advertised, it can be made an important factor in the success of the business.

In starting or developing a venture such as this, the dealer is wise if he seeks counsel from the hosiery manufacturers or wholesalers. They are interested in the development of this trade, and will give him their best assistance.

We have frequently received inquiries from a dealer which we have passed on to several hosiery houses. Without exception they have immediately interested themselves in the business, and doubtless have assisted these merchants in the establishment of what should be a very profitable and satisfactory department.

A NOTE OF SYMPATHY

The many friends in the trade of Mr. Percy L. Higgins, of Moncton, N.B., will join us in extending our deepest sympathy to him and to his wife, in the loss of their only child, Muriel, in her thirteenth year. Her death came as a sudden blow, as the little girl was drowned while holidaying at Grand Falls. The feeling of their friends in all parts of Canada was evidenced by the many floral tributes received. The funeral, which was held on August 3rd, was beautiful and impressive, and expressive of the high esteem in which the little girl and her parents were held.

Heather Stockings For Fall

New York hosiery reports say that sellers report a strong demand for heather goods for fall at prices about on the same basis as at the opening of the season, with advances governed largely by the amount of wool or silk entering into the construction. Exhibits shown at the Merchandise Fair fashion promenade at the 71st Regiment Armory are taken as good proof that there will be a good market for heather goods this season, as the dresses being shown there are no longer than they were last season. An appearance of greater length is achieved by the use of side panels, but, as hosiery men point out, these side panels are of little assistance in heating a girl's legs on a cold morning, especially when she is wearing low shoes.

Most sellers report that they are finding a satisfactory response to their heather offerings for the present season, and discount reports of cancellations of these goods by explaining that most cases of such cancellations are due to the fact that the buyer had overbought on heathers at first, and had used the possibility of long skirts as an excuse to cancel his order, with the knowledge that he could replace the heather hosiery at such time as he might need it. That these cancellations on heathers, which have not been general by any means, have been followed by corresponding orders for silks is taken as good evidence of a better demand for silks. The man who cancels heathers and takes silks for immediate delivery gets the merchandise he needs at once with no additional outlay of money, and then, when occasion arises, he can go out and buy the

heathers as he needs them.

While a wide range of silk hosiery prices still obtains in the market, prices show signs of stabilizing.

IF NOT, WHY NOT?

If a female duke is a duchess,
Would a female spook be a spuchess?
And if a male goose is a gander,
Then would a male moose be a mander?

If the plural of child is children,
Would the plural of wild be wildren?
If a number of cows are cattle,
Would a number of bows be battle?

If a man who makes plays is a playwright,
Would a man who makes hay be a haywright?
If a person who fails is a failure,
Would a person who quails be a quailure?

If the apple you bite is bitten,
Would the battle you fight be fitten?
And if a young cat is a kitten,
Then would a young rat be a ritten?

If a person who spends is a spendthrift,
Would a person who lends be a lendthrift?
If drinking too much makes a drunkard?
Would thinking too much make a thunkard?

But why pile on the confusion?
Still, I'd like to ask in conclusion:
If a chap from New York's a New Yorker,
Would a fellow from Cork be a corker?

The King Of Hockeys

In the Hockey Shoe Field the Samson Line dominates the trade.

Their special improved features and their quality shoemaking make them the most perfect fitting and most durable hockey boot it is possible to produce.

Do not delay in ordering any lines needed for the coming season.



A complete line of McKays
A leading line of Heavy Staples
Unequaled Hockey and Football Boots.

J. E. Samson, Enr.
20 Arago St. **QUEBEC.**

The MARYON Shoe



The Line For Every Wholesaler

Up-to-the-minute in style and outstanding for value is our complete range of Strap Slippers, in Gun Metal Calf, Colored Calf, Patent Leather and Black and Brown Kid, in One and Two Strap Models, with Buttons or Buckles. With their moderate prices you can meet the demands of extremely close buyers.

The styles and values featured in our line of Turn Slippers make them highly popular.

We are showing the latest Button Ornaments featured for Fall.

Lachance & Tanguay

70 BIGAQUETTE AVE.

QUEBEC

P.Q.



LUC ROUTIER

Well made, attractive, moderate priced shoes like ROUTIER'S don't stay long unsold. They are what the majority want in both value and style. We have made our line and values more appealing than ever for the present buying season.

McKAYS and S. SCREW
For MEN, BOYS and YOUTHS
LUC ROUTIER
56 Colomb, QUEBEC

MR. J. J. McHALE TO HANDLE MANUFACTURE AND SALE OF TWO FACTORIES

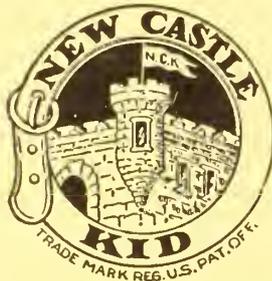
Announcement has just been made from the head office of Getty & Scott, Galt, that Mr. J. J. McHale, of the firm of Scott-McHale, of London, is to take entire charge of manufacturing and selling of the products of both factories.

Mr. McHale needs no introduction to those interested in the manufacture and selling of shoes. His consistently progressive record in the manufacture of Astoria and Liberty shoes in London, and the fact that owing to his ability, foresight and knowledge of the shoe business these two brands are now enjoying a wide sale in Canada from coast to coast, tell the entire story of Mr. McHale's success since coming to London.



J. J. McHale is an old Canadian Boy who made good in the shoe world in the United States and then returned to London to follow his chosen profession. He was for many years with the Brown Shoe Company of St. Louis, as was his grandfather, who at one time, many years ago, made shoes in London.

Mr. McHale will divide his time between London and Galt and will have as his assistant in London, Mr. Ralph Pollitt, who was with him for many years in St. Louis. Mr. Pollitt will take charge of the production end of the London Business.



New Castle Kid

Noted for its excellent Finish, fine Texture and wonderful Wearing Quality

The Leather for Greater Value

Fancy Colors, White, Black, Glazed or Mat

Canadian Agents

for American Tanners of Calf, Splits, Indias Heavy Leathers, Skivers, Cabrettas, as well as for Cotton and Cloths

WRITE OR WIRE FOR SAMPLES

New Castle Leather Co. Inc.

New York

Canadian Branch—335 Craig St. W. Montreal
Factory—Wilmington, Del., U. S. A.

THE GOVERNMENT'S CONVERSION SCHEME

The attention of the holders of the five and a half per cent war loan bonds maturing December 1, 1922, is directed to the offer of the Minister of Finance to renew the loan on favourable terms. The last Canadian loan was placed in New York at a satisfactory price. The Minister is making his present financial operation entirely a domestic one by offering to exchange the maturing bonds for new bonds bearing the same rate of interest, running for either five years or ten years as the bond holder may prefer. A further inducement to the investor is that he receives a bonus of one month's interest. The terms offered are decidedly favourable to the investor and it is probable that a large part of the maturing loan will be renewed. Arrangements for the exchange of the bonds can be made at any branch of the chartered banks. Holders who do not wish to reinvest will be paid in cash on the 1st December.

Advice on Shoes For the Public

Mr. H. A. Meyer, an American shoe dealer writing on shoes for the benefit of the general public in the Nation's Health, of Chicago, is being widely quoted, and some of his thoughts can be used by Canadian dealers to advantage. He gives some rules for the public to follow:—

1. Don't try to wear impractical shoes for practical service.

2. Don't use snap judgment in the selection of the place where you buy your shoes. Scientific foot-fitting is not usually practiced in shoe "cafeterias."

3. Don't fail to bear in mind that your one pair of feet must serve you a life-time.

4. Don't tell your shoe salesman what size you wear. Make it his business to fit your feet.

5. Don't foolishly allow "eye-style" to supersede common foot-sense when buying a pair of shoes.

6. Don't sacrifice your comfort by requiring a foot-fitter to do impossible things. Vanity and foot-fitting are far removed.

7. Don't buy price in buying shoes. It is only relative, while good honestly made, comfortable shoes are always an economy.

Further, he says in part:—

"Fitting feet is the essential thing, and its achievement involves a high degree of scientific knowledge together with a generous measure of good common sense on the part of the shoe salesman. There are multitudes of shoe-fitters, but when you do finally find a man who really knows how and takes the trouble correctly to fit your feet, stick to him. Really, to achieve foot-fitting, men can not receive their training academically. They must get it through careful, everyday study of feet, and a thorough, practical understanding of the definite sort of last and pattern needed correctly to fit a distinct type of foot.

"The intelligent attention which the American shoe-designing, shoe-making and shoe-retailing trade have given this subject in recent years have evolved standards of correct and corrective shoe-construction and of foot-fitting which a few years ago were not even known to the shoe fraternity. We have got down to fundamentals and have learned actually to fit feet through the building of shoes in many and varied types and combinations of measurements. These principles are being applied to correct the errors which resulted from the older way of thoughtless shoe-selling.

"For every normal or nearly normal foot everyday foot comfort is now made available to those who desire it. There are three general types of feet into which the majority of men's feet may be grouped: (1) the relatively high, well-knit, fully developed arch, the foot which through proper care, exercise, and well-adapted shoes has had a fair chance to function fully; (2) the more prevalent type of foot in which arch trouble in some degree has become established and is the fruitful cause of unwarranted fatigue from muscular strain and lax ligaments; these feet can in most cases be "brought back" by commonsense care, a reasonable amount of suitable exercise, and the right type of shoe; (3) the flat foot which in extreme cases calls for the guidance of a foot specialist or orthopaedist in fitting. No retail shoeman should take it upon himself to prescribe a shoe for an extreme case of this kind. A correlation of skill, professional and practical, is called for in order to produce comfort for these "patients."

"The difficulties formerly encountered in finding

adequate shoes for the many varieties of feet were largely overcome when the shoe manufacturer varied his combinations of lasts and patterns on the basis of actual foot measurements on a wide scale, and it is now possible to obtain varied types of shoes, all conforming to correct anatomic principles. The contribution of the retail shoeman and of the shoe salesman toward shoe comfort lies in the consistent observation of the types of feet represented by their clientele so that it is possible to maintain a complete appropriately balanced assortment. A by-product of this observation has been the development of an ethical sense, if you please, which holds them to actual fitting of feet instead of the mere selling of shoes. For it is now well understood that it is risky and poor business method deliberately to sell a misfitted pair of shoes. The ethical shoeman is honest about it and, if his stock is lacking the particular type of shoe needed, the customer is made aware of the fact and asked to try again."

LOOKING OVER THE CANADIAN FIELD

Mr. D. C. Cameron, manager of Joshua Trickett Ltd., manufacturers of shoes and slippers, Waterfoot, England, has been spending a few weeks looking over the possibilities of the Canadian market. This firm has had a limited distribution of goods in the Dominion, but on taking over the management a year ago, Mr. Cameron cast his eyes in this direction in the search for expanding markets. On his initial visit he has been as far west as Winnipeg, and has been getting in touch with leading factors in the markets. He brought over a line of samples covering a wide range of styles for infants, children, women and men, in slippers and canvas shoes and sandals.

Slippers and canvas goods have sold remarkably well in England this summer, Mr. Cameron reports their plant as running to capacity and refusing business. For relatively low priced goods and really high class goods, the demand is good. General conditions in England are pointing to more prosperous conditions, and the feeling of optimism is rapidly growing.

Naturally Mr. Cameron was struck with the craze for extremely low heels in Canada, as the English trade has been along entirely different lines. The vogue for black and white was also quite striking to a European visitor.

SCIENTIFIC CREDITS

According to B. B. T. in the Credit Monthly, the financial statement of the future will doubtless be accompanied by a photograph of the applicant for credit. The credit man, he says, "will pass on the statement and then analyze the photograph by the simple rules of character reading. For instance: (a) He will know that a man with eyes set close together is a dangerous risk. The left eye of such a person is usually far-sighted and the right eye nearsighted. Consequently in making up a financial statement the Assets will be highly magnified and the Liabilities greatly reduced; (b) A person with one eye looking north and the other looking south is probably honest, although he may not look straight; (c) A man with red hair should be watched, his mind naturally runs towards fires, and spontaneous combustion is a common cause of conflagration; (d) The type whose chin is trying to hide behind his Adam's apple is usually honest though incapable; such a man, in all probability has nervously pulled his chin into reverse by worrying over how to stall off credit men."



“And in Cleveland you can reach me at the

Hotel Cleveland”

Where courteous service to the guests surpasses your every expectation.

Where this supreme service is rendered under singularly auspicious circumstances.

Where the atmosphere is homelike.

Where quiet refinement surrounds every move made by every employee.

1,000 Rooms

1,000 Baths

Hotel Cleveland
CLEVELAND, OHIO

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.



WHAT you want when you want it
is the satisfaction of acquaintance
with **VAN SCHAAK**. Complete
stocks at Chicago and Boston.

SOLUBLE COTTON
PATENT LEATHER SOLUTIONS
AMYL ACETATE
COTTON SOLUTIONS
ETHYL ACETATE
REFINED FUSEL OIL

VAN SCHAAK BROS
CHEMICAL WORKS
CHICAGO, ILL.
BOSTON • CLEVELAND • CINCINNATI • DETROIT

N.S.R.A. Notes

A great deal of importance can be attached to a recent communication sent out by the National Shoe Retailers' Association of Canada. From the time of organization of this body the Shoe and Leather Journal has stood behind it steadily and indeed with all due modesty we credit ourselves with being of material assistance in its exception and development. But with the growth of the association coincident with difficult business conditions it has become more evident that a measure of permanency in the executive was essential. It is not fair to load the burdens of detail and executive work on men who have their own business affairs to administer, and to expect them to carry the load cheerfully and efficiently. All honor is due to the unselfish devotion of those who have been carrying on, and more particularly to the secretary, Mr. Howard Blachford, on whom fell the greatest share of the work.

The executive are therefore to be congratulated on their latest step, which was to obtain the services of Mr. S. Roy Weaver as acting secretary. Mr. Weaver is already manager of the wholesalers' and manufacturers' associations, and the latest development unites the three branches of the trade to the extent where constant interchange of ideas, and uniformity of action and policy become possible. The letter says:—

The secretarial work of our Association has grown to such an extent as to require more time than the present Secretary can devote to it and more than any busy shoe merchant can spare for it. Moreover, it is the opinion of the Executive Committee that the time is at hand for a real Forward Movement for the Association: this will entail still more work, so that secretarial responsibilities cannot properly be continued upon an honorary basis. After careful consideration, the Executive Committee has engaged Mr. S. Roy Weaver as Acting Secretary until the next Annual Meeting, at which time it is expected that recommendations will be submitted to the general membership providing for appointment of a permanent paid Secretary, and for an important extension of the activities of the Association with a view to increased service to the members.

Under the temporary arrangement with Mr. Weaver, the Executive Committee plans that a monthly information circular be issued to all members. We believe that this can be made not only of interest but of practical value. In addition, the Acting Secretary is prepared immediately to deal with inquiries from members. Suggestions as to how the Association can serve the retail shoe trade more effectively will be welcomed and new activities will be undertaken if the Executive is convinced that such activities are desirable. We must be content to make progress slowly, but we are convinced that the National Shoe Retailers' Association of Canada can be continued as an effective organization to serve the retail shoe trade. Your full co-operation to that end is urged.

The writer is not retiring as Secretary and his interest in the Association will not be diminished in any way by the new arrangement.

Yours respectfully,
Howard C. Blachford,
Secretary, N.S.R.A.

Chicago and Montreal

We have been rather looking for some criticism on the fact that we are advertising the Chicago convention, and not saying much about the Montreal meeting of Canadian Shoe Retailers which is scheduled for next

January. It goes without saying that every Canadian dealer who can by any possible means attend the Montreal convention should do so. For many reasons Montreal is an ideal spot to visit at any time; but when it is an opportunity of meeting other shoemen, discussing common problems, and visiting shoe factories, there is every inducement for the largest gathering of shoemen ever held in Canada.

We feel, moreover, that if we can send seven shoemen to the Chicago show, they will be so enthused that they will undoubtedly be among those most anxious to attend the Montreal meeting. And as the trip to Chicago will take them part way, the expense will be less, while those who do not win a trip have the chance of paying part of their way to Montreal in any event. All of which is not by way of apology, but of explanation.

So look over pages—58-59—and write for information to the Manager of the Chicago Trip, or better still send in your nomination and get started. The best part of the year is still ahead of you.

Vancouver Notes

The continued dry weather is having a very depressing effect upon the boot and shoe trade. Extensive sales and further price reducing is being largely used to encourage business. Rumors are correct that several stores are closing out owing to expiration of leases and other causes.

The stock of J. H. Johnson of Kerrisdale was disposed of by tender.

The McRobbie Shoe Store has moved to its new home two blocks north of its old location on Granville St.

The Goodwin Good Shoes are preparing a new home three blocks west of their present stand, and hope to move into it shortly. They will continue to sell men's and boys' shoes only.

The repair trade, like the retail, is also suffering from the drought, and the holiday season. Many members of the trade are taking this opportunity to have a vacation.

Mr. S. Pope of New Westminster is away visiting relations in Kansas City.

Mr. F. W. Partington of Davie St. Vancouver, was spending the week end at Buccaneer Bay.

Mrs. J. E. Smith of North Vancouver has returned from visiting her daughter and friends at Vermillion, Alta.

Mr. J. E. Smith has a novel attraction in his windows. He has two tomato plants, which are full of delicious ripe fruit.

The store of Mr. W. Harrowell was entered by burglars, and a small quantity of cash abstracted. The stock was left undisturbed. The same intruders entered ten other stores of various trades in the same vicinity, on the same night.

What might have been a serious, and probably fatal accident, overtook Mr. M. S. Denby of Denby Brothers, Pender St. Mr. M. S. Denby when leaving a customer with his auto, got into a hole on the side of the road, and in backing out became entangled with the guy wire attached to a telephone pole, which tore the hood off and broke the wind shield, doing about \$50.00 worth of damage.

Mr. Denby escaped with a few scratches.

Don't Be Backward in There is still time to get in Journal's Free

WE have received a fair number of nominations for our Chicago contest. Some have nominated themselves, others have nominated friends. But all seem to be bent on being one of the seven lucky ones. Chicago is interested in Canada—interested to such an extent that they have established a Canadian Day at the Chicago Convention and Style Show, January 8th to 11th, 1923. Chicago wants Canadians to see her show. Many Canadians want to go, and should go.

RULES

Rule No. 1. Campaign runs from July 15th to Dec. 1st.

Rule No. 2. Nomination. Any shoeman or shoe traveller, manager or salesman or sales woman, residing in the Dominion of Canada.

Nomination of candidates may be made by anyone at any time during the Campaign, without cost.

Rule No. 3. Votes can be secured only by clipping vote coupons from the Shoe and Leather Journal, or by obtaining vote certificates issued on subscriptions to the Shoe and Leather Journal.

The Shoe and Leather Journal is going to send seven shoemen, five retailers, salesmen or saleswomen, and two travellers. All expenses will be paid by the Shoe and Leather Journal, all you will have to do is go, see and learn, we will do the rest.

Here's how to go about it. The contestants will be selected by votes of the trade in Canada over a period extending from July 15th to Dec. 1st. The contest will be closed on the latter date, and the winners announced in December 15th issue, in plenty of time to prepare for the trip.

Voting will be done in two ways, by means of free vote coupons, in each issue of the Shoe and Leather Journal, and by the subscription votes, particulars of which can be obtained by filling in the attached information form and mailing it to "The Manager of the Chicago Trip."

FREE VOTE COUPON

GOOD FOR
50 VOTES

For..... District No.....
Candidate's name

This coupon must be deposited at the Chicago Trip Department of the Shoe and Leather Journal on or before Aug. 15th. Not good after this date.

INFORMATION COUPON

To the Manager:-

I desire more information about your offer of free trip to Chicago for seven shoemen. Please send me full details at no cost or obligation to myself.

Name.....

Address.....

Coming Forward on the Shoe & Leather Chicago Trip

The Dominion has been divided into five districts, from which we shall send a retailer or one of his clerks. This has been done in order to give an equal opportunity to all. We shall also send two travellers from any part of the Dominion, making seven all told.

The Dominion has been divided up as follows:

- District No. 1. Nova Scotia, New Brunswick and Prince Edward Island.
- District No. 2. Quebec.
- District No. 3. Ontario.
- District No. 4. Manitoba, Saskatchewan, Alberta and British Columbia.
- District No. 5. Cities over 100,000 population

It is understood that contestants in cities of over 100,000 can only win a prize in their own district, so that the man in the smaller community has an equal chance.

You know the special features, entertaining and educational, connected with the Chicago Fair. We believe you want to go, justify our faith in you by sending in your nomination to-day.

Here's the way to go about it

First nominate yourself, or some friend, then fill in and mail the information coupon to the "Manager of the Chicago Trip, c/o The Shoe and Leather Journal."

He is here to supply you with any information, any time you want it. Don't hesitate to ask questions, the Manager will be glad to help in paving your way to Chicago.

The Shoe & Leather Journal's Chicago Trip Nomination Blank

Manager of Chicago Trip

Dear Sir:— I respectfully nominate { Mr
Myself

Address

Yours very truly

Name Address

Date Received By Manager of Trip..... 1922

CHEAP MATERIAL

IN THE FINISHING ROOM IS

FALSE ECONOMY

THE BEST IS CHEAPEST IN THE LONG RUN
BOSTON LEATHER STAIN CO.,

Makes only the HIGHEST GRADE of FINISHES

We are

EXCLUSIVE CANADIAN AGENTS.

We carry large stocks of B.L.S. goods at

MONTREAL KITCHENER - QUEBEC

ready to give you real Service.

**CYCLONE BLEACH, THE ONLY REAL SOLE BLEACH.
 MAGIC STAIN, PARAGON STAIN, ALL SHADES:
 KING and ULTRA EDGE INKS, BLACK and COLORS.
 BLACK DIAMOND HEEL and SHANK INKS.
 DYES, BLACK and COLORS FOR ALL PURPOSES.
 DRESSINGS and POLISHES
 FOR ALL KINDS OF LEATHER, BLACK and COLORS.
 BOTTOM POLISHES, WAXES, etc.**

You can't go wrong on this line. Every Item is guaranteed twice; by Boston Leather Stain Co., and by us. If anything goes wrong we make it right quick.

Don't place your WINTER ORDER until you KNOW what we have to offer YOU.



INTERNATIONAL SUPPLY Co.

Main Office

154 Notre Dame St., W. Montreal

BRANCHES

37 Foundry St., W.
 KITCHENER, ONT.

566 St. Valier St.
 QUEBEC

Established 1915

AMES HOLDEN McCREADY TO RE-ORGANIZE

Plans were submitted to a meeting of Ames-Holden McCready Co. and Ames-Holden Felt Co. here at Montreal on Aug. 10th by which it is proposed to merge the two companies and increase the capital stock to an adequate working basis by a new bond issue of \$1,000,000. The creditors have accepted 40 cents on the dollar cash which will be met out of a trust fund formed for the purpose.

Holder of first mortgage bonds of Ames-Holden McCready Co. are to have an equal amount of bonds in the new company plus 20 per cent. of the par value of such bonds in the fully paid no-par value shares of the new company.

Holder of the second mortgage bonds to get preferred shares of the new company to a par value equal to their holdings plus 40 per cent. of par value of such bonds in fully paid up no-par value shares of the new company.

Preferred shareholders to get 25 per cent. of the par value of such shares in the fully paid up no-par value shares of the new company.

For Ames-Holden Felt Company bondholders and shareholders, terms are:

To holders of first mortgage bonds, first mortgage bonds of the new company to the extent of sixty per cent. of face value of present holdings plus forty per cent. of such face value in the preferred shares of the new company and 20 per cent. in the no-par value common shares of the new company.

To holders of common stock twenty per cent. of the par value of such shares in the no-par value common stock of the new company.

The committee submits, in respect of the new company, that it shall be incorporated with an authorized capital of 23,000 preferred shares of par value \$100 each and of 30,000 common shares of no nominal or par value. This company will, in due course, authorize and issue first mortgage six per cent. gold bonds totalling \$2,500,000.

The meeting of old bondholders will be held on August 25, but already guarantees of support have been given to the committee in charge to make it certain that the plan as it covers the holders of bonds will also be ratified.

The shareholders meet again in September but there was no opposition expressed at the meeting to the plan.

Free Hides and Leather in U.S.

After it had almost become a certainty that hides, leather and shoes were to have an import duty put on by the United States, the programme was upset in the Senate a few days ago, when by a vote it was decided to keep these commodities on the free list. It was felt that the duty on hides would represent advantage to very few, and mean higher prices for shoes and leather goods to the general public.

MANUFACTURERS' ASSOCIATION

The Shoe Manufacturers' Association of Canada has asked its members to send in a complete list of their travellers, local and special representatives. The purpose is to keep a complete list on file in the association offices, where it will be available and useful for many purposes.

Arrangements have also been made with the Department of Commerce at Ottawa to forward to the office of the association full details of all foreign enquiries received. The secretary will then bring them to the attention of the parties most likely to be interested.



Mr. R. J. Farnsworth for over five years connected with the Walk-Over Shoe Store, Montreal and until recently associated with the Regal Boot Shop of the same city, will early in September open a retail shoe store situated at 1165 Wellington St. Verdun, Que., where he will carry a complete line of footwear for men, women and children. Mr. Farnsworth's extensive knowledge of the shoe business indicates that he will soon build up a prosperous business in this populous suburb of Montreal.

Friends and business associates numbering over 250 assembled Thursday evening August 3rd in Lavoie Hall, Ontario St. East, to tender a reception to Mr. Antonio Bedard, member of the firm of J. A. McCaughan & Son, shoe manufacturers of Montreal. The occasion being the approaching marriage of Mr. Bedard, an address was read by Mr. A. McCaughan, brother of the head of the firm, who also on behalf of the employees and other friends in the trade, presented Mr. Bedard with several valuable presents. Among them being a cabinet of silverware, a set of Dresden china and a silver tea service. Mr. Bedard in reply to the address expressed surprise at the numerous and costly gifts which had been presented to him, and closed thanking all for their generosity toward him. The balance of the evening was devoted to songs, recitations and dancing. Refreshments being served during the evening. Music was furnished by the orchestra from Dominion Park.

On Wednesday morning August 9th Mr. Bedard was married to Miss Germaine Hetu, an accomplished and popular young lady of Cambridge, Mass. The young couple afterwards motored to Old Orchard to spend their honeymoon.

Mr. R. W. Ashcroft of Ames Holden McCready, Limited has just returned from a business trip to the Pacific Coast where he visited their various branches throughout the West.

Mr. E. H. Dubois has been appointed manager of the Quebec division of Ames Holden McCready, Limited, succeeding Mr. J. P. Quesnel, who has resigned. Mr. Dubois is well known to the trade, for years being one of the Montreal representatives of this firm.

Mr. D. R. Feetham of Toronto spent a few days in Montreal recently on business in the interests of his firm.

Mr. B. F. Morley, Toronto, was in Montreal recently on business.

Mr. C. A. Davies, Toronto, spent a few days recently calling on the manufacturers in Montreal.

Mr. J. S. Townsend, Hamilton, spent a few days in Montreal on business.

The marriage of Mr. Hugh T. Macfarlane, son of Mr. Norman Macfarlane of the Macfarlane Shoe Limited, Montreal, to Miss Jean Macpherson Fyfe, took place at the home of the bride's parents, Montreal West on August 9th. After the ceremony which was performed by the Rev. A. S. Ross of Montreal West Presbyterian Church, Mr. Macfarlane and his bride motored to Boston, New York and Atlantic City on their honeymoon. On Saturday August 5th., Mr. J. C. Deaner, superintendent of Macfarlane Shoe Limited, presented Mr. Macfarlane with a cabinet of silver-ware on behalf

of the employees.

Mr. Peter Chouinard, formerly with Regina Shoe Co., has joined the staff of Dufresne & Locke, Limited, Montreal. He will act as assistant to the general sales-manager Mr. C. Dufresne.

The Shoe Superintendents' and Foremen's Association and other employees of the various factories in Montreal to the number of over 850 enjoyed a four hours' sail on the St. Lawrence on Friday evening August 11th. This event being their second annual moonlight excursion. Good music, excellent dancing, songs, recitations, and plenty of refreshments were the features of the evening. The following gentlemen, J. X. Barbeau, A. H. Hamilton and J. R. Leonard composed the committee formed to organize this very successful excursion.

Mr. F. W. Knowlton, of the United Shoe Machinery Co. of Canada says that things are gradually forging ahead in the shoe business, the production returns showing a steady recuperation. He thinks that when fall business gets under way conditions in the trade will get back to normal.

Mr. Clark of Clark Bros. Limited St. Stephen, N.B. spent a few days in Toronto last week.

Mr. Parker of the Solid Leather Shoe Co., Preston was in Toronto calling on the trade recently.

The many friends of Mr. W. G. McFarlaned of the Williams Shoe Co., will join us in congratulating him on his recovery from his recent illness. Mr. McFarlaned was laid up in the hospital some 3 weeks with an ulcerated tooth. An operation being necessary before the trouble was finally removed.

Mr. J. A. Cameron, representing the Myles Shoe Co. is very optimistic regarding the future of the shoe trade. He finds business making a decided turn for the better. Mr. Cameron is showing a wide range of new, strongly constructed, handsome models for Fall and Winter in his sample room at the King Edward Hotel, Toronto.

In evening pumps for ladies he is showing turns and welts in Silver and Gold Brocades also in Metallic, Pearl Grey, Suede and White Kid. The Brocades are selling in all colors. He is also offering a large variety of beaded work.

For Fall he has some attractive patents and one straps with a good showing of Oxfords for Winter.

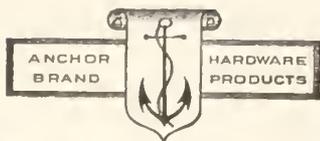
Mr. C. F. Rannard, of Rannard Shoe Ltd., Winnipeg, is holidaying at Detroit Lakes, Minnesota, during the month of August.

Mr. Simpson of Boston, Mass. was in Toronto this week inquiring after leather. Mr. Simpson reports that the Boston Leather market is bone dry.

Mr. Nap. Tetrault has been away on a motor trip and expects to come back all ready for a good season's business. Meanwhile Mr. Albert Tetrault has been at the helm and reports excellent progress.

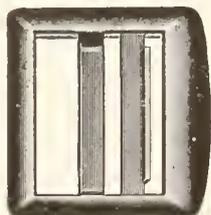
Mr. Peter Doig had a well earned holiday in north western Ontario, where we understand he qualified as a member of the Fishing Club of the Shoe and Leather Trades.

Mr. J. H. Flaherty who has been with the Cash Shoe Store in Halifax for the past 8 years is now connected with Weigel Bros. of that city.

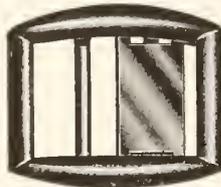


BUCKLES FOR Summer Footwear

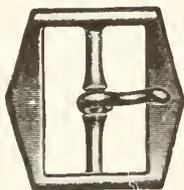
Season of 1922



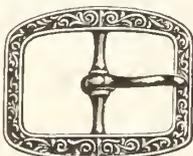
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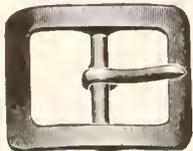
NOS. 1375-1375½



NO. 1364



NO. 1061



NO. 1141

Write for booklet showing
other designs.

HARMONY

Buckles will be an important factor in making strap slippers attractive for Summer.



We are in a position to supply buckles of the finest quality in a variety of designs, sizes and finishes.



"Anchor Brand" Buckles harmonize with straps and vamps in desirable tones



If interested in seeing samples, kindly write stating sizes and finishes desired, and we shall be pleased to co-operate with you.

NOTE

All leading jobbers
sell "Anchor Brand"
Buckles

NORTH & JUDD MFG. CO.,

NEW BRITAIN, CONN., U. S. A.

NEW YORK
127 DUANE ST.

CHICAGO
326 W. MADISON ST.

ST. LOUIS
609 VICTORIA BLDG.

SAN FRANCISCO
POSTAL TEL. BLDG.

Mr. James Clark, of St. Stephen, N. B., spent some time in Montreal visiting the trade and conferring with Mr. John Clark and Mr. R. L. Savage with regard to the coming season's developments. Several important changes and additions have been made to their line.

Though in business less than a year the G. & J. Hamilton Leather Co. Ltd., Toronto, have doubled the capacity of their tannery. The new addition is located at 551 Eastern Ave. and is of solid brick construction, containing a complete steam plant for power and heating purposes. The new building is adjacent to their original Tannery on Carlaw Ave. An overhead bridge connects the two buildings. The offices will be in their new addition and entrance from Eastern Ave.

Mr. Bert Tilley of C. Tilley & Son, Toronto, is spending a vacation at Point au Baril, Ontario.

R. E. Bennett & Co., Toronto, have been appointed selling agents in Ontario for G. & J. Hamilton Leather Co., Toronto.

Mr. Harvey Graham of the W. A. Marsh Co., Quebec, has moved to Toronto.

Mr. Thos. Sisman of The T. Sisman Shoe Co., Aurora, is away on a European trip.

Mr. S. E. Symington representing the Leather Products Co. of Canada, 182 St. Marys St., Hamilton, will represent the Canadian Shoe-Findings and Novelty Co. of Toronto in Hamilton. Mr. Symington will carry complete stocks of Griffin Polishes, slippers and general lines.

The Forbert-Lavigne Footwear Co. has been registered at Orillia, Ontario and will conduct a wholesale and retail business with headquarters in the above town. The wholesale department specializes in all manner of findings and heavy staples.

Mr. J. F. Bentley who now represents the Rawtenstall Shoe & Slipper Co. Ltd., of Bacup, England was with the F. J. Weston & Sons of Toronto four years, leaving there to join up with Geo. A. Slater Ltd., Montreal, staying with them three years. For two years previous to taking over the Rawtenstall Agency, Mr. Bentley was with The Neolin Sole & Wingfoot Heel Department of the Goodyear Rubber Co., Toronto. This together with Mr. Bentley's 20 years of shoe experience in England makes him a valued member of the Canadian Trade.

Mr. R. J. Henderson, formerly with Robert Simpson Co. Ltd., and latterly associated with Quebec shoe manufacturers, has returned to Ontario, where he is acting as special representative for Corson Shoe Mfg. Co. Ltd. Mr. Henderson will be particularly engaged in pushing the new line of "Hikers" for boys.

VACUUM TANNING

It is noted that Mr. W. B. Yates addressing the Board of Trade of Sault Ste. Marie on the Nance process of vacuum tanning made such an impression that a committee is being appointed by the board to investigate the possibilities of establishing a tanning industry in that city. The process is still in its early stages and has been investigated in several countries, through to date has not achieved a notable success in commercial practice. We are not familiar with the reasons that underlie the hesitancy of tanners in adopting it. There is always the fear of throwing over the old, well-known methods in favor of the new. There is considerable expense involved in the apparatus required, while there are many who claim that any method of speeding up the organic reactions of tanning take away from the quality and durability of the finished leather.

THE SISMAN PICNIC

The T. Sisman Shoe Co. Limited of Aurora, Ontario held their annual picnic on August 2nd. Previous to this they have always held their picnic at Bond Lake, but it was decided that a more interesting trip could be had by going to Niagara Falls. The picnic was originally planned for the Canadian side but owing to strike conditions existing there it was necessary to go to the American side. The Aurora Civic Holiday was set on the same date and many of the Town's people joined in the fun. The usual list of races and games were enjoyed by all. Judging by the expressions of pleasure and the letter of appreciation received by the executive staff the following day, the 400 who attended throughly enjoyed themselves.



Mr. E. A. Redding, Superintendent of T. Sisman Shoe Co., Limited, Aurora, Ontario snapped on the boat on his way to recent picnic at Niagara Falls N.Y. Mr. Redding was until recently connected with J. M. Humphrey's and the travelling staff of the Williams Shoe.

NEWPORT SHOES IN HAMILTON

For the benefit of their customers in Western Ontario, the Newport Shoe Co. Ltd., of Toronto, have established a permanent sample room at Room 301, Clyde Block, corner of King St. East and Hughson Street, Hamilton. Centrally located in one of the best business blocks of that city, Mr. Roy Wilson, who is in charge of that district is better able to look after his friends than ever. Mr. Wilson is making Hamilton his headquarters, and from that point takes care of Western Ontario, making frequent trips also to Eastern Ontario points. Mr. Wilson says the Newport line of turns has been meeting with an excellent reception at the hands of the dealers and public, and he is looking for very good business this fall.



The Kid That Made Fine Shoes Famous

Ask any of the Shoe Manufacturers using *good kid* and they will tell you that they can always rely upon FAMO.

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

New York Representative
SEIDERMAN-SALMON, Inc.
95 Gold Street -- New York City
GEO. W. NEWMAN LEATHER COMPANY
Cincinnati and St. Louis
Canadian Representative
R. E. Bennett & Co. Room 32, 70 Lombard St.
Toronto Phone Main 4016w

Shanks

WE have an up-to-date plant devoted to the production of McKay, Turn and Welt Shanks made up in fibre, steel and combination.

Any inquiries regarding your shank problems will be gladly answered.

Write us for prices

MADE IN CANADA

The H.W. Steel Shank and Specialty Company - Limited
PRESTON

A NEW DEVELOPMENT IN PUBLICITY

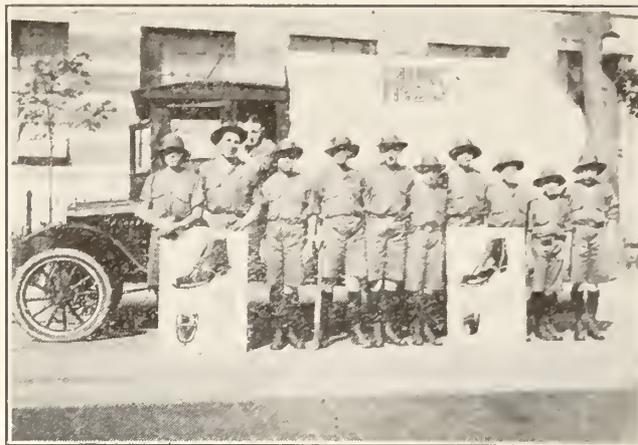
A novel idea in publicity methods is being tried out by the Corson Shoe Manufacturing Co. Limited, of Toronto, and one which will be watched with interest by the trade. The plan is applied to the marketing of a new shoe for boys, called the "Hiker", and was evolved after a close study of the market for these shoes, and how best to get the story to the ears of the interested parties.

On July 24th, ten boys started out under the well known scoutmaster P. H. Hammond. Convoysed by a motor containing equipment, and supplies, clothed in the regular Boy Scout uniforms, but shod with Corson's "Hikers", these lads propose to cover in the neighborhood of four hundred miles in Western Ontario on foot, in the endeavor to wear out these "Hikers", which are soled with Beardmore's "Bulldog Sole."



Mr. C. S. Corson and his son. The latter accompanied the "Hikers"

To date their progress has been a triumphal march. In each town visited they call on the shoe dealers, and newspapers. Naturally, they form a centre of interest while in town, which gives them the opportunity to distribute literature and tell their story. They are expected in Toronto for the Exhibition, when they and their shoes will be on view in and about the Corson and Beardmore exhibit.



Off to a good start

The story does not end there, for the plan involves follow up literature to help move the shoes, and put them on the consumers' feet. Window cards and folders are being sent the retailers, and blotters for them to distribute in the schools. These are to get the interest of the boys in a booklet, written by Mr. Hammond himself on "Outdoor Fun for Boys." To get this book, the boy must go to the dealer, and sign his name, and his mother's name and address. To her the Corson Company then sends another piece of advertising matter. Thus is established what the advertising fraternity call a complete "hook up." The plan shows every evidence of courage, confidence, and ingenuity, and marks a new step in the merchandising of shoes in this country.

We understand Clayton Corson, who is one of the "boys", planned to go along, and outfitted the crew with a radio, phonograph and all the comforts of home. But when he found there wasn't room on the truck he backed down, though probably the real reason is that he expects to be too busy filling the orders with which he expects to be swamped.

THE FISHING CLUB

We believe the time is just about ripe to spring our little collection of fish stories. We have some great yarns lined up, for instance, that one where a notable fisherman caught a 20 pound lunge on a bent pin. He was up—no, we won't tell you any more. Send your experiences in to the News Editor, and watch our next issue.

Manufacturers
I BUY ALL KINDS OF SURPLUS
Shoe Stocks for Spot Cash

— Send samples, particulars and prices to —

L. M. BARNETT

Wholesale & Retail Shoe Dealer
10 Market Square Hamilton, Ont.

References—Dun's and Bradstreet's.

The Shoe Repair Man

Convention Echoes

Further Discussion of Some Repair Problems

IF the price question is not the most important facing the repair trade today, it is at least the subject for the greatest and most continuous discussion wherever two or three of the repairmen are gathered together. At the recent convention the subject was first raised by Mr. S. Burnett of Toronto, while the net result was the passing of a resolution instructing the new executive to appoint a committee to study the situation and bring in a report at some time not later than the next convention. The findings of this committee will be awaited with interest not only by the Ontario men, but by repairmen all over the continent.

When introducing the subject, Mr. Burnett instanced the fact that shoe manufacturers many of whom produce a large variety of styles, sizes, and types, are confronted with a similar problem. He thought that if they could solve it, there must be a way out for the shoe repairer. It may be said, however, that in this country at least the system of cost finding in the manufacture of shoes is far from being uniform, accurate, or by any means a highly developed art. There are still plenty of cases where it is quite obvious that either the selling force or the force of circumstances fixes the price

at which the goods are sold, regardless of the cost. And the continual high mortality in shoe manufacturing is evidence enough that the selling price does not represent, as it should, the cost plus a reasonable profit. So that one of the major problems facing the Shoe Manufacturers Association is the development of a uniform accounting and costing system.

But we are wandering a bit. To return, Mr. Burnett said that repairmen were not only manufacturers, but salesmen as well. It is necessary for the shoe repairer to get fair prices for his work, he must therefore know his costs, and there must be men in the trade clever enough to figure out a basis from which each man could work.

Mr. Butterworth, president of the Toronto Association, contributed some valuable information and suggestions during the discussion. He described the efforts of the Toronto Association to work out uniform prices from actual cost. The chief difficulty is the number of variable factors. There are no two pairs of shoes handled in that are in exactly the same condition, or require the same amount or class of work. Seldom do two repairmen use the same materials or similar methods in handling the same class of job. One man would do a pair of turns in twenty minutes, the average man would likely take an hour, while some would take half a day. The same is true of nearly every job. The condition

Quick Profits

—and **EASY Profits.** **EVERWEAR** Toe Protectors turn the repairman's hardest and most time-taking job into his easiest and most profitable one. **EVERWEARS** repair Ladies', Misses' and Children's shoe tips 15 times as fast as any other method—do a better job—and make 200 per cent. profit.

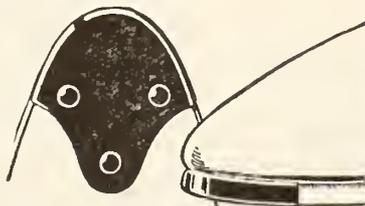
EVERWEAR Toe Protectors are neat and smart in appearance. Fit snugly. Attached in a few seconds, four sizes for women and one boy's adjustable size.

Thousands of shoe repairers are attaching **EVERWEARS**. The more they use the better they like them

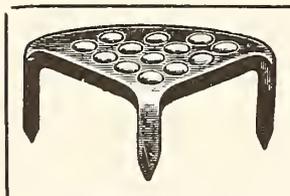
GET THEM FROM YOUR JOBBER—IF HE CANNOT SUPPLY YOU WRITE—US

**CLEVELAND
SHOE
PROTEC-TOE
MFG CO.**

2406 E. 79th Street
CLEVELAND OHIO



Actual Size.



WE COULD NOT IMPROVE ON THE "NATIONAL" SHOE PLATE SO WE HAVE IMPROVED TREMENDOUSLY ON FORMER METHODS OF PACKING HEEL PLATES !

"National" Shoe Plates now are packed first in neat one-gross cartons and then in heavy cardboard telescoping boxes as follows:

Size No. 1:	Packed 10	one-gross	cartons in	box
" " 2:	" 10	" "	" "	" "
" " 3:	" 6	" "	" "	" "

Furthermore, the boxes are neatly re-wrapped in stout paper with plain markings as to description and size of contents.

National Shoe Plate Mfg. Co.

160 North Wells Street

Chicago, Illinois

of the shoes must be a guide to the repairman in putting a price on a job. If he sees extra patches or stitching is necessary, he must add them to his price when making it.

Another factor is the competition encountered. One man can set his scale of prices fairly high; another, with cut-price competition must lower his to some extent. He instanced one of his stores in which fourteen competitors had opened in one year. His conclusion was that it was almost impossible to work out uniform costs, but an average selling price could be struck, whereby some jobs would show a large profit, others a loss, but a fair margin would result on the whole.

Another point was made by Mr. Legg, of St. Catharines, who brought up the question of various grades of shoes. A man brings in a shoe that originally cost fifteen dollars, while another man brings in a five dollar pair. Should you charge the same price for soles and heels in each case? There are two answers possible. One is that the owner of the expensive shoes will be the more willing to pay three dollars for a job than the other fellow. On the other hand, the chances are that the expensive shoes can be repaired more easily and quickly, and will be in better shape than the cheap ones. So that the repairer could afford to fix the former at even a lower price.

That the one man shops and "bed-room shops" have a tendency to cut prices and injure business was brought out by several speakers. Mr. Fex, of Kingston emphasized this fact, and felt that unless these men were held in line, price fixing or cost studies would be fruitless. This raised the question of the necessity of educating the public to the fact that the high-class shoe repairer is trying to give value for money received, and that he is entitled to an adequate return for his work.

Graded Prices.

The two or three grade price plan, advocated by some repairmen received in general a rough passage. Some of those present are rather inclined towards that principle, even though it necessitates explanations to customers. Some speakers felt that it provided them with a weapon against unfair competition. But the majority were against it, and favored one price. As one man put it, "You won't buy two grades of leather. You'll only buy either the high grade or the low. And the result will be that you'll eventually have only the one price, and that most likely will be the low one." The convention declared itself in favor of the one price plan, though prices would vary in different localities where conditions, rentals, freights, etc, were different.

The Credit Question.

Another of the important topics discussed at the Hamilton Convention was that of credits. It is pretty well established in the minds of the leaders of the shoe repairing trade of the country that in the effort to obtain business the wholesale houses have been unwisely liberal in the matter of credits. While all repairmen have been hit by the slump, and they appreciate the fact that the wholesalers have been lenient with them, many of them feel that, in the first place, they would have been better off with less credit, and in the second place, many so-called repairmen have received credit who were not entitled to it. In the effort to remedy the situation, the executive were instructed to work with that of the newly organized Finders' Association. It is to be hoped that action will be taken as a result of conference, which will put the repair trade on a new footing. From not one, but several sources information comes as to men who set up repair establishments on very limited capital, obtained extensive credit from supply houses, set their

prices at low figures, and cut into legitimate trade. In most cases they had only the vaguest idea as to management and costs. Obtaining their goods on credit they spent their cash receipts for living expenses, and other bills that had to be met immediately, finally failing and leaving their creditors holding the bag. This procedure causes loss to the wholesaler, loss to repairmen of the neighborhood, whose volume and prices are reduced, and loss to the whole trade, out of whom the wholesaler must get the money he loses on bad accounts.

It is fair to neither party, and in the best interests of the trade should be checked.

It will be interesting to see how far the wholesalers will go to meet the situation. For while the existing organizations of repairmen are still in a formative stage, it will not be long until they will present a united front, and will be forces to reckon with. The Finders' Association profess to have at heart the interests of the shoe repair men. We believe they have, if only from selfish reasons. This problem offers them an excellent opportunity of demonstrating their interest in tangible fashion, and at the same time of saving themselves further serious losses.

TORONTO PICNIC

The Toronto Shoe Repairers' Association held their annual picnic at Centre Island on August 2nd. Bad weather made it necessary to seek shelter during the earlier part of the day. But when it did clear up, both young and old, to the number of 250 entered heartily into the many games and races. Toys, balloons and ice cream made a decided hit with the youngsters. The Executives of the Association wish to thank the following findings and leather houses, who so kindly donated to the day's enjoyment. Beardmore & Co., Anglo Canadian Leather Co.; C. S. Hyman & Sons; C. Parson & Son; United Shoe Machinery Co.; Chas. Tilley & Sons; Nugget Polish Co.; P. W. Wallace & Son; Jos. King; Adams Brothers; Nonsuch Manufacturing Co.; I. T. S. Rubber Co.; Gutta Percha & Rubber Limited; Dunlop Tire & Rubber Goods Co.; Beal Brothers.

OTTAWA SHOE REPAIRERS ORGANIZE

The shoe repairers of Ottawa met together for the purpose of organizing, and putting their industry on a sounder basis. Out of ninety or more repairmen, sixty-five were present at the initial meeting, of which Mr. D. Green was elected chairman. Another meeting is to be held on August 15th to elect officers. Meanwhile, it was decided formally to organize the Ottawa Shoemakers' Association. Discussions were held covering the present situation of relatively high priced raw materials and cut-rate competition. It is felt that sound methods of an organized body should serve to do away with a lot of the difficulties now encountered, largely due to the cut prices of repairers who are more or less of the transient class.

PLANS FOR FALL

Summer is nearly over, and autumn is just around the corner. The shoe repairer does not look for a flock of customers during July and August. Many people migrate to resorts for all or part of the summer; weather is usually fine, and footing dry; and the public interest in shoe repairing is generally at low ebb. But with the arrival of September conditions should change. Today people are feeling more optimistic than for a long time. Money will be put in circulation when crops

start to move, and manufacturing activities should employ more men. All this means grist to the shoe repairer's mill. Shoes that have been worn through the summer need to be repaired and made more respectable. Low shoes will be mended to last till cold weather, boots which have been discarded since spring will be dug out for another turn. Children will be returning to school, and in addition to new shoes, will have some old ones which will serve for rough wear if they receive a little attention.

Obviously some of this trade will come to the established shoe repairer in the natural course of events. But after a continued dull period such as has been experienced for some time past, it is not enough to "let nature take its course." The "go-getter" is the fellow who will cash in during the next few weeks. Why not go out after your share of the trade—and a little bit more?

What shape is your shop in, and your machinery? Are you in a position to take care of the work when it comes, and handle it quickly and well? Window-dressing is an art that many repairmen have still to master. The window can be made to pay more than its share of the rent, and tell its story continually to the passerby. It can show him the kind of store you keep, the kind of work you do, the findings you carry, and also provide some education as to the merits of your establishment and the value of shoe repairing in general. If you do not want to employ a card-writer, you can write out some neat signs yourself. Providing they have a definite message, and are presentable, they are almost as good as the work of a professional.

A little newspaper advertising at this stage will not come amiss. Make a splash, if you like, to start interest, and then maintain it a while with regular space in keep-

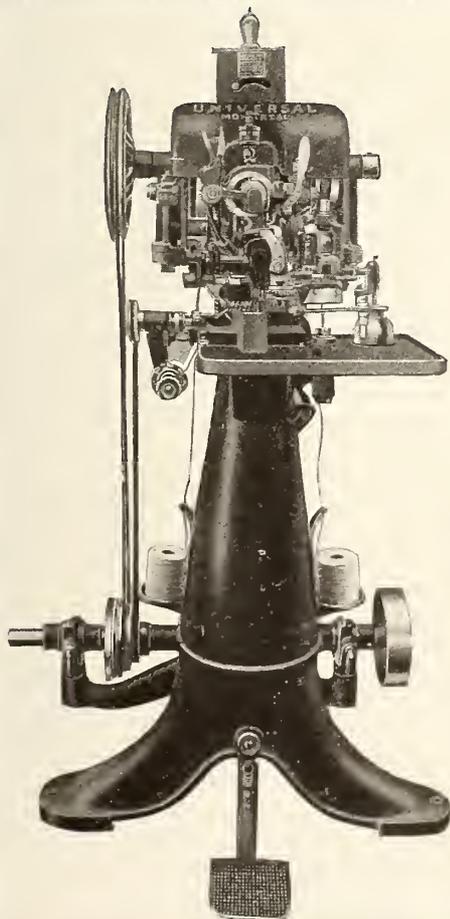
ing with your pocket. You know shoe repairing, your newspaper man knows something about advertising. Between the two of you it should not be difficult to work out an advertisement that will pull. Tell them who you are, what you do, and where you are. Emphasize quality, service, price, if you like. Give them also some facts about shoe repairing, and tell them why this is the logical time to bring their shoes to you.

A circular letter, folder, and handbill, distributed where you think they will do the most good, are valuable business builders. If you have a telephone, why not call up the people in your locality, suggesting that you may be of service to them, offering to call for the shoes if they cannot bring them in. Personal canvas of stores and houses should not be beneath the dignity of shoe repairers, and even if the percentage of "sales" is small, if a card is left at the time, or some kind of reminder, future business should result.

We are not disposed to preach, but it does seem to us that this is the time to finish the plans on which you have been working all summer. Certainly the man who does not go after business these days, and spend a little money to get it, will not be swamped with work next month; while the man who is using his head will get results, and he can at least say he has tried faithfully.

Mr. L. O. Breithaupt, Sales Manager of the Breithaupt Leather Co. Limited, Kitchener, is spending his vacation at his summer home on Georgian Bay.

Mr. L. D. Somers who represents Fred Whitley & Co., Montreal, has just returned from an extensive business trip in Ontario in the interests of his firm.



UNIVERSAL SHOE MACHINERY

Unequaled Service Maintained

MADE IN CANADA

No
Duty

No
Royalty

The Machinery that is made right and kept right by our Expert Canadian Demonstrators.

BUILT TO USE—NOT TO RENT

Each Machine is a Silent Salesman and a Monument to Our Success.

UNIVERSAL SHOE MACHINERY Limited

122-128 Queen Street MONTREAL, Can.
UNEQUALLED SERVICE MAINTAINED



*From drawing made by
A Handelan and Staff
of Artists
50-56 N. Randolph St., Chicago.*

CLASSIFIED ADVERTISEMENTS

FOR SALE:—Modern equipped shoe repair shop "GOODYEAR OUTFIT" with four jacks at the work-bench. A good proposition to enterprising party. Well worth investigating by anyone meaning business on straight forward lines. Owner compelled to give up on account of ill health. For full particulars apply to Rothwell & Knowlden, 511-4th. Ave. South, Lethbridge Alberta.

MANUFACTURER'S AGENT Requires Line of Ladies' or Children's Shoes for Ontario territory, commission basis. Address, for particulars, to Box 53 SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

LIVE WIRE SHOE SALESMAN with an extensive experience and excellent connection in Ottawa City and surrounding towns, desires to get in touch with Canadian Manufacturers making Men's, Boy's, Women's and Children's popular priced footwear; would also consider a wholesaler's line as an in-stock proposition. Highest references. Box 48, Shoe & Leather Journal, 545 King St. W., Toronto.

WANTED by experienced Shoe Salesman to link up with shoe manufacturer or jobber to cover Western Ontario, connection established, a good hustler full of pep and ambition and can get good results apply Box 47, Shoe & Leather Journal, 545 King st. W., Toronto.

CORDOVAN by an expert. I will give personal instructions or furnish Formulas in modern tanning of Shell Cordovan and Horsefronts in either Chrome or vegetable tannages in black and colors from Hide House to Shipping Room. Address, Chas. Knees, 342 Jarvis st., Toronto.

WANTED:—For Western Ontario, good experienced shoe traveller to represent firm on commission, manufacturing a full line of Men's, Boys', Youths' and Gents', McKay and Standard Screwed shoes. Box 50, Shoe & Leather Journal, 545 King st. W., Toronto.

FOR SALE:—One Progressive Finisher approximately 14 ft. long. One Champion Finisher approximately 14 ft. long. One Bench Finishing shaft approximately 6 ft. long. One Champion Straight needle outsole Stitcher. One Fleming type Landis Curved Needle Stitcher. The above machines are guaranteed in good running order and condition and have been rebuilt by us. We will sacrifice these machines at a very low figure. **UNIVERSAL SHOE MACHINERY LIMITED**, 128 Queen Street, Montreal, Telephone Main 6233.

IMPORTANT:—Are you worried keeping books? Are collections slow? Worry no longer. Write or phone me. Immediate relief given. J. Pascoe Beel, Emergency Accountant, 545 King St. W., Toronto. Phone Ade. 6507

SALESMAN WANTED for Western Canada to carry a side line of women's novelty shoes on commission. Box 51, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

EXPERIENCED Shoe Salesman with office in Montreal, selling high grade ladies' and men's welts and turns in Montreal and Maritime Provinces, established wholesale and retail connections, is open to tackle boys' and children's line, sandals and other stitchdowns, felt slippers and shoe findings. Address Box 10, SHOE & LEATHER JOURNAL, 510 Coristine Bldg., Montreal.

SALESMAN for Winnipeg and the West to handle sheepskins for shoes, Saddlers Russetts, Suedes and coat leathers. Must have best of references and with good connection with the shoe trade and leather industries. Box 52, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

K

**FIBRE
COUNTERS**

A
Little Thing
To Ask For—
A Big Thing
To Get

Retailers Know It To Be A Fact

—that there is no part of the shoe subject to greater strains, harder knocks, more pulls and wrenches from any greater number of angles than is that part of the shoe the COUNTER gives shape to, protects and reinforces. Therefore They Want A Counter They Know Will "Deliver" service. So an increasingly large number are specifying in their orders that O. K. FIBRE COUNTERS be built into their shoes by their shoe manufacturers. For this is the counter that embodies high quality raw material, is made by highly standardized methods and undergoes rigid factory inspection.

O. K. SHANK, COMPANY
307 Fourth Street - Chelsea, Mass.
Canadian Agents: Trudeau Co., 719 Panet St., Montreal, Que



**Morton Double
Bottom Flange
Tubes for Lasts**

Made in all sizes
straight and flange

"The strongest Last
Tube in the World"



E. S. Morton & Co.

Pat. Feb. 29, '70 13 Bay St., Brockton, Mass.
Pat. Sept. 14, '15

Pat. Feb. 26, '07
Pat. Sept. 14, '15

Rawtenstall Shoe & Slipper Co., Ltd.

BACUP - - - ENGLAND

Before Buying—See our Men's Leather and Felt Flexible Sole Everetts
 Women's Persian One Bar
 Women's Velvet Fancy Patterns.
 Misses' and Children's One Bar and Ankle Straps
Prices and Samples on Request.

J. F. BENTLEY, Rep.

Room 4

77 Victoria St. Toronto

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

CODES: MARCONI. BENTLEY, LIEBER.
 CALES HIDES, LEICESTER

Belgrave Gate, Leicester, Eng.



Cabinette
Wooden Heels
for
Ladies' Shoes

+++

Manufactured by

CANADA CABINETTE HEELS
 Limited

2732-2736 St. Hubert St., Montreal, Canada
 Calumet 1959

CLARKE & CLARKE Limited
 Established 1852

Tanners 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 Wareroom and Cutting Department
 252 Notre Dame St. W., Montreal

PERCY J. MILBURN, Agent

BRANCH WAREROOM

553 St. Valier Street, Quebec City

RICHARD FRERES, Agent



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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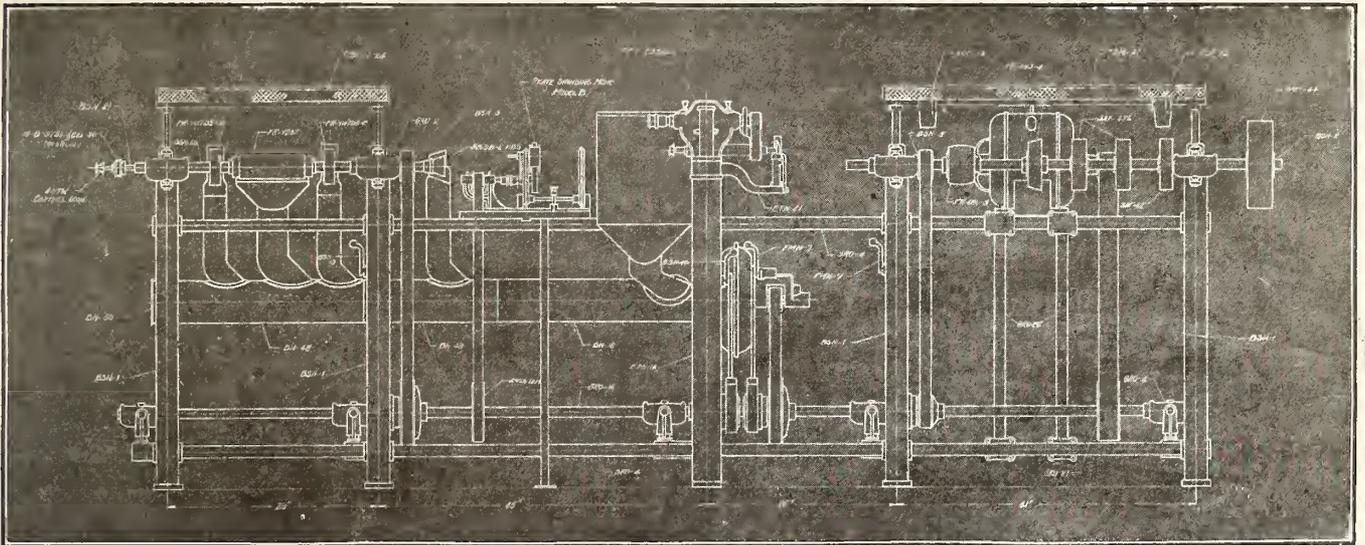
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SECURE THE UTMOST

FROM YOUR

Fall Shoe Repairing Business

BY USING A



Photographic reproduction of 12ft. Shoe Repairing Outfit assembling blue print as used in our Montreal Factory Illustrating the care taken in planning and executing each feature in Goodyear Shoe Repairing Machinery

GOODYEAR WELT SHOE REPAIRING OUTFIT

The Outfit That Is Built Up To A Standard
Not Down To A Price

The most Economical Because the most Productive and Reliable
There is a size that will exactly meet your requirements

Installed on terms that you CAN afford

Ask for our latest catalogue—it describes the complete line

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

MAIN OFFICE AND FACTORY

MONTREAL

TORONTO
90 Adelaide Street, W.

KITCHENER
46 Foundry Street S.

QUEBEC
28 Demers Street

CLARKE'S PATENT



LEATHER

Patents---

Here There and Everywhere

Wherever you look, North, East, South and West you will find women wearing patents.

Dealers are selling patents to a strong demand, and they all say that Patent Shoes made with Clarke's Patent Leather sell easiest and best.

Only Clarke's Leather can give Clarke results.

A. R. Clarke & Company, Limited

Toronto

Branches at Montreal and Quebec

Largest Producers of Patent Leather in the British Empire

THE SHOE & LEATHER JOURNAL

PUBLISHED · TWICE · A · MONTH

Featuring

Shoe Style Show
at Canadian National Exhibition.

Selling Methods

Advertising

The Fallacy of Competition
by Dr. Frank Crane.

Retail Problems

Shoe Repairing.

Member Audit Bureau of Circulations

ACTON PUBLISHING CO. LIMITED
TORONTO MONTREAL

“OUTING”

BRAND

CANVAS SHOES

Their Cool, Light, Comfortable
Foot-freedom Has Won Them
A Host Of Sales For The
Merchant

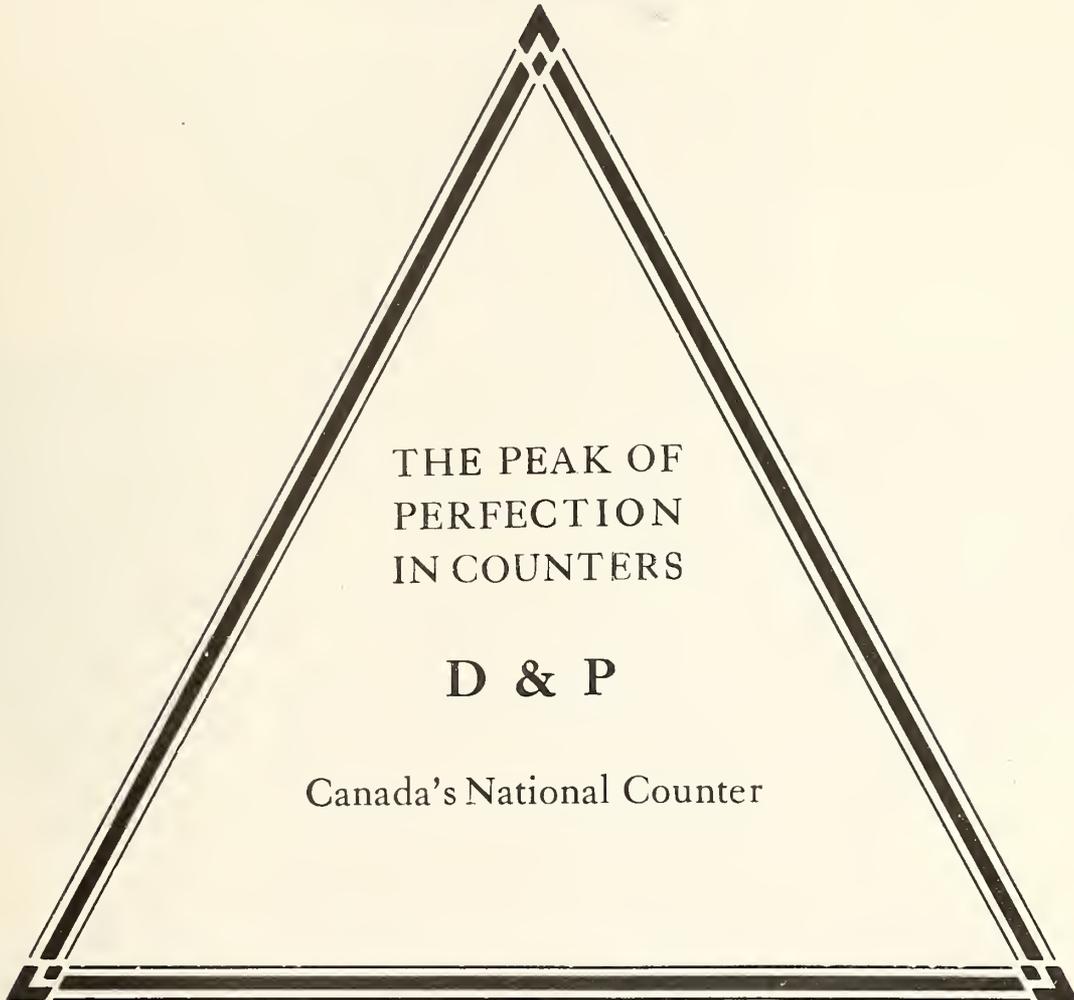
Your customers like the comfort and freedom of Outing Brand Shoes. The very feel of the clinging, ground-gripping tread invites activity and recreation. These delightful shoes give the freedom of the barefooted boy, with a neat well-shod appearance.

Gutta Percha & Rubber,

Limited

Head Offices and Factories, Toronto.

Branches in all Leading Canadian Cities



The highest peak in selling is the point at which every manufacturer is aiming for his next season's lines. Wise counter buying is as important as good shoe making. The exclusive use of D. & P. COUNTERS will enable your shoes to "fly high" in sales on the strength of superior quality, style and value.

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



Mention "Shoe and Leather Journal" when writing an advertiser

The Voice of Fashion

Fashion has predicted black as the popular fall and winter color. The recent Boston Style Show established it. Manufacturers to meet the coming demand must have a saleable and distinctive leather.

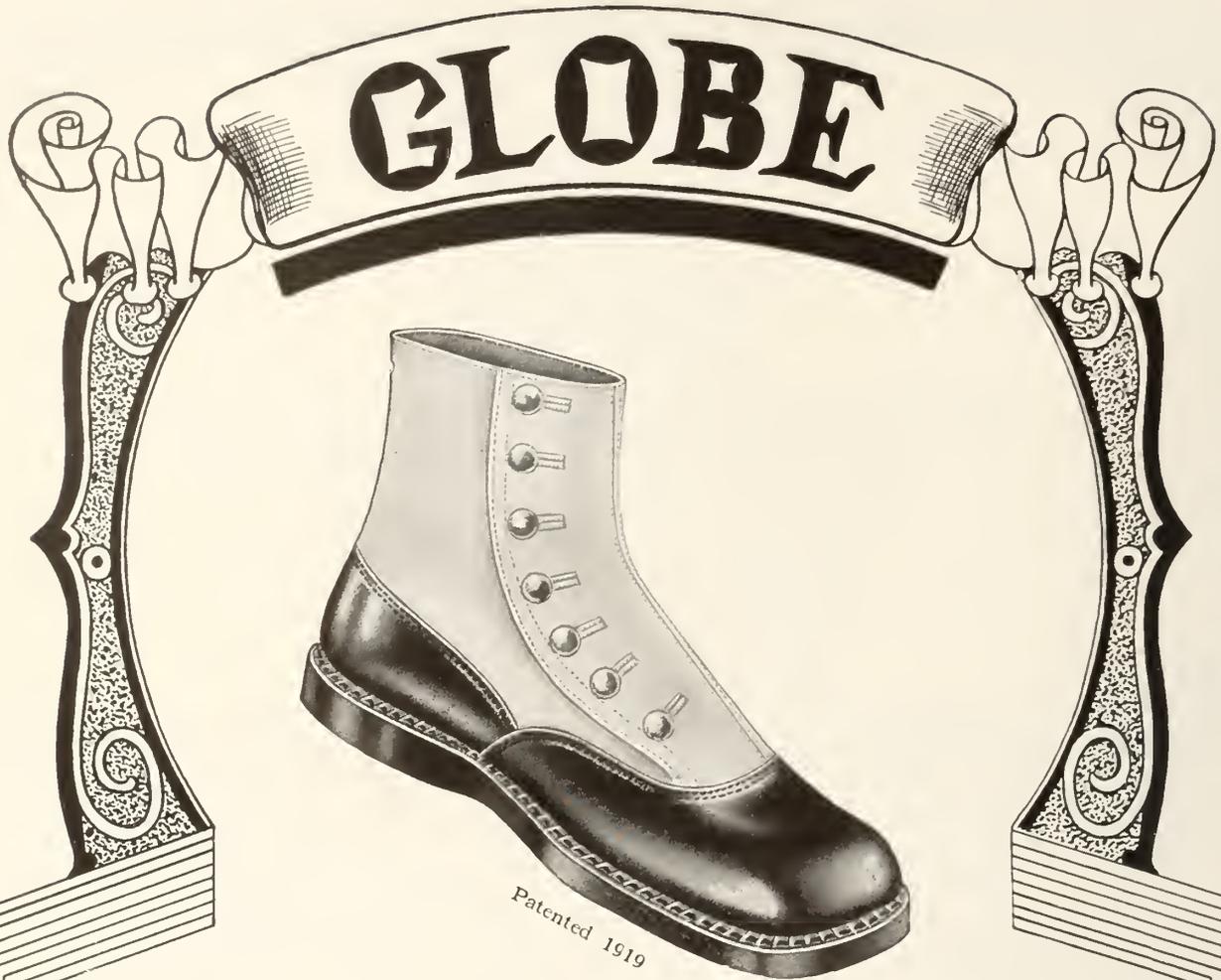
Black Varsity Calf

is the ideal leather to meet this demand. It has that fine feel, appearance, break and finish, characteristic of Davis Calfs. Black Varsity is a light, strong, non-stretching close fibre tannage. Brilliant and of soft texture, it assures a stylish boot of fine appearance. Its cutting economy will please you.

There is a Davis Calf—

for every shoe. We can supply you with dependable leather in any weight or color for men and women's shoes.

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.



GLOBE "PILLOW WELT" and "BABY PILLOW WELT" SHOES so completely satisfy both child and parent that they are not only successful sellers themselves but are the root of increased trade in other lines.

SATISFACTION is moulded into their perfectly shaped lasts and is built into their dependable shoemaking.

THEY ARE THE ONLY GENUINE GOODYEAR WELT SHOE MADE WITH A PILLOW WELT INSOLE.

Complete Globe Lines will be shown you by one of our salesmen whenever requested.

Carried in stock by A. Lambert, Inc. Montreal.

GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

Montreal Office---11 St. James St. Representative---J. A. BLUTEAU



When shoe style prominence is achieved through many details of refinement—as in this Patent One Strap model of Bell's—the short lived popularity of merely snappy shoes gives way to lasting preference for this really beautiful type of footwear.

With people turning from Summer activities to the social functions of the Fall Season merchants whose displays feature these new Bell Styles are certain to draw the demand of all buyers of fashionable shoes.

J. & T. BELL, LIMITED

Montreal, Quebec

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



IN STOCK

for at once Shipment



749	Yth's. Vel. Cf. Bal. Imit. Welt	11-2	\$3.00
749X	Yth's. Vel. Cf. Bal. Fudge St.	11-2	2.90
750	Yth's. Tan Cf. Bal. Imit. Welt	11-2	3.15
750X	Yth's. Tan Cf. Bal. Fudge St.	11-2	3.05
745	Yth's. Vel. Cf. Blu. Imit. Welt	11-2	3.00
745X	Yth's. Vel. Cf. Blu. Fudge St.	11-2	2.90
645	Lt. Gt's. Vel. Cf. Blu. Imit. Welt	8-10½	2.60
746	Yth's. Tan Cf. Blu. Imit. Welt	11-2	3.15
646	Lt. Gt's. Tan Cf. Blu. Imit. Welt.	8-10½	2.75

Our In-Stock service is complete from sturdy shoes for school boys to soft turns for the children.



153	—Pat. & Wh. Butt., Imit. Heel, 2-5	\$1.65
253	—Pat. & Wh. Butt. Spring Heel, 4-7½	2.15
125X	—Wh. Buck Button, Imit. Heel, 2-5	1.70
225X	—Wh. Buck Button, Spr. Heel, 4-7½	2.25

1120	—Vici Kid Butt. Turn Imit. Heel, 2-5	\$1.45
2120	—Vici Kid Butt., Turn Spring Heel, 4-7½	1.85
1127	—Vici Kid Butt., Turn Rubber Heel, 2-5	1.55
1122	—Brown Kid Butt., Turn Imit. Heel, 2-5	1.60
2122	—Brown Kid Butt., Turn Spring Heel, 4-7½	2.00
106	—Pat. Blucher, Turn Imit. Heel, 2-5	1.50
206	—Pat. Blucher, Turn Spr. Heel, 4-7½	1.90
1119	—Vici Kid Blch., Turn, Imit. Heel (with tip), 2-5	1.45
2119	—Vici Kid Blch., Turn, Spr. Heel (with tip), 4-7½	1.85
1117	—Vici Kid Blch., Turn Rub Heel (with tip), 2-5	1.55
1121	—Br. Kid Blch., Turn, Imit. Heel (with tip), 2-5	1.60
2121	—Br. Kid Blch., Turn, Spr. Heel (with tip), 4-7½	2.00



123	—Pat. Butt., Imit. Heel, 2-5	\$1.50
223	—Pat. Butt., Spring Heel, 4-7½	1.90

GETTY & SCOTT Limited

Makers of "Classic Shoes" for Women & Children

GALT ONTARIO

IN STOCK



Ready To Ship To-day



- 4002 —Misses' Velour Calf, Bal.,
Imit. Welt, E 11-2..... \$2.90
- 4002X—Misses' Velour Calf., Bal.,
Fudge Stitch D 11-2..... 2.80
- 3002 —Girls' Velour Calf, Bal., Im.
Welt E 8-10½ 2.50
- 3002X—Girls' Velour Calf, Bal.,
Fudge Stitch D 8-10½.... 2.40
- 4004 —Misses' Tan Calf Bl., Im.
Welt E 11-2..... 3.00
- 4004X—Misses' Tan Calf Bl., Fudge
Stitch D 11-2..... 2.90
- 3004 —Girls' Tan Calf Bl., Im.
Welt E 8-10½ 2.00
- 3004X—Girls' Tan Calf Bl., Fudge
Stitch D 8-10½ 2.50
- 4005 —Misses' Vici Kid Bal., Im.
Welt E 11-2 3.10
- 3005 —Girls' Vici Kid Bal., Im.
Welt E 8-10½ 2.60
- 4011 —Misses' Patent Bal., Im.
Welt E 11-2 2.90

Shoes that can be depended upon for Service—Ideal for the school girl.



- "Growing Girls"
- 8012—Tan Cf. Blu. Ox., ¾ Heel, McKay C & D \$3.75
 - 8010—Velour Cf. Blu. Ox., ¾ Heel, McKay
C & D 3.55
 - 8011—Patent Blu. Ox., ¾ Heel, McKay
C & D..... 3.65

- "Growing Girls"
- 8091—Tan Cf. One Strap Buckle, ¾ Heel,
McKay \$3.75
 - 8094—Velour Cf. One Strap Buckle, ¾ Heel,
McKay C & D Widths..... 3.55

GETTY & SCOTT Limited
Makers of "Classic Shoes" for Women & Children
GALT ONTARIO



Last 480—Women's Oxford in medium toe and medium heel, with extra fitting qualities, made in all suitable leathers. Goodyear Welts and McKays.



Last 240—Boys' soft toe welts. The coming shoe. Full fitting and built for service.



Last 640—Children's Comfy Welts, unsurpassed for wear and fitting. In all suitable leathers.

Last 475—Growing Girls' full fitting last, made in all high grade calf leathers, Dongola Kid, McKay and Goodyear Welts.

In Stock!

One feature about Williams' Shoes that makes them so popular with retailers is their In-Stock Service. Over 100 lines on hand at all times, ready for prompt delivery. Ask for Catalogue and Price List.

THE WILLIAMS SHOES

The materials used, the skilled workmanship and careful construction are three of the chief factors that have placed Williams' Shoes at the head of Canadian Made Staples. They embody comfort and dur-

ability to such an extent that customers everywhere are demanding Williams' Shoes by name from their dealer. Williams' Shoes are made for every member of the family.



At the London Fair!

Messrs J. H. Brundle & W. E. Young, our representatives, will be at The Tecumseh House during the London Fair, September 9th to the 16th. They will have a complete line of Williams' Shoes on display, and will be pleased to point out the many features of merit.

The Williams Shoe Means Profit for you.

WILLIAMS SHOE LIMITED
BRAMPTON, CANADA.

La Duchesse



La Duchesse Shoes are proof of the fact that it is possible to make and provide the Trade with fashionable well-made shoes whose sales are not limited by high prices and whose growth in popularity is not hampered by inferiority in quality or style.

This means so much under present conditions that Jobbers are going stronger than ever on our line for the coming Season.

“LaDuchesse” Shoe Co., Registered
MONTREAL, QUE.

*Making Women's Welts, McKays and Turns of a Standard
quality for the Wholesale trade*

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

“Frank W. Slater’s Strider Shoe”

TRAVELLERS STARTED On their trade-covering tours

Showing our complete new lines of

FINE WELTS
for
MEN *and* WOMEN

We have put the very best shoemaking skill into the production of these new samples. They show it in quality, in the style of their lasts and patterns, but above all they prove it in their VALUES.

ALSO SHOWING
OUR COMPLETE IN-STOCK LINES

So that both for your “at once” needs and to provide you for the coming season, the “Strider” men are well prepared to meet your demands at every point—quality, style, variety, price and delivery.

IN-STOCK LINES AS WELL AS A FULL RANGE OF SAMPLES CARRIED AT ROOM H, YONGE ST. ARCADE, TORONTO. PHONE MAIN 3960.

COMPLETE SAMPLES AND IN-STOCK LINES ALWAYS READY FOR INSPECTION AT OUR FACTORY SHOWROOMS, 587 BEAUDRY STREET, MONTREAL.

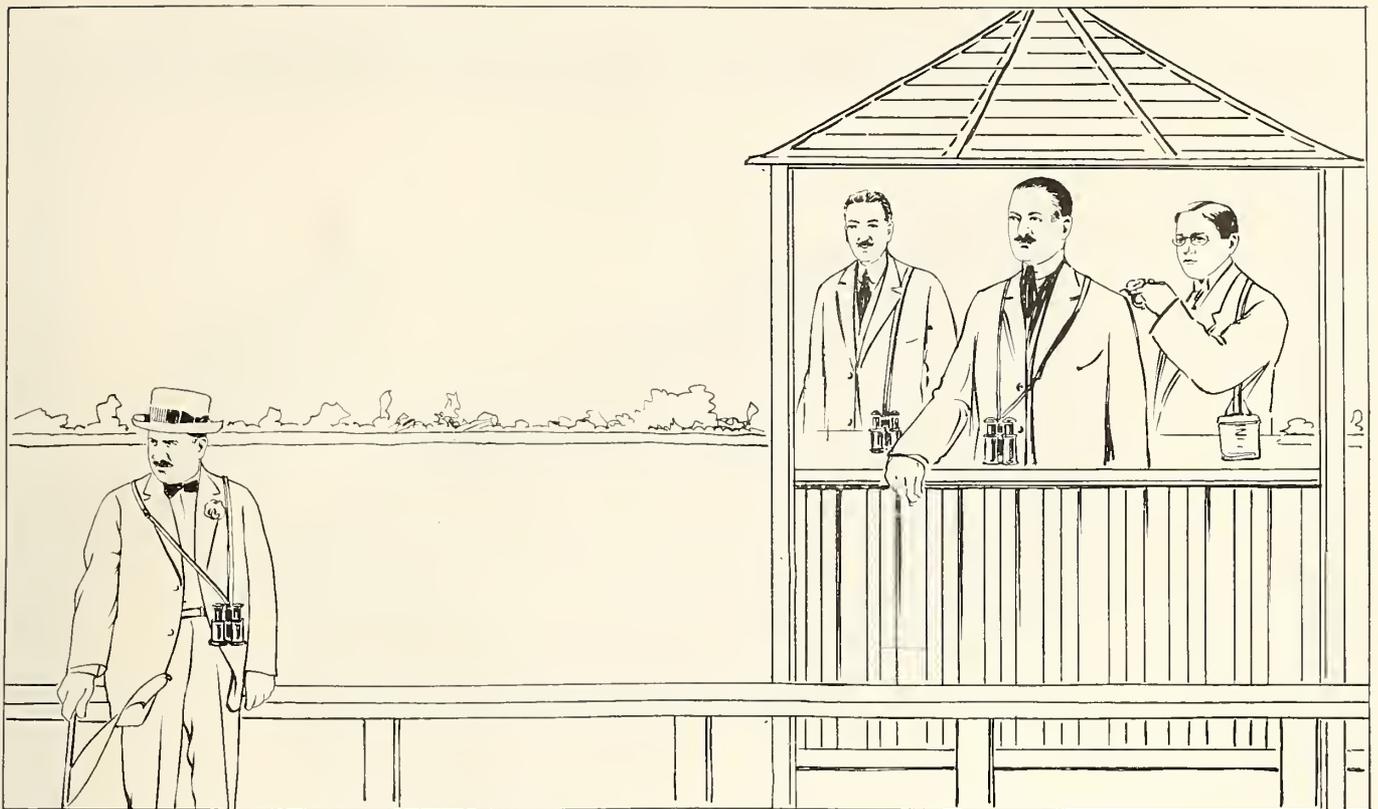
“By every standard of comparison Strider Shoes are better.”

EAGLE SHOE CO., Limited
587 BEAUDRY ST. MONTREAL



They're off!!

- the big 1922-23 Shoe Race is on.
- Four prize TETRAULT entries out to win.
- Covering every track from Halifax to Vancouver.
- **WATCH THEM!** They'll lead every step of the way and finish with a "Man-O-War" record.



Our boys start out on their Season's Selling with that feeling of an experienced jockey entering a race riding a prime favorite in A. 1. condition --- CONFIDENCE.

They know they have the lines that will SELL. There's not a weak point in them. There are new lasts, new patterns, --- new creations in Men's Shoes that are exclusively TETRAULT --- outstanding as up-to-the-minute footwear, well made, at a popular price.

Study them for Style, examine them for good Shoemaking, compare them for value--- and you will know that you are playing safe when you RELY ON THEM FOR SALES WINNERS.

TETRAULT SHOE MFG., CO., LIMITED

Largest Makers of Boots and Shoes in Canada.

MONTREAL

QUEBEC



The uniformity of Spaulding's Fibre Counters is always assured. Special machinery of our own construction gives to every counter that perfectly moulded form that hugs the last snugly and gives a trim and correctly shaped backpart to your footwear.

J. SPAULDING & SONS CO., Inc.

Main Office and Factory
NORTH ROCHESTER, N.H.

Boston Office
203-B ALBANY BUILDING

PHILADELPHIA
John G. Traver & Co.
141-143 No. 4th St.

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

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

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

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

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

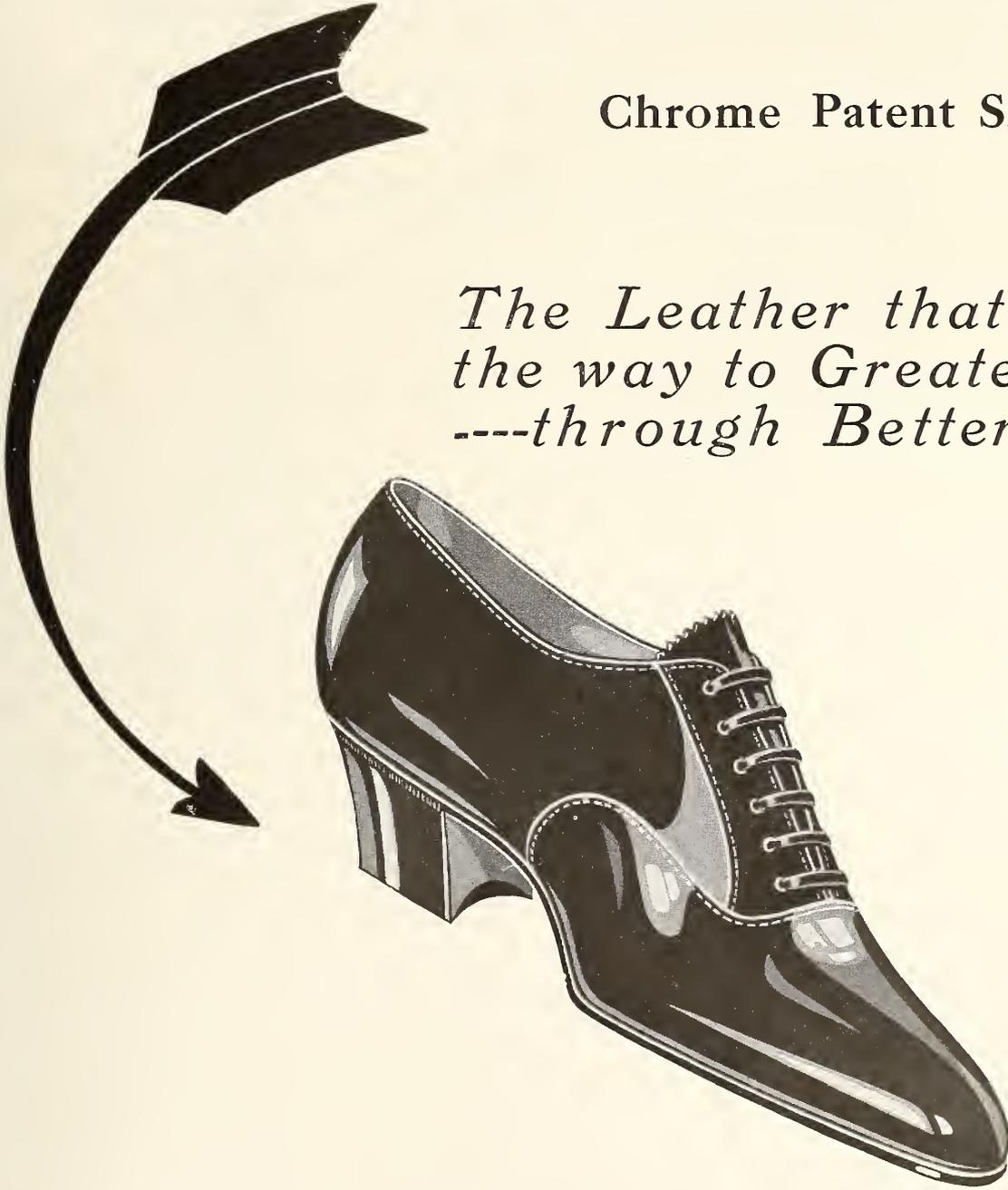
Canadian Agents:

International Supply Co., Kitchener, Ontario, and Quebec City. V. Champigny, Montreal.

Black Beauty

Chrome Patent Sides

*The Leather that Points
the way to Greater Sales
----through Better Shoes*



The Robson Leather Co., Ltd.

Tanners and Curriers

OSHAWA

CANADA



To Holders of Five Year 5½ per cent Canada's Victory Bonds

Issued in 1917 and Maturing 1st December, 1922.

CONVERSION PROPOSALS

THE MINISTER OF FINANCE offers to holders of these bonds who desire to continue their investment in Dominion of Canada securities the privilege of exchanging the maturing bonds for new bonds bearing 5½ per cent interest, payable half yearly, of either of the following classes:—

- (a) Five year bonds, dated 1st November, 1922, to mature 1st November, 1927.
- (b) Ten year bonds, dated 1st November, 1922, to mature 1st November, 1932.

While the maturing bonds will carry interest to 1st December, 1922, the new bonds will commence to earn interest from 1st November, 1922, **GIVING A BONUS OF A FULL MONTH'S INTEREST TO THOSE AVAILING THEMSELVES OF THE CONVERSION PRIVILEGE.**

This offer is made to holders of the maturing bonds and is not open to other investors. The bonds to be issued under this proposal will be substantially of the same character as those which are maturing, except that the exemption from taxation does not apply to the new issue.

Holders of the maturing bonds who wish to avail themselves of this conversion privilege should take their bonds **AS EARLY AS POSSIBLE, BUT NOT LATER THAN SEPTEMBER 30th**, to a Branch of any Chartered Bank in Canada and receive in exchange an official receipt for the bonds surrendered, containing an undertaking to deliver the corresponding bonds of the new issue.

Holders of maturing fully registered bonds, interest payable by cheque from Ottawa, will receive their December 1 interest cheque as usual. Holders of coupon bonds will detach and retain the last unmatured coupon before surrendering the bond itself for conversion purposes.

The surrendered bonds will be forwarded by banks to the Minister of Finance at Ottawa, where they will be exchanged for bonds of the new issue, in fully registered, or coupon registered or coupon bearer form carrying interest payable 1st May and 1st November of each year of the duration of the loan, the first interest payment accruing and payable 1st May, 1923. Bonds of the new issue will be sent to the banks for delivery immediately after the receipt of the surrendered bonds.

The bonds of the maturing issue which are not converted under this proposal will be paid off in cash on the 1st December, 1922.

W. S. FIELDING,
Minister of Finance.

Dated at Ottawa, 8th August, 1922.



These
Staples
Lead
All Over
Canada



SHOW "YAMASKA" VALUES FOR FALL

The early Fall Season multiplies the footwear needs of your customers. With this fact couple the appeal of Yamaska Values and you have the means of opening up a rich field of sales.

Years of selling experience have taught hundreds of Canadian Retailers that Yamaska Brand Shoes are an **ESSENTIAL** in all their selling campaigns and trade building plans.

Our salesmen cover Canada and give you the opportunity of saving distributors' costs by buying these popular shoes direct.

Yamaska
'Staples
for
Value!



La Compagnie J.A. & M. Cote
ST. HYACINTHE, QUE.

WESTON SHOE CO. \$100.⁰⁰ Reward

CAMPBELLFORD

Established 1875
Incorporated 1902

1st - \$50. 4th - \$5
2nd - \$20. Next 5 - \$2 each
3rd - \$10. Next 5 - \$1 each

For nearly fifty years we have for the Women and Children of Canada have not attempted to make the most cheapest shoes, but have endeavored to make shoes that combine the four E's Endurance and Economy. Or in other words that will "Fit, Wear, and Please at a Fair

We thank you for your generous patronage and solicit its continuance. If you have not been asking for Weston's Shoes we would not and refuse all substitutes. We know that for good style and good service they give you purchase them in any reliable store.

Weston Shoe

City Sample Room
F. J. Weston & Sons
53 Wellington St. West

Camp
MAN

Women's, Misses' &

Address: Reconstruction

Weston Shoe Company, Limited
CAMPBELLFORD, ONT.

Some one has torn our advertisement and we wish to have it reconstructed. The actual wording is known only to our President and Secretary and they refuse to disclose it until Sept. 16th. To those sending replies most nearly correct we will pay cash as above. Neatness will be considered in case of a tie but the chief consideration is accuracy. No employee or person connected with our Company may compete but any other person is eligible and each may send in two replies which must reach us before noon of Sept. 15th, 1922. Write your name and address distinctly. Winners names announced in trade papers about Oct. 1st.



A One Strap, One Button Model in Patent Leather with Calf Quarter and inlays.

IN STOCK

ORDER NOW FOR FALL

The RELIABLE SHOE CO., Limited

1666 Papineau Ave.

Montreal

Jos. Lacasse, Manager

THIS SHOE WILL
CAPTURE TRADE

Plenty of Style—
The right kind of
Shoemaking—
Best Possible Value.

JOBBER!
ASK US---

To show you the styles
and the prices that are
making Reliable Shoes
famous as quick sellers.

PACKARD'S Goodyear Welt CUSHION & STRAIGHT WELT SHOES

For INFANTS, CHILDREN, MISSES & LITTLE GENTS.
Our Travellers are now on the Road with a Full Range of Samples—

WE ARE PROUD OF OUR LINE OF SHOES.

They Are Trade Winners

DON'T FAIL TO SEE OUR SAMPLES— PRICES ARE RIGHT.

The Trade Will Be Looked After By The Following Salesmen, viz:—

MARITIME
PROVINCES
A. W. GARDNER

QUEBEC CITY
& LOWER PORTS
J. B. CROCHIER

PROV. OF QUEBEC
NORTH & WEST
JOS. BLUTEAU

EASTERN
TOWNSHIPS
JAS. LEDDY

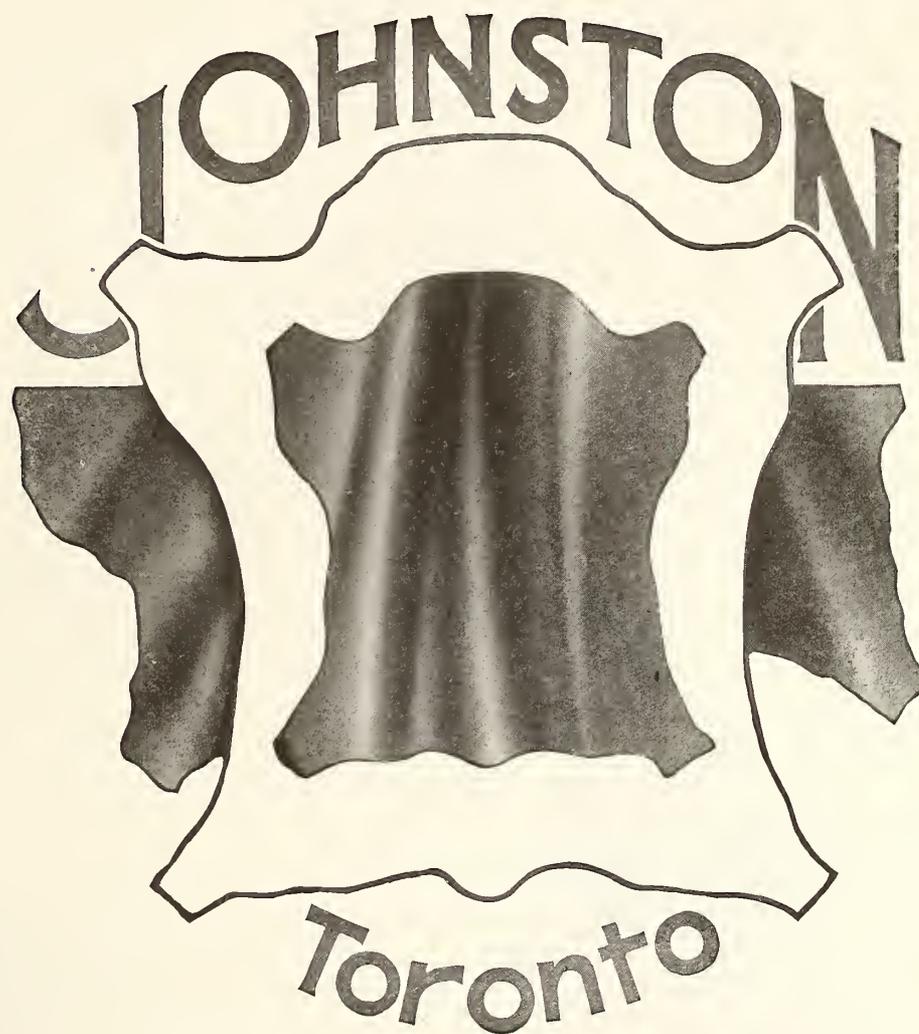
EASTERN
ONTARIO
WM. DALTON

WESTERN
ONTARIO
R. J. McALLISTER

MANITOBA & WESTERN PROVINCES
G. F. WADSWORTH & C. S. PACE
CITY OF MONTREAL, R. WADEY & LEO. DUBREUIL

L. H. Packard & Co., Limited

15 St. Antoine St., - - - - - Montreal



CALF AND SIDES
STORM CALF

ALL COLORS

H. B. JOHNSTON & CO.

TORONTO, CANADA

Tred

The Tred-Rite name for the successful manufacture of dependable shoes is firmly established.

Tred-Rite shoes are made only of solid leather, a point that means solid satisfaction.

Rite

The Perfect Shoe for Young People

Whoever you speak to, wherever you go, at any time—from Halifax to Vancouver, you hear only praise for Tred-Rite Shoes for Young People.

If a repeat sale is any mark of appreciation, then Tred Rites are much sought after. It is being reported from

dealers everywhere that Tred-Rites bring 'em back again.

They give long life because they are made of the right materials. They are comfortable and give an excellent fit. Investigate this line for your own satisfaction. It will pay you.



Write for Price List Now.

The Tred-Rite Shoe Co., Limited
 Otterville Ontario



This is a fac-simile of Marsh's **MEDICO** Label. Used only on cartons containing Shoes, and all live retailers should have this label shown in their fixtures. For **20** years this **MEDICO** viscolized

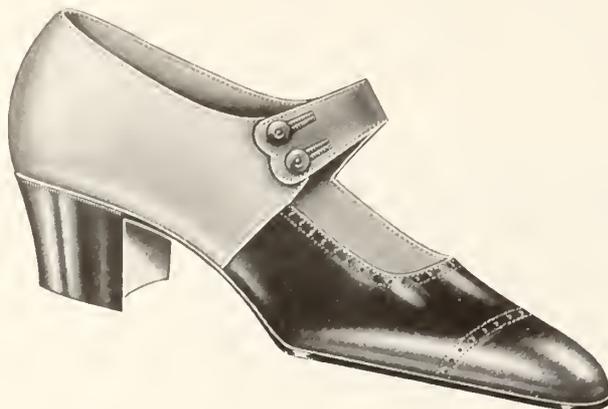
Full Double Sole Shoe has stood the test for Fall and Winter wear. **WHY?** Because both Uppers and Soles are made from Choicest Materials.

MEDICO

Shoes made only by

THE **W^M** **A. MARSH COMPANY, LIMITED**

QUEBEC, CANADA



ANOTHER OF OUR IN-STOCK SPECIALS

- No. 317— Women's Patent One Strap, Two
Button, Grey Buck Quarter, M.S.
as illustrated. PRICE \$3.00
- No. 315— Women's Black Kid One Strap,
Two Button, M.S. PRICE \$2.25
- No. 311— Women's Patent One Strap, Two
Button, M.S. PRICE \$2.50

We lay stress on these particular lines because they stand out from the ordinary run of popular priced footwear, and in the three essentials of workmanship, style and value are shoes exactly suited to the trade's demands to-day—with a big sale awaiting them.

IMMEDIATE SHIPMENT

Take advantage of the opportunities offered by these quick sellers and order a selection NOW.

WE WILL BE GLAD TO SEND SAMPLE PAIRS.

James Robinson Company
Limited

184 McGill St.

Montreal

Shoe and Leather Journal

Published Twice a Month

\$1.50 a Year Single Copies 15c. Outside Canada, \$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

Over a period of thirty-five years the Shoe and Leather Journal has steadily worked to the purpose of building and maintaining a circulation which is thoroughly representative of the shoe trade of Canada. An advertiser is entitled to know not only aggregate circulation, but also just where his advertising is being sent. To that end our lists have always been open to the inspection of our advertisers. In order that certified analysis may be made, the Shoe and Leather Journal has been accepted as:

Member of the Audit Bureau of Circulations.

For Better Business

WITH the crop results throughout Canada now well assured, and with industrial conditions steadily improving, we ought to have ahead of us, a period of general business recuperation such as we have not had since 1920. It is a time for great hopefulness, which must be backed by determined effort, for without concentration and vigorous endeavour there can be no realization of hopes for profitable enterprise this fall.

It is the duty of every business man to make the most of the present opportunities, and have results for the next three months what they ought to be, and may be, if he puts his shoulder to the wheel in real earnest.

The trying period through which business has passed, ought to have taught us many valuable lessons amongst which none is more important than the fact, that not only must expenditures be watched as they were not during the period of inflation, but, we must get back to the work standards that obtained before it was so easy to secure turnover.

There are two things developed by war conditions that constitute a menace to healthy business success, and these are easy spending and easy working. Our expense standards are still too high, and we continue to expect business to come to us without that effort which has always been the key to achievement. We have had an orgy of spending, and an enervating period of "slacking" which it will cost us something to slough off.

The public has practically gotten over its timidity in buying, and has more confidence in the stability of conditions than for a considerable period past. It is up to the manufacturer, and merchant to cut the cost of doing business to the bone, and put such brains and vim into his selling methods as will ensure results at a time when everything favors vigorous campaigning.

The man who relaxes just now, and does not go out with all the earnestness and verve of which he is capable after business does not deserve to succeed and he certainly will not.

In The Market Place

Note and Comment on Conditions in Retail, Wholesale and Manufacturing Fields.

THE soundness of the situation in general in business circles is emphasized by the relatively small effect produced to date by the industrial disturbances which a year or so ago would have upset the whole commercial world. The railway and coal disputes in the United States are of such a nature as to have a serious effect on production and distribution, and these effects will be more noticeable as we run into the winter. Nevertheless, the feeling exists that the business world has passed through such trying times, and has weathered such storms, that an odd coal or rail tie-up cannot bring us to the levels struck during the past two years. If there is one point that is being brought out by the disputes, and by the settlements that have already been made, it is that the present time does not appear propitious for material lowering of wages. While living costs are considerably lower than the peak, standards of living have been maintained, and the unemployment situation in many industries has disappeared as a factor to such an extent that shortage of labor has threatened to drive wages up rather than down. The process of reconstruction, as was predicted, is a slow one, and characterized by reactions from time to time. There are some who even go so far as to say that even if prices have always declined for a period following a great war, it is not necessary that this should be the case now. In general, however, it is felt that during the next few years the trend will be downwards, though at various times the curve may move in an upward direction for a short period. Present indications point to one of these upward swings in the near future. Reduced production, and inadequate transportation can have no effect but to hold prices up, or to increase them. As money is released from crop movement, the buying power of the agricultural community increases, and with it the demand for manufactured goods. The action of the United States Steel Corporation in raising wages, as they did recently, will also have a widespread effect. Reduced output in steel mills has already raised prices of that basic commodity, while fear of rail congestion causes buyers to order farther ahead than would otherwise be the case.

Crops all through the Dominion have been bountiful. We now hear reports that the wheat crop in the West will even exceed that of 1915. Provided prices hold up measurably, that will mean liquidation of debts, thawing of frozen credits, and a subsequent flow of goods from east to west. The other parts of the country have also a great deal to be thankful for in the yields of natural products. Lumbering is opening up on a larger scale, which will be beneficial to several sections. The Maritimes have felt the local effect of the coal strike, but authorities in that district believe that materially improved business will follow its settlement.

Retail Trade

The retail shoe business during the latter part of August has remained quiet and about on a par with the earlier part of the month. In most cases volume was less than a year ago, though a number of dealers report improved business. Clearance sales continue to dominate the situation. Some belated sales of white goods were made, but for the most part sales consisted of odds

and ends. Strap shoes, of kid and patent, and oxfords, are being sold for early fall, the tendency being in favor of blacks as against brown. There is a general feeling evinced that September will bring better business. This should be expected, in the normal course of events, but this year the general business situation is looking so favorable that, unless coal and rail strikes have too serious effect, the fall should open up unusually well. Every retailer who reported on the unemployment situation said that in his district conditions were much better than they had been for some time. Just how long that situation will continue, is of course, another question. Retailers believe that the public purse strings are still tight. Though there seems to be plenty of money available for amusement purposes, when it comes to buying articles such as shoes, price is the primary consideration.

Manufacturing and Wholesale Trade.

Manufacturers are busy finishing up late fall orders and are getting ready to go out after winter and spring business. Volume of business for fall has been more satisfactory than was first anticipated and it is hoped that with buyers regaining confidence in styles and prices they will be prepared to book farther ahead than for the past year. Styles and general ideas as to patterns do not show any radical changes. The shoes on view at Toronto Exhibition for fall, winter and early spring are more or less familiar in appearance to the trade. Straps, particularly one and two straps, predominate. The wide one strap is not as much to the fore as it has been, and the narrower straps with buttons are regaining favor. The wish-bone strap and cross strap are among the newest effects. Cutouts have given way somewhat to inlays in the novelty shoes, while lattice effects on the side of the shoe are shown by a number of makers, particularly of turns. Toes remain medium full, while heels are running from 12/8 up. Oxfords are shown of relatively plain design, for fall wear, also carrying higher heels. Patent remains in the lead, in combination with grey or beige suede, with black kid and calf following closely for walking shoes, while satin and brocades are leaders for evening shoes. These carry Louis or Spanish Louis heels of 14/8 to 18/8 in height.

The new styles and prices of tennis goods for 1923 are being held back this year, but should be released very shortly. Most makers have at least one number in their samples for winter business along the line of the Russian boot, or Cavalier effect. Manufacturers are feeling their way in this respect, as it is extremely doubtful how these will take. Made up in attractive fashion with fur or fancy leather trimmings, they look good enough to sell; but whether the public will create a demand for them remains to be seen.

Leather manufacturers are feeling very firm in their ideas as to price. Raw materials have gone up right along the line, hides registering an advance of nearly fifty percent, as against prices prevailing in some lines a few months ago. Obviously, there was no recourse but to raise prices of leather. This was done, and while concessions may be made in some cases, in general the new prices have been holding, and business passing at the higher figures. As a result, shoe manufacturers are faced with increased costs which they must pass on, if it can be done. Higher shoe prices have already been made by some manufacturers, others assert their determination to hold at present levels as long as they can, but do not see anything but ultimate increases, if hide and leather prices stay up. The retail trade do not favor these higher prices, and claim they will only restrict volume. At the same time they admit the necessity of a profit for tanner and manufacturer if business is to be carried on.

The Fallacy of Competition

By Dr. Frank Crane

Competition is the life of trade, they say. It is. That is to say it is the life of such trade as that carried on by huxters, banana peddlers and small fry generally.

The higher you get in business, and the bigger deals you have and the more money you handle, the less important competition becomes and the more you have to study the business of co-operation.

Competition is for the scholars in the Primer and the First Reader. When you get up into Algebra and the High School you have to go on to co-operation.

Speaking in world terms, competition was the great cry of yesterday; co-operation is the cry of to-day and of the future.

Competition was considerably cracked up in the Nineteenth Century but the Twentieth Century is the era of co-operation.

In the Nineteenth Century the world was getting out from under its old monarchies and tyrannies in politics and from under its old systems of privilege and slavery and favoritism in business. Consequently it was the epoch when Freedom was emphasized. Everybody was shouting the battle cry of freedom.

When the twentieth century came along we began to discover that freedom, if it was nothing but freedom, did not get you much. Every man for himself, politically speaking, meant anarchy. Every man for himself economically speaking meant enormous waste and communal inefficiency.

Men began to see that it was not enough to be free, and if they wanted to accomplish anything they had to get together, and somehow make the natural co-operation of free men be as efficient as the artificial unity of tyranny.

Competition unchecked is a pure centrifugal force. Co-operation is a centripetal force. Business and all human affairs move in their proper orbit when these two forces are duly balanced.

In the long run, and with the general welfare of the community in mind, there is no money in competition. All the great fortunes of the United States have been made by men who had the genius of combination.

Armour did not get rich because he was a better meat packer than anybody else. It was because he had a genius for organization that he became the greatest merchant of his day. Hariman and Hill made their fortunes not so much by building railroads as by combining them.

Rockefeller and Carnegie had the same large genius by which they were enabled to build up vast co-operating concerns.

The United States Steel Company is a triumph of co-operation.

And the same principle holds true in every man's business. The success of any business concern depends upon the degree in which everybody connected with it joins in perfect team play with everybody else connected with it.

The same thing makes a successful business enterprise that makes a successful baseball nine-team play.

The Allies never won the war till they co-operated.

And by the same token the key to your own success in business and in life is to be found in your ability to get men to co-operate.

Too Many Retailers

Can Solution be Found to High Cost of Distribution.

IT is the aim of every newspaper or magazine to get articles which will be of interest to most of its readers or potential readers. And if they can stir up interest to the point of discussion either for or against the ideas laid out in said article, so much the better. We must hand it to Collier's Weekly for stirring up widespread discussion on the question as to whether there are too many retailers or not. For newspapers, business papers and individuals have long been discussing the question in various ways, and are now taking another crack at it—the Shoe and Leather Journal included—aroused by the series of articles in the above mentioned publication by Mr. W. G. Shepherd, to which we referred a month ago.

At that time we agreed with the general statement that there were too many retailers in practically every field. Meanwhile we have been looking forward to the conclusion of the series, at which time it was intimated that some constructive ideas would be advanced. From our own study of the question and knowledge of the many difficult inter-related problems involved, it appeared to us that Mr. Shepherd had undertaken a man-sized job. He is to be complimented generally on the way he has handled the discussion, but in the end he leaves us in just about our original state, in so far as reaching any definite conclusion or solution is concerned.

It would look to us as if the net result of the effort consists of some advertising for Collier's Weekly, and a general stirring up of the public to the opinion that the average retailer is asking unjustifiable prices for his goods. The discussion will be beneficial to the extent that it influences retailers to take stock of themselves and their methods, and the public to force retailers to do those things or to reduce prices where possible. But it will do harm if it inflames the feeling, already implanted in the public mind to quite a degree, that retailers are "profiteering."

Cost of Distribution.

It is quite true that the cost of distribution is an important factor in the price of every commodity to the consumer. But how much of this cost is unnecessary or unavoidable is another question entirely, and one that takes a lot of solving. And to point the finger at the retailer as the man who drives prices up out of reason is manifestly unfair. Mr. Shepherd makes the statement that retail stores in general "take from 25 to 30 cents out of every dollar turned in by a customer, just to keep the stores in operation." Well, what of it? The figure may be high. The figures of some stores are somewhat lower. What should it be? Or should none of them be in business? A month ago we figured roughly that by reducing the number of shoe stores in business, and concentrating the trade in the balance, the cost of "staying in business" might be reduced to about twenty per cent instead of twenty-eight or twenty-nine.

Utopia

Where would we land if we eliminated a lot of useless retailers? We would still have a similar problem in manufacturers, wholesalers, brokers, banks, and what

not. In a consumers' Utopia raw materials would go over certain definite routes, through a limited number of factories, be carried by a limited number of railroads over the shortest possible distance in train lots, to a limited number of retail stores, where consumers—who would mostly be farmers or factory workers—would buy standardized goods at standard prices.

Our observation leads to the conclusion that the retailer is not more inefficient in many respects than the wholesaler, manufacturer, public carrier, or, in any event the farmer. So if we eliminate the unfit in one category, we must do the same in the others. We must then remove competition to a large extent. Incentive to make something better or different would be weakened, salesmen would be reduced in numbers, and advertising would be unnecessary. It would then be difficult for Collier's Weekly to find any justification for its existence, or the wherewithal to exist. The same would be true of countless other mediums which disseminate information and serve a definite purpose, among which would be included the Shoe and Leather Journal. For by that time the only shoe merchants left would have standard practice laid out; they could only buy certain kinds of shoes at fixed prices, and would not be interested in styles or trade information. Newspapers would find it difficult to exist without advertising, which would be rendered unnecessary by the elimination of competition and even of bargain sales. For the shoe retailer, for instance, who had a surplus of out-sizes would merely pass them through a clearing-house to another who required them. Over a period of years such a scheme might be worked out, and the cost of goods to the consumer would be lowered materially. But would there be any fun left in life?

Some Suggestions.

A thorough review of conditions, however, is of great value to the retail trade, and to the public at large. In the return to lower prices, if such a thing is going to happen the retailer must play his part. Studies are being made by a number of authorities as to the cost of doing business, and as to the best methods to follow. The retailer who is not studying his own costs and methods, and comparing them with those of his competitor may wake up to find himself being eliminated—not by government or other action—but by natural economic laws. And the same is true of wholesalers and manufacturers. Retailers themselves admit that there are too many of them. What Mr. Shepherd objects to is the fact that some hang on when they should quit, and that failures must be borne by the general public in the long run. He quotes the recent congressional investigation of distribution costs as defining the retailer's function as follows:—

"The retailer's true function is that of serving as a purchasing agent for his community; as such he selects and carries a reserve supply of merchandise to meet the requirements of the individual customer. When the retailer enters business, he assumes the responsibility of performing a public function—that of providing commodities and services to his community economically and conveniently, and of maintaining such environment as is necessary and desirable to the consumers who support him. If he fails in his responsibility.... he ceases to be an economic factor in the community which he serves." Some of the methods of eliminating the unfit members of the retail fraternity are outlined by Mr. Shepherd, who says:—

"The plans that are being considered in many quarters are varied and interesting. Some of them, indeed, have to do with cutting down the cost of retailing and keeping the field open to all comers. But how to cut

down this cost is one of the greatest financial problems of the day. Most plans, however, seek to prevent the growth of superfluous stores.

"These plans deal with fundamental things; some of them point toward an entire and irresistible change in the economic system of the country.

"As I have already related in this article, the guild idea is finding some followers in certain American cities. This plan provides that the retailers of every line in every community shall say, not only who shall be permitted to start a new store in the town, but when and where it shall be started.

"The dangers of the idea are obvious. To franchise grocery stores and meat stores, and to have the franchises issued by other grocers and meat men, doesn't sound like a good proposition for American consumers, does it?

"Another idea is to control the number of stores through the manufacturers and wholesalers who grant credit to retailers."

He further suggests that it is up to the consumer individually to take action, and in his suggestions embodies some ideas that the retailer himself may find worth pondering:—

"No one that I have found can say a wiser thing about the problem of retailing than this:

"Improvement must come through consumers.

"This is the suggestion of the solons at Washington, and it is the conclusion of all retailers who know anything about their business. They blame the public for its laziness, its foolish whims, its impatience, its indecision, and its want of insight.

"There may come a splendid day of wisdom when business will be done solely for service; when the store man will really be a public servant; when his business will be secured to him at a certain profit, and when the fear of competition will not drive him into a desperate fight to exist; when his charges will be fair and honest, and when he can wipe from his overhead slate the costs of warfare against the other fellow and settle down to serve his community, never ashamed as a leech upon his fellows, but proud and respected as the quartermaster for his community, receiving his just dues, with no apologies or explanations to make to any person.

"To put it plainly, please answer this question for yourselves: Are we trading at the best, the most efficient, the liveliest retail store in our neighborhood? Are we helping a good man to make a quick turnover of his stock, so that he can do more business under his overhead costs? Or are we encouraging a poor business man to saddle himself upon us and our neighbors?

"And suppose, you ask, if we all gave our trade to the one big growing store, it began to raise prices on us? There's a remedy for that. In closing this series I desire to set it forth. My suggestion may seem like a lesson in letter-writing, but here it is:

"Why not carefully select from among the retailers in your community those with whom you decide to deal, making up your mind beforehand that you will give your patronage only to the best and most efficient store? And then write a letter, something like the following, to the men you have chosen—a blunt, direct letter:

"Sir: I have decided to appoint you the purchasing agent for my family supplies of meat (or groceries or shoes, as the case may be). I have investigated other possible purchasing agents in this district, and I believe you to be the best. I am persuading my neighbors, as far as possible, to follow my example. You seem to have a good plant and a good storehouse, and we want to see it kept busy so that there will be no waste of effort or space or time. I presume that you will serve us faithfully;

that you will not take unfair advantage of the fact that so many of your neighbors have selected you for this important task. We want only good, sound stores in our community. As your business increases we shall expect a lowering in prices, for your turnover will be lively and your proportionate operation costs will be lowered. We are giving you not only our trade, but our confidence. We have done our best to pick out the best retailer, in your line, in our community. If it develops that we have judged wrongly and misdirected our confidence, we shall hurry to inform our neighbors that we have made a mistake in selecting you as a public functionary, and that you have proven yourself, after fair trial, to be unworthy of a place in our community.

"Any community, through public opinion, can rid itself of any unworthy retailer if it is only wise enough to do so."

N.S.R.A. PLANS

"No radical change in policy or spectacular effort is planned by the Executive of the National Shoe Retailers' Association of Canada, but it is the intention that new services shall be developed as quickly as possible and additional work undertaken in the interests of the Canadian retail shoe trade generally and also that the Association shall become, to an increasing extent, an efficient agency through which individual retailers may be assisted in their business problems." So stated Mr. S. Roy Weaver, the newly appointed Acting-Secretary of the National Shoe Retailers' Association of Canada, when asked by Shoe & Leather Journal to outline any plans which might be contemplated by that Association. He added:

"An Information Service already has been instituted, the initial number having been mailed to members during the first week in September. At the outset this will be a regular monthly service, supplemented by special issues as circumstances may warrant. It will deal with matters of genuine practical interest to the retail shoe trade.

"It is the desire of the Executive Committee that the Association should keep in touch with all members and that the relationship should be just as close as it is possible to make it. But the Association's eagerness to serve will count for little, unless the retailers themselves are willing to let the Association be of service. The latter has facilities for obtaining information promptly on matters of concern to the trade and invites correspondence from members.

"New services will require some time for their development and the first essential would appear to be that a thorough survey of retail shoe trade problems should be made. Suggestions already have been placed before the Executive and other recommendations will be brought forward from time to time. We must expect to build slowly, if we are to build safely. Members will be kept informed as new activities are undertaken, and will be given every opportunity to express their opinions and to offer suggestions. The keystone of success must be the sympathetic interest and active co-operation of the members themselves.

"The appointment of an Acting-Secretary does not mean that the Executive Committee is surrendering any of its responsibility. That Committee will give its best efforts to increase the usefulness of the organization and if every individual member will do his part we may look confidently for a large measure of success."

MURPHY'S
MONTREAL SHOPPING CENTRE

CLOSES AT 1 P.M. TODAY

"Countess" and "Biltmore"
FOOTWEAR



No need to mention quality when these two well-known lines are mentioned—acknowledged two of the best that money can buy. All have been taken from regular stock and reduced for quick clearance. Neat Oxfords and saddle straps, made from the finest of selected qualities of black and brown kid and calf. Sizes 2 1/2 to 7 in the lot, but not in every style. Values to \$10.00—today. \$4.95

Sport Shoes
High grade qualities in brown calf and a handsome combination of cream and brown elk. Fibre rubber, Goodyear welted soles and spring heels. Sizes 2 1/2 to 7 1/2. Reg. \$9.00. Today \$6.45

Children's Sandals
The ideal play shoe for warm weather wear—made from tan elk or brown calf with chrome elk or oak-tanned leather soles and grain leather inner soles. Sizes 6 1/2 to 10. Today \$1.59
—Murphy—Third Floor

Lingerie Blouses
Several pretty styles developed from fine imported silks and dimities. Overblouse and tuck-in effects, trimmed with embroidery or colored pipings. Sizes 14 to 44. Reg. \$2.50 and \$2.95. Today \$1.68
—Murphy—Fourth Floor

THE JOHN MURPHY CO. LIMITED

1

Will fit you



STYLE AND COMFORT

Sale of Summer White Footwear

Canvas, all White, and Black and White Combinations, also Tennis Shoes in all sizes for Men, Women and Children. Bargains in Men's Oxfords, Women's Slippers, Moccasins and Children's Slippers—Come and See Them

Harry Harrison, the Shoe Man
Box 454 Phone 53 Mill Street, Acton

2

The Very Latest Styles

\$5.95



The Best Shoe Values in Winnipeg

Including patent shoes trimmed with white kid or calf. White nubuck, grey buck with patent heel and toe, and those lovely patent Selly sandals.

Ladies' White Canvas Shoes All Sizes **\$2.95**



MEN'S SHOES: \$5.95

Choice of our entire stock of shoes or oxfords, including Astoria and Blister Shoes.

BURTON McLEAN LIMITED
PORTAGE and DONALD

3



THE WORKMANSHIP
which counts as well as the quality and materials used and you get the very best of both when you send your old shoes to us for our satisfactory work in

SHOE REPAIRING
We make a particular point of getting all our work out promptly, so there are no unnecessary delays when you entrust your work to us.

G. W. Humpage
The Repair Man
King-st. E. Bowmanville

4

Rannard's Shoe Sale Extraordinary
NOW ON AT 330 PORTAGE AVE. STORES
536 MAIN STREET STORES

ALL THE POPULAR LASTS AND LEATHERS OF THIS QUALITY LINE, NOW SPECIALLY PRICED—BOTH HIGH AND LOW

\$4.85 \$5.85 \$6.85
\$7.85 \$8.85

ALL FLORSHEIM \$12.85 OXFORDS



27,000 pairs, all our own new custom-made shoes, greatly reduced in price—\$4.85, \$5.85, \$6.85, \$7.85, \$8.85.

WHEN YOU SEE THESE REAL VALUES
and the unmistakable quality of these guaranteed shoes—you'll be surprised that we can offer such wonderful shoes at such low prices. It's a great money-saving event that should interest every man, woman and child in Winnipeg. Take our advice and buy shoes now for immediate wear and for next fall. You won't buy as cheap again for a long, long time.

OUR CLOSE-OUT SALE AT 273 PORTAGE AVE. WILL BE OVER SATURDAY, JULY 29th. BE SURE AND GET YOUR SHARE OF THE BARGAIN MAGNETS

Rannard's BUY RANNARD SHOES FOR SATISFACTION AND COMFORT

5

WE HAVE JUST SUCH SHOES AS

MEN LIKE BEST

STYLISH OF COURSE—STURDY AND COMFORTABLE—



AND AS FOR VALUE AT OUR LOW PRICES YOU GET 100% GUARANTEED

TRY ON THIS PAIR AT ONLY **\$7.00**

Made of the selected calfskin with 100% Goodyear-welted soles and half rubber heels. All sizes.

SHOES OF GREATEST MERIT—YET NO PAIR HIGHER THAN \$7.00

FASHION SHOE SHOP LTD.
SOMERSET BLDG. 296 PORTAGE AVE.
YOU MUST BE SATISFIED—OR WE DO NOT WANT YOUR MONEY

6

Our Ad. Critique

A Few Samples of Canadian Shoe Advertising.—Some Are Good and Others Might Be Better.

WE have taken a bit of our own advice this month, and used some white space to allow the advertisements shown to stand out. And it doesn't look too bad, at that. Summer advertising has dealt so largely with sales that the amount of available material is more limited than at other times of the year. When the weather is hot, when so many people are away holidaying, and interest in even our own business seems to drag, there is always the temptation to let our advertising slide, to say "Oh, anything will do. I don't suppose the advertising will pull, anyway." That's just the time to take a brace, and to put the extra kick into the publicity; to look for some little touch that will make the advertisement stand out in the paper, that will draw enough attention to it to insure its being noticed. Then if the goods and prices are right you can feel satisfied that you have at least done your part of the job.

And even if the advertisement does not pull immediate trade, granting the assumption that people will not buy, or are not on hand to buy in quantity, the cumulative effect of consistent good advertising is a power to be reckoned with. The question of advertising is looked at for several peculiar angles. It is human nature to say "Business is rotten. We are hard up and can't afford to advertise." Then when things brighten up, "Business is good. We don't need to advertise." The other fellow takes the logical view. When business is bad, he advertises heavily to get trade. And when business is good, he uses advertising to boost it, and to help carry him along through the dull periods. And it is a fact that the men or concerns who have obtained real results from advertising are those who advertise consistently, day in and day out, or week in and week out, as the case may be. They are the fellows who regard advertising not as an expense, but as an investment, something that can almost be charged legitimately as a capital expenditure.

However, we are wandering away into a discussion of the theories of advertising which threatens to become long-winded.

No. 1. We start off with a sample of a departmental store advertisement. To many retailers this may be as a red rag to a bull. However, one of the prime functions of the retail shoe dealer who objects to departmental store competition is the study of how they do it, so we presume he won't object to looking over an occasional one of their advertisements. The average big store has a special advertising department, which sells space to the merchandising departments, and must produce high-class copy for them. The Murphy advertisement is a rather good sample. With a neat lay out, large heading, cut, description, and prices, the advertisement leaves little to be desired. The descriptions are rather lengthy, though they cover a lot of detail. But they are written along easily readable lines. The lingerie blouses are not supposed to be interesting to a shoe man—in an advertisement.

No. 2. Harry Harrison, the Shoe Man, of Acton certainly tells the world about his business. He's not worrying about dignity in the hot weather, but wants to sell his summer left-overs. His advertisement hits you in the eye, and if you are interested in shoes you will

see and read it. The cut used is striking, and for his purpose may be more useful than a conventional shoe cut. After his introduction, his reading matter could have been laid out a little better, and worked out more in harmony with the cut. Moreover, he does not even quote a range of prices, to say nothing of specific figures. It is, however, a striking effort, and one of the best we have noted from a small community.

No. 3. We seem to have run to a number of Winnipeg advertisements. Possibly the dealers in that part of the country are vieing with each other on the score of newspaper advertising. Certainly their prices look attractive to all kinds of purses. Burton McLean shows a tendency to use up all the space available. And while the cuts will show up on the sheet of a newspaper, they tend to over-balance the rest of the advertisement, which has been crowded in wherever it would fit. His heading is good, the signature stands out, and the prices are in plain figures. Possibly that is all he requires. We would not say that the advertisement is attractive or pleasing, neither is it actually displeasing. And it may have brought results, which is what counts.

No. 4. We have picked out another advertisement of a shoe repairer in an Ontario town. Mr. G. W. Humpage, announces himself as "The Repair Man," of Bowmanville. And that he is a live wire is shown by the fact that he is willing to spend money in an intelligent manner to tell the public about himself and his business. Quite sensibly, he doesn't talk price, either low or high. He emphasizes quality in workmanship and materials. Another strong point is service, promptness in deliveries, and avoidance of annoying delays. His space is modest, yet he works in a cut, a couple of outstanding display lines, and a large signature. We would say that this advertisement would fit well in a series of talks to the public that should be of advantage to Mr. Humpage, and to the repair trade in general.

No. 5. The Rannard advertisement is an effort to fill up all the available space, and to emphasize the whole advertisement, as a result of which no particular part stands out. It is not up to the standard of the advertising of this firm, as we have noted it from time to time. One of the arts of advertising is to draw an attractive and striking picture with words, not only by what is said, but by the arrangement of type. And although this is primarily the advertisement of a sale, this art has been neglected almost entirely. The effect is the same as that of a man making a speech at the top of his voice, in a monotone, whereby no particular thought is emphasized, or expression shown. While the advertisement would stand out from the rest of the page, the same result could have been obtained with better effect by the use of a few large display lines, smaller type for the rest of the reading matter, and more white space. This would bring out the cut, the prices, the signature, and would cause more people to read the whole advertisement. Moreover their reaction to what was said would be more pronounced and favorable.

No. 6. We have little criticism to offer of this advertisement. The use of an unusual layout gains attention immediately. The cut is large, perhaps not too large for the purpose. It is sufficiently large to bring out detail even in the coarse screen necessary for newspaper work. Prices are distinct, and the signature has individuality. The advertisement shows thought and care in its preparation and layout. We would take exception to such free use of capitals. Upper and lower case letters are easier for the average individual to read, and stand out just as well. Italics are often used for emphasis with good effect, and we are surprised not to see them used more frequently in shoe advertisements.

What Would You Do?

**Problems the Retailer has to solve.—
Difficult Customers to Handle.**

WE come to the consideration of the last of the questions in our examination. Any shoeman who has served his time meeting the public will acknowledge that we have by no means run the gamut of the customers who must be satisfied or of the problems to be solved in the successful conclusion of a sale. Comments we have received would indicate a wide interest in the questions submitted, and we are hopeful that the second semi-annual examination which should be put on shortly will be productive of even more widespread interest than was the first. When the actual test comes, on the floor, it is often necessary to throw aside all theories, or preconceived ideas, and meet the situation in an entirely new way. Nevertheless, the study of certain hypothetical situations has its value, and there is no doubt that the average man benefits by thinking about a definite problem, and crystallizing his thoughts on paper.

When you have done your best to sell a customer, and she seems to become more uncertain the more shoes she is shown. How will you close a satisfactory sale?

There are still a few women of this type at large—and some men. The average man, however, dislikes to appear uncertain, he hates to take up his own time and that of the salesman, and can more easily be persuaded to buy—if only for the sake of his own peace of mind. Some shoppers have no compunction in looking over everything in the store, becoming as above stated more uncertain, and bewildered, till finally they are ready to get up and leave the salesman surrounded by shoes, several of which might have suited perfectly, had it not been for others which looked almost as good.

The principle advocated in most cases was first to remove the cause of the confusion—that is, the number of shoes in sight—and concentrate on smaller numbers, gradually centering on one shoe and putting every effort into selling that one. As a rule the customer has had some preference, however vague, and if this has been noted, it serves as a starting point.

"I would consider her original request," says one man, "note which shoe fitted best, and get her mind centered on it. Dwell on the different points of the shoe, as to style, fit, comfort, quality, etc, and in this way draw her out of her uncertainty into a settled opinion."

One man said, "Turn your customer over to another clerk." That might work in some instances, but it is really a case of "passing the buck," as the other clerk is only obliged to start all over again, often to the exasperation of the customer. On the other hand, it is suggested that some people like to have a fuss made over them, and the calling in of another clerk, with a suitable introduction lends more weight to the store's side of the question.

That part of the trouble is caused by the salesman is maintained by one man who says:—

"The most successful sales are made by eliminating. When a customer passes judgment on a certain style of shoe, the best way is to take away that shoe and bring another, (being careful not to be too abrupt) so as not to have more than three or four shoes at the most available. In this way the customer is less likely to become perplexed."

When a mother and grown child are to be suited what policy would you follow? Suppose you please the mother, and the child says she will not wear the shoes?

This was probably one of the most difficult of the lot to answer satisfactorily on paper. For parallel situations in this line are not frequent, as there is always some feature in respect to which the case requires individual treatment. Consequently considerable diversity of opinion was noted in the answers.

Probably one of the most diplomatic methods of "ducking" a long-winded controversy, which might hold many dangerous possibilities is suggested by one man who says:—

"I have often tried this method. Having suited the mother, and at the same time ascertained what the girl would like, I suggest that two pairs be taken home on approval. Mothers do not like to argue the point in public. It also satisfies the girl, and the sale is closed without friction." Similar suggestions were made by others, one of whom said "The child is the one to pacify. Let the mother do that in her own house. The chances are the mother can talk shoes to the child, whereas the salesman can't."

Another says:—

"If you suit the mother and not the child, and she took the shoes, the chances are they would come back. So I would by all means suit the grown child, and try to suit the mother in the price."

Another comprehensive answer was:—

"In the case of a child from six to nine years old, it is easy to convince the child that all the little girls are wearing the shoes that she refuses to wear. This works all right when the child is young. But when the child is between ten and sixteen years, it is better to let the child try on the pair she likes, and try to convince the mother that the shoes the child likes are superior in wear, quality, style and fit, and will give better service than those the mother favored. It is easier to convince the mother than a thirteen or fourteen year old girl; because in those years the children are frequently very stubborn, and if they pick out something they will insist on having it."

When a man insists he will not pay over \$10.00 for a pair of shoes, and you show him the only pair in the store that really suits him priced \$12.00, how will you close a sale?

Here is a problem in salesmanship, rather than an exhibition of diplomacy or pacification.

The difference between ten dollars and twelve is just the same as between two and four, and between twenty-two and twenty-four. But in the one case it looks smaller, and in the other larger. Moreover, in recent months the ten dollar mark has become increasingly difficult to cross in selling shoes. Many people, on principle, have pegged their buying prices for certain articles at certain prices, and it takes real salesmanship to get them to change their minds. Some people take the attitude generally that prices are too high, and deliberately set out to force them down on every possible occasion. With a falling market and difficult business conditions, this case presents quite a temptation to cut prices and meet the customer's ideas, forgetting profit in the joy of making a sale. In frankness we may say that the price-cutter was not marked very high by the examiners, as this was considered to be a test of salesmanship. It is comparatively easy to move shoes if the customer is in a receptive mood, and the price is cut. The real salesman sells the customer the shoes and completes a mutually satisfactory transaction. One might, under certain circumstances, agree with the policy of the man who, seeing that it was absolutely

(Continued on page 44)



Some of the Exhibits at the Shoe Style Show at the Canadian National Exhibition.

At The Canadian National Exhibition

Shoe Manufacturers and Allied Trades Make Fine Showing at National Exhibition.

WHILE Canadian shoe men have not attempted to make a spectacular showing of Canadian shoes in the form of a big style show, the inauguration of the idea of showing shoes to the Canadian public at the Canadian National Exhibition has met with success quite beyond the expectations of those responsible for the idea. The general idea of a "Shoe Show" is an exhibition in connection with a convention of shoe men, where manufacturers can come in contact with the trade, and show their lines to retailers. The public are allowed in on certain occasions, more or less as a side issue. Therefore, it is somewhat of an innovation to have an exhibition of shoes, primarily for the general public, but at which retailers in large numbers will undoubtedly be present, and which they will visit on pleasure as well as business. The Canadian National Exhibition offers the opportunity of showing Canadian shoes to many thousands of the public, and getting the story of Canadian-made shoes across to more people than any other one agency in the country. It is particularly gratifying to the trade to see that the Shoe Manufacturers' Association of Canada has taken hold of the opportunity in a fashion that should lead to the establishment of this as an annual feature of steadily increasing importance.

Bigger Than Ever.

The Canadian National Exhibition, which has become truly national in its scope, and gives every indication of becoming international in its influence, can lay claim to the almost worn out statement that it is "bigger and better than ever." With an attendance mark of a million and a quarter to shoot at, all that is required is a fair deal by the weather man. At time of writing

the show is less than half over, and there is every possibility of the objective being passed. As to the exhibition itself, time and space do not permit any extended dilation on its size and scope. With exhibits from all parts of the world, with visitors from far and near, it stands out as the largest permanent fair in the world. Covering over two hundred and fifty acres, it represents an investment of nearly twelve million dollars, with annual expenditures of nearly three quarters of a million dollars.

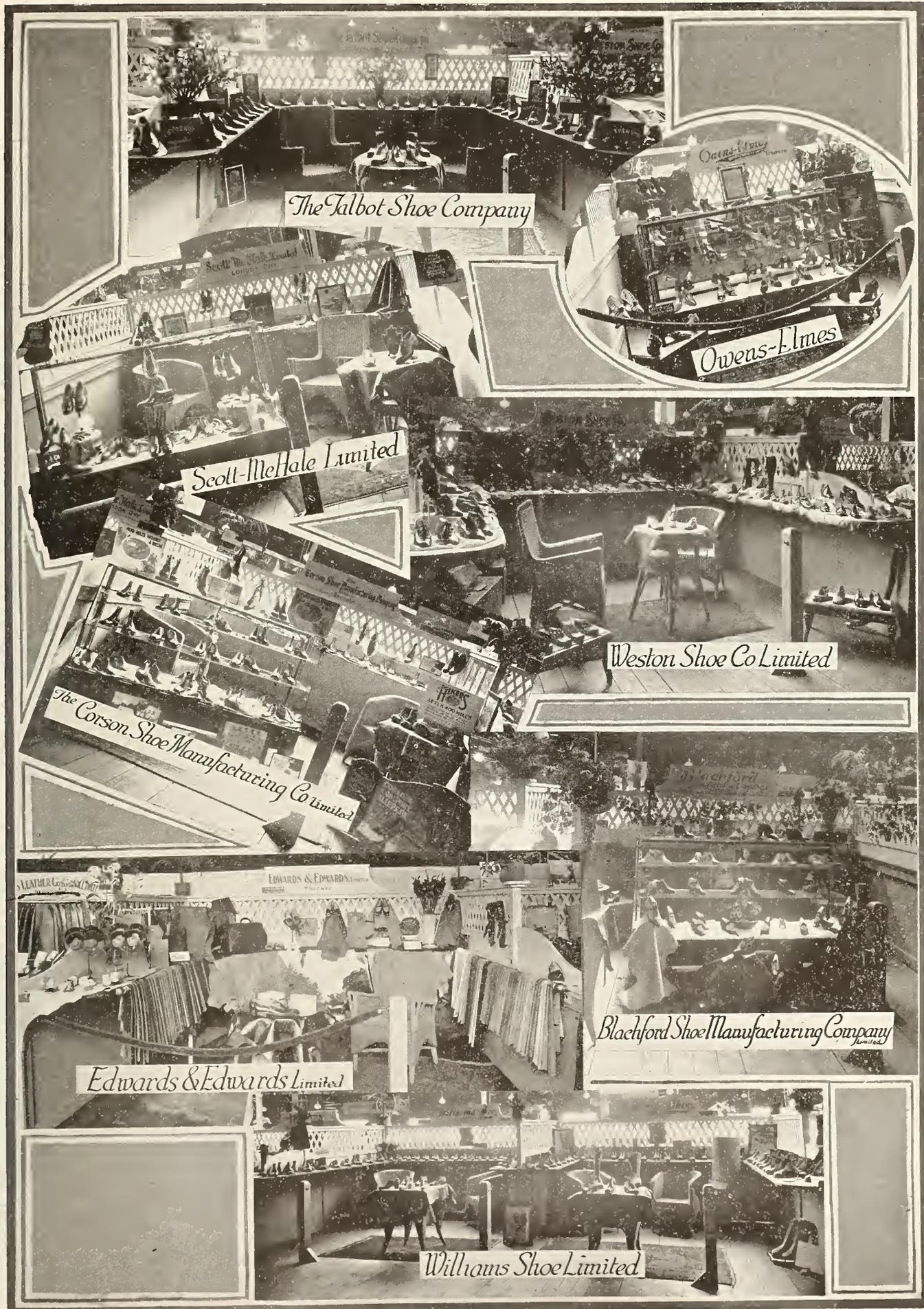
The Shoe Exhibits.

The Shoe Manufacturers' Association started to work last year on the idea of concentrating a number of exhibits of Canadian shoes in one section of the exhibition. Space has been at a premium for some years, but owing to the erection of the new Coliseum, which is a permanent building that cost \$1,500,000, additional space was available, of which the shoe men took advantage. Favorably located close to the midway, and Eastern entrance, the building suffered, nevertheless, because it was new, was away from the centre of the grounds, and was difficult for the public to locate. The exhibit of shoes was on the second floor, which still further tended to hold down the number of visitors. As a result, for the first few days the number of visitors was rather disappointing to the exhibitors. But after some necessary publicity was given to the "Shoe Style Show," as it was called, people started to come through who were interested in shoes, so that what was lost in quantity, was made up in quality. Many of the trade made calls on the exhibitors, and from several sources it was reported that orders were taken for substantial quantities of shoes.

Observation of the results, the good points, and the defects or disadvantages of this year's show will be of value in considering plans for next year and other years. Made-in-Canada shoes have created such an impression on this their first real showing at the National Exhibition that there is no doubt that the majority of the exhibitors will be anxious to participate next year. To this should be added a number at least equal of those who were not on hand this year. And if it is established that this is the logical place for a regular annual exhibition of shoes

General View of the Shoe Style Show at the Canadian National Exhibition





Some of the Exhibits at the Shoe Style Show at the Canadian National Exhibition.

and allied products, there is no reason why a special building should not be devoted to the shoe and leather industry. All that is needed is that active co-operation of all branches of the trade to put over an exhibition of which Canada can be justly proud.

The Shoe and Leather Exhibits.

As stated above, the exhibits were located on the second floor of the western section of the new Coliseum. A complete circle of thirty booths surrounded a light well, above which was a large skylight. Facing the booths on one side of the circle were the booths of the Allied Trades, with an overflow along the west wall. Signs in French and English announced that the show was under the auspices of the Shoe Manufacturers' Association of Canada, in addition to which each booth was provided with a supply of pamphlets issued by the Association, telling the story of Canadian shoes to the public. The booths were uniform in size and arrangement, but the varying nature of the displays provided plenty of scope for originality and individuality. The general effect of the show was decidedly creditable to the Canadian shoe industry.

The Hurlbut Co., Ltd., of Preston, Ont., occupied two booths where they displayed their regular line of Hurlbut cushion sole shoes for children and also their "So-Cosy" shoes. Their new line of misses' shoes was also prominent, embodying the same excellent features as to last and shoemaking. They featured strap patterns in black, brown, grey, white and combinations. Mr. Clayton Hurlbut was busily engaged meeting his friends a great deal of the time, while Messrs. Fox, Brown and Gorm were on hand to explain the Hurlbut line. The name of Jacobi which is so closely linked up with that of Hurlbut was also in evidence in the display, and one of the souvenirs was a small package of "Lion Polish for Hurlbut Shoes."

The Tebbutt Shoe and Leather Co., Ltd., of Three Rivers, Que., displayed their line of shoes for men, women and children. Mr. Gordon S. Weaver, their Ontario representative being in charge. Considerable attention was attracted by their "Doctor's Antiseptic," and "Professor" shoes, cross-sections of the former be-

ing shown, with an explanation of the special features involved. "Cyclone Speeders," skating boots for men and women also stood out and attracted the eye of the public. They report these shoes as having become very popular.

The Eagle Shoe Co., Ltd., of Montreal exhibited "Strider Shoes" in a wide range. In women's shoes they featured oxfords and one-strap, showing combinations of grey and light tan, black and white, and red and black. Men's oxfords and boots in straight and French lasts in black and brown calf and kid are featured as in-stock propositions.

The Corson Shoe Mfg. Co. Ltd., of Toronto were on hand with a range of "Regal" and "Corson" shoes for men. Their new "Hiker" shoe for boys, was emphasized in view of the practical tests they have been making recently and created considerable comment. Photographs of the "Hikers" back from their trip were shown, and some of the boys and shoes as evidence. Mr. Ed. Lynch was kept busy distributing literature and a new game they have worked out which is expected to drive "Put and Take" off the market. Corson's slippers were also to the fore, and as an added attraction they showed a three inch patent leather, Goodyear welt slipper which was an unusual sample of clever shoemaking.

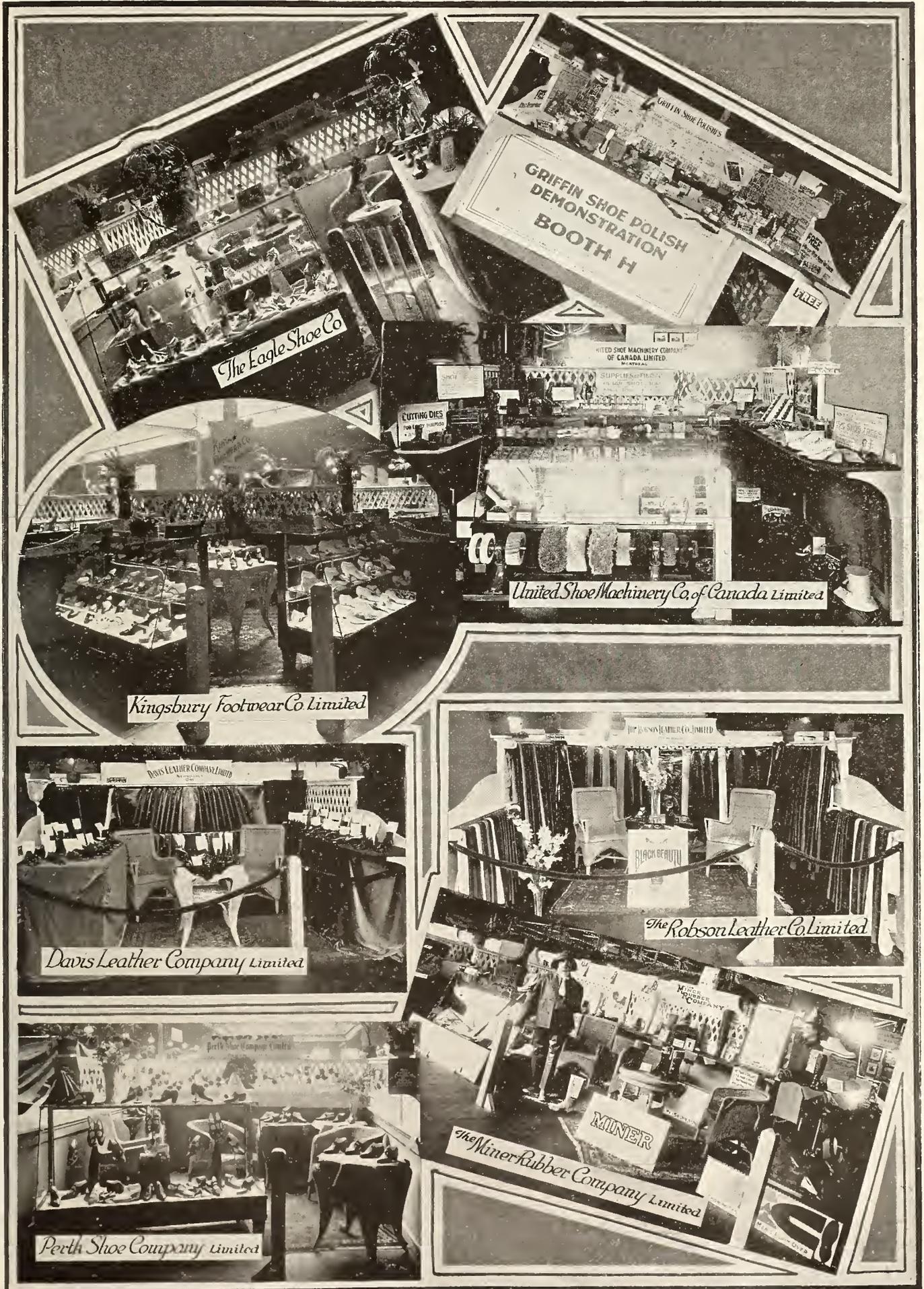
Scott-McHale, Ltd., of London, Ont., had a fine showing of "Astoria" shoes for men. Samples of the newest ideas in Oxfords and high shoes in black, Toney Red, and browns were shown. Among others noted were their "Prince" last, and "Highgear" last, the latter being featured with colored stitching and gable edges. Two other new lasts shown were the "Tremont" and "Clyde."

Getty and Scott, Ltd., of Galt, Ont., were showing "Classic" shoes for women and children. In addition to their regular line of straps and oxfords for street wear they had samples of fine slippers for evening wear in gold and silver, and a full range of satins. In children's shoes they featured the "Trainer" last, and showed a new patent leather special process shoe for children.

The Defender Shoe Co., of Galt, Ont., exhibit of the new "Arch-Defender" shoe, for men and women

General View of the Shoe Style Show at the Canadian National Exhibition





Some of the Exhibits at the Shoe Style Show at the Canadian National Exhibition.

was in the hands of Mr. W. G. Fallen. This shoe, which is made in two lasts for women, and several for men, in various leathers and colors, is a new type of orthopaedic shoe, specially developed in Galt and covered by patents. With an unusual flexibility is combined the support essential to weak arches. The specially moulded insole, and scientific construction of last and shoe are already said to have found wide favor. They combine comfort with appearance and durability.

The Hartt Boot and Shoe Co. Ltd., of Fredericton, N. B., showed lines for men and women. Outstanding in the men's samples were oxfords for spring in fine genuine brown scotch grain, calf lined, and brown Kangaroo shoes. Their women's line included regular range of one-straps, oxfords, sports shoes, in various colors and combinations. Novelty slippers of white with red lining and trimmings were also shown, also evening shoes of gunmetal cloth, trimmed with red and blue.

Walker, Parker Co. Ltd., of Toronto, exhibited their range of "Empress" Goodyear welts for women, and were receiving a large number of enquires from the public as to their line. One straps with one and two buttons, two-finger straps, oxfords with cuban heel and medium toe, cross-straps in white, black, grey and combinations; low-heeled heavy Scotch brogues with rounded soles and heavy perforations and bluchers were some of the lines that stood out.

Owens-Elmes Mfg. Co. Ltd., of Toronto had an extremely attractive display of high-grade turn shoes. The one-strap predominated, in patent and combinations for afternoon or evening wear, while for dress wear some beautiful samples were shown in satins, brocades, silver and gold. Wishbone effects, and side cut-outs in fan or lattice designs were shown, and also a patent designs were shown, and also a patent oxford with lattice cutout on the side. A novelty shoe with strips of red white and blue satin, with a Union Jack for a tongue was the subject of considerable attention and comment. Aside from its novelty it constituted a creditable piece of shoemaking.

Blachford Shoe Mfg. Co. Ltd., of Toronto, showed "Georgina" and "Onyx" shoes for women. Their new patterns embodying cross-straps, wish-bone straps, and colonials, as well as oxfords and two-straps were exhibited. Novelty shoes, and novelty sport shoes lent a bright touch to the exhibit and attracted much favorable comment. Their "Arch Grip" shoe which is being well received called for considerable attention from the public and explanation from their representatives who were on hand.

J. & T. Bell Ltd., of Montreal had a showing of their regular line of shoes, under the supervision of the Messrs. Fyce, senior and junior. The name "Bell" was recognized as a friend by a host of visitors who have known it over a long period of years. That was one reason their exhibit was made up of their regular line and contained no shoes made only for exhibition purposes only. Their showing included their latest range of oxfords and straps for women and low and high shoes for men. For women they were showing the slightly higher heel for street wear with medium toe, in browns, blacks, and combinations.

They also showed samples of colonials in patent, and patent and suede, as well as evening slippers of satin, brocade, patent with inlays, wish-bone effects and cross-straps.

For men they showed their regular lines and featured the Dr. Reed's Cushion Sole, and their Doctor's special.

A Good Start

Some Comments on the Shoe Style Show at Canadian National Exhibition.
By Mr. S. Roy Weaver.

AT the half-way mark of the Canadian National Exhibition the Shoe and Leather Journal asked Mr. S. Roy Weaver, Manager of the Shoe Manufacturers' Association of Canada for a brief statement in connection with the exhibit of Canadian shoes, for which he was to such a large extent responsible. Mr. Weaver said:—

"Experiment though it was, and conducted under certain handicaps in respect of location and otherwise, the so-called "Shoe Style Show" at the Canadian National Exhibition this year can fairly be claimed to have been a success. Planned and carried through at moderate cost, the display was highly creditable to the Canadian shoe manufacturing industry and allied trades. It is no exaggeration to state that it was a revelation to thousands of persons who previously had no conception that such shoes were being produced in this country. The display made an impression upon the public, and that impression was good. Almost as important was the fact that Canadian shoe manufacturers were brought to glimpse at least the possibilities of group enterprise. The spirit in which the exhibitors worked together for the success of the display as a whole, without jealousy or striving to obtain special advantages, was one of the most happy features of the entire Show. From the point of view of the exhibitors the fact that expenditures were not permitted to exceed the initial estimate also is a satisfactory aspect of the venture.

"At the Canadian National Exhibition in 1921 the Canadian shoe manufacturing industry was represented by only one small display of shoes. At the Exhibition just closed, 27 shoe manufacturing companies and 12 in the "Allied Trades" group were associated in a shoe show which occupied approximately 4600 feet of actual display space. Next year—what? That rests, in the first instance at least, with the various shoe manufacturing and Allied Trades firms. The Shoe Manufacturers' Association of Canada already has been in communication with the management of the Canadian National Exhibition to ascertain what larger space, in a desirable location, will be available next year. A report will be made to those likely to be interested and the development of plans will depend upon the response to such report. We have good reason to look for interest and support which will make possible a bigger and better display than the one held this Fall. Lessons have been learned this year which will help us to prepare for a still more successful show in 1923, if the exhibitors so decide.

"A word of caution, perhaps, is desirable. The financial aspect of the question must not be disregarded by those who are most enthusiastic in advocacy of a big exhibition next year of shoes and the products of allied trades. A useful and profitable purpose can be served by an annual Shoe Industry exhibition, if we are content to build slowly. But the aim should be an exhibition which will be recognized by each participant as well worth the cost and not merely a display of uncertain value, in which the manufacturers will exhibit for the principal reason that their competitors do so. Until plans be further developed, it can only be added that a start was made this year, with results which were gratifying and which appear to warrant a still greater effort in 1923."



OUR DISPLAY

at the

CANADIAN NATIONAL EXHIBITION

of

Georgina : Onyx : Archgrip

Quality Shoes For Women

*Blachford Shoe Manufacturing Company
Limited
Toronto.*

Increasing Selling Efficiency

Chapter Two

One of this merchant's principal assets is the stability of his sales force. He would not have been able to achieve such a full measure of efficiency had his employees remained with him only for short periods. Continual shifts in his organization would have nullified his efforts to inculcate efficiency in his employees. Loyalty also would have been difficult to instil into his sales force had it been necessary to coach a new salesman frequently. It would have been necessary to halt the training of the most efficient salesmen in order to teach a new salesman what his other clerks already had learned thoroughly, thus forcing the efficient to wait until the novice also could become proficient.

This merchant learned long ago that an ambitious clerk will render his best service in an organization that shows it is desirous of forging ahead of the mass. Only mediocre clerks will stick to an establishment that does not rise above the average in its methods and achievements. Mediocre clerks shun stores that manifest an earnest desire to accomplish results. They abhor putting forth the efforts required to distinguish themselves from the horde of average salesmen and will soon seek other positions if forced to abandon their haphazard methods of selling.

On the other hand, the ambitious clerk, the clerk who conscientiously strives to improve himself, shuns a store that does business on an old-fashioned, unprogressive basis. The clerk who really wants to rise always seeks to affiliate himself with an organization that is recognized as a leader in the community.

A salesman likes to know that his work is appreciated, and this merchant has evolved a plan whereby every good salesman knows that his selling ability is recorded in the office daily. This plan also has tended to enhance the stability—the stick-to-itiveness—of the entire sales force.

Tough Problems.

The store maintains a list of "tough customers," customers who are conceded to be hard to sell. When a salesman succeeds in selling an unusual quantity of merchandise to a customer whose name appears on the "tough problem" list, he is invariably called into the main office and congratulated upon his achievement. At the next employees conference this employee is asked to outline for the benefit of his co-workers the methods he used in selling the customer. This plan has the double effect of convincing the salesman his work is appreciated, and at the same time every employee is afforded good advice that will stand him in good stead when he is forced to deal with the "tough problem" in future.

It might be mentioned here that this store's list of "tough problems" has grown smaller every month since this plan was inaugurated. The decrease is due, the employees believe, to the fact that every employee in the establishment has been taught how to cater to the difficult customers. In other stores where certain people are listed as "difficult to sell" the number of "tough problems" decreases very slowly. There being no system of handling these temperamental customers, there probably never will be any decided decrease.

Peculiar Bonus System.

The bonus system has never been used by this mer-

chant. He has found that salesmen in certain departments naturally sell more goods than salesmen in departments where goods move more slowly for logical reasons. The bonus system in his business, in his opinion, would only breed dissatisfaction.

He does, however, maintain a system that results in certain employees—the most efficient—receiving extra remuneration. A "suggestion list" is kept, on which are listed the names of salesmen who offer suggestions concerning window displays, advertising, etc., that result in increasing the store's sales at dull seasons of the year. After each salesman's name are listed the suggestions he made during the year together with brief synopsis of the results obtained by the store as a direct result of the adoption of these suggestions.

A cash prize is awarded the salesman making the largest number of worthwhile suggestions, and every salesman whose name appears on the "suggestion list" receives what might be termed a bonus. When this list was examined last it was found that every salesman in the store was listed. One clerk's name appeared eight times. This clerk is now a department manager.

This plan, then, unquestionably tends to set the salesmen to thinking of the store's welfare as well as their own. Good suggestions bring promotion just as surely as do big sales. In addition to making direct sales, every salesman in the business is able to contribute to the sales total of the year by thinking and by offering suggestions concerning certain sales campaigns launched annually by the store. Seasonal suggestions, made far in advance, are kept on file in the office for the manager's inspection and consideration when these campaigns are about to be inaugurated.

Attaining Stability

In as much as every employee feels that he is **directly** interested in his employer's business, he seldom or never entertains any thought of severing his connection with the business. The very nature of his work tends to inoculate him with stability. There being no reason why he **should** think of leaving, he **does not** think of leaving. Knowing thoroughly the system of promotion in vogue in his store, the clerk does not spend his leisure hours searching for a position elsewhere.

Contentment, or stability, is a quality possessed by all the employees of this store. A resignation is a rare occurrence. Discharges, also, are infrequent, because a salesman who remains with this organization for one week must demonstrate his fitness to remain permanently. In fact, a clerk who secures a position in this store must have demonstrated in another store his ability, his stability and his adaptability, unless he is inexperienced. If he has had no prior experience in selling to the retail trade, the new clerk demonstrates to his employer **before** going to work that in all likelihood he will be able to develop the three characteristics demanded in this store.

Domestic happiness frequently has an important bearing upon the stability of a clerk. If a salesman's wife is discontented, her mood likely will be reflected in the salesman's daily work. Careful inquiry into a clerk's family, his home, his financial condition, etc., is made without his knowledge before he is employed by this merchant.

No "Stand-patters."

Stability does not imply that a clerk will be content to remain stationary, so far as his position is concerned. The fact that an efficient clerk may be lured away by a rival store does not enter into this merchant's thoughts. But this merchant does want to assure himself that he

(Continued on page 44)

About Sole Leather

Second of a Series of Articles Dealing With Various Phases of Leather and its Manufacture.

COMING to the consideration of the various types of leather, naturally the first to be taken up is sole leather, without which no shoes are made—although there is an odd consumer who might be disposed to dispute that statement. It is not our purpose to impart sufficient information to allow the average reader to start in opposition to the present producers of sole leather, but it may be worth our while to take a short trip through a tannery and see what the leather man is up against, and what he does. For, while to the average shoe man the tanner is a mythical personage who is largely instrumental in boosting prices of shoes, a cursory study of the process of turning hides into leather reveals the fact that he takes a highly perishable product of uncertain composition, and transforms it into an article of more or less durability and one which can be kept almost indefinitely. Where the retailer has his problems of management, buying, styles, sizes, values, etc., the tanner, operating usually on a large scale buys his raw materials in the open market, gambles on quantity and quality, and takes his chances on finding a market for his product and making a profit at the same time. The last two years have demonstrated that the leather business can be classed as a hazardous occupation, as evidenced by the losses sustained on the falling market, and during the depression.

In the first place, the Canadian sole leather man can buy his hides in this country, or he can import them from the United States or foreign countries. When they arrive they contain an accumulation of dirt, salt, and manure, part of which is covered by an allowance for "tare." They may be put away in bundles for a period in proper storage, or may immediately go into the tanning process, depending on the conditions under which the tanner is operating.

When the hides are to be tanned they are put on a "horse" and cut down the back, each hide thus making two "sides." The tails and ears, and any jagged pieces are cut off, representing the first loss the tanner takes, as they are worth next to nothing. The hides are then washed in a drum with water to remove loose salt, dirt, manure, etc. Then they go through a process of soaking to remove soluble dirt, care being necessary to see that hide substance itself is not dissolved.

The next step is to remove the hair. For this purpose the hides are suspended for several days, in vats containing lime of varying strength, till the hair has been loosened to the proper point. While this is best done at a warm temperature, and a certain amount of fermentation allowed to go on, there is always a danger of what are known as "liquifying bacteria" which have a solvent effect on the hide, to the extent that if action goes far enough the whole hide disappears. The appearance of these bacteria in sufficient numbers is cause enough to justify the dumping of the contents of the vats, and their thorough sterilization. In order to assist the lime in its effect on the hair, other reagents, such as sodium sulphide are used.

When the hides have been treated sufficiently in the lime vats, the hair can be easily removed, leaving the clean grain surface exposed. The removal of the hair is usually effected by a dehairing machine, which does the work more rapidly and efficiently than is possible by hand. Incidentally the hair, after removal is washed, dried, baled up, and sold for various purposes, and, like the trimmings, for prices much lower than that

paid for it as it arrived on the hide. A series of washings and scrapings follow, to remove pieces of flesh, and to get rid of as much of the lime as possible. At this stage the hide is said by tanners to be "in the white" on account of its appearance. It has become soft, spongy and plump. Owing to the absorption of water that has occurred, it should weight just about the same as when received, this absorption offsetting the losses mentioned above, so that at this point the tanner can get a fair check on the possible yield in weight from a given lot of sides.

From this point the process has many variations, depending on the leather desired, and the particular ideas of the tanner or his practical man. In general, the process consists in soaking the sides in tanning liquors of gradually increasing strength for several weeks, with or without agitation, till the hide substance has been transformed into what we call leather substance. That is, it has lost its soluble and perishable character and has become tough and insoluble. The strength of the solutions and their composition must be carefully regulated, and depends on the type of leather required as the finished product. In the old system it was customary to lay the sides away for months to allow tanning to become complete. But modern practice has reduced the time of tannage by the use of agitators in the vats, and of drums in which the sides are treated at higher temperatures and with stronger liquors. Electrical methods, vacuum processes, and other schemes have been brought into action with greater or less degrees of success.

Formerly the basis of tanning was oak bark, or hemlock bark. Hence the names "Oak" and "Hemlock" as applied to sole leathers tanned by means of these barks. The characteristics of each type were well known, the hemlock producing a leather of reddish color and great wearing power, while the oak leather was whiter in color, tougher and closer in fibre and superior for certain purposes, combination of the two barks produced so-called "Union" leather. Today these same tannages are produced, but the number of tanning agents has increased to such an extent that the tanner works out his own formula for tan liquors, the basis of which will be a bark, but which will contain extracts such as quebracho, chestnut, valonia, etc. Concentrated extracts now on the market render the making of tan liquors easier, less expensive, and somewhat surer than was formerly the case.

At one stage during the tanning process the side is "cropped," that is to say the side is cut lengthwise, separating it into the "crop" or "back" and the "belly." The former consisting of the "shoulder" and "bend" may be used for sole leather of high grade, while the belly, which is thinner, softer and spongier, is used for other purposes, and sells for a much lower figure.

After tanning is completed, the leather may be treated with soda to neutralize and to brighten up the color, and later with acid to remove excess of soda. Washing with water follows, and then in some cases a partial drying by evaporation or squeezing in rolls.

As the lime and tanning processes removed the natural fats, it is necessary to replace them in order to render the leather flexible, and prevent it becoming hard and brittle. To that end the sides are treated with oil emulsions in revolving drums. After that they are dried and if a light color is demanded by the shoe man, as is usual, a bleaching process is used. Then the leather must be dried absolutely, usually in long tunnels through which air is blown. Treatment with oil emulsion and finishing rolls produces the smooth bright finish on the grain side. The next step is to sort the leather into grades, and to gauge it for thickness.

INCREASING SELLING EFFICIENCY

(Continued from page 42)

is not employing a "rolling stone." Training a good clerk is expensive. Not only do other employees find it necessary to neglect their own duties in order to coach a new man, but the store sometimes loses good customers through the inexperience of an employee.

The system maintained by this merchant virtually renders it impossible for a capable man to remain stationary, and other merchants in this town long since realized that the best salesmen in that store would prove efficient department heads in their own organizations. However, there is never any feeling that a clerk is unstable merely because he wishes to make a change that certainly is advantageous to himself. Hope of ultimate promotion is held out to every clerk, and every clerk in the organization realizes that his daily training is certain to result in developing him into a department head, either in his present organization or in another business where ability, stability and adaptability are appreciated.

WHAT WOULD YOU DO?

(Continued from page 34)

impossible to get the twelve dollars, finally split the difference, or even keep the shoes on his shelf. There is this to be said, that if it may be necessary at a later date to clear the line at a still lower figure, he is better off to have taken ten dollars. We are of course assuming that the shoes are a legitimate twelve dollar line in the first place, and that the retailer's mark-up is not excessive.

One man says:—

"This is a "cinch." and just the kind I like to meet once in a while. If he has ten dollars, show him something

about eight dollars; show him the difference between the eight, ten, and twelve dollar shoes. Tell him that the eight dollar shoe is a good cheap shoe, possibly better value than the ten, but if he wants a good shoe he had better take the twelve dollar shoe—but it's twelve dollars not ten. I would not change the price."

Another says:

"Go and get a cheaper shoe and compare them, showing the finer quality in the \$12.00 shoe. Tell him that he couldn't buy a cheaper shoe at any price, because the twelve dollar one will wear longer and look better, and that the twelve dollar one will likely give him three months' extra wear. A person doesn't buy shoes every day, nor every week, nor every month, and when one is buying a shoe, he might as well pay two dollars more and be assured of solid comfort and long wear."

A Unique Idea

One of the cleverest things that we have seen at the Toronto Exhibition is the torn advertisement of the Weston Shoe Co. Limited which we reproduce on another page. It will be seen that while one half of the advertisement is gone yet there is enough to tell any person of average intelligence all that he needs to know. The solution is apparently so easy that hundreds of people feel as elated as though the money were already in their pocket. The public showed considerable interest in this and in the exhibit of the company. The Shoe & Leather Journal have arranged to publish the completed advertisement in their October 1st. issue with names of the winners.

When Hockey Time Comes

you will find the Samson Line of Hockey Shoes a producer of valuable business.

Samson construction boasts of many details of improvement that make our shoes faultless for fit and wear.

Order NOW so as to be ready when the selling starts with a full line of the shoes your customers WANT.



A complete line of McKays
A leading line of Heavy Staples
Unequaled Hockey and Football Boots.

J. E. Samson, Enr.
20 Arago St. **QUEBEC.**



Meeting your customer's purchasing-power right!

There is no doubt that the buying-public has a diminished purchasing-power now. It still wants quality footwear but expects it at reduced prices.

You can meet this trend right, if you will specify STANDARD KID. Through reduced overhead due to increased production, and through our policy of working on a small margin, we can place STANDARD KID in the hands of your manufacturers at prices that will effect a considerable saving all along the line. STANDARD quality is in every skin.

Specify STANDARD KID

THE STANDARD KID CO.
BOSTON, MASS.

Branches in New York, Philadelphia, Cincinnati,
Chicago, St. Louis

**Dominion
Fine
McKays**

The Shoes that make
your store noted for
VALUES and double
your sales prospects.



*A Complete
Choice
Range*

for Growing Girls,
Misses and Children,
as well as Boys, Youths
and Gents.

YOU CAN DO YOUR BEST BUYING FOR FALL
FROM OUR HIGHLY POPULAR RANGE OF SAMPLES

DOMINION SHOE, LIMITED

2298-2302 Chabot St.

Montreal

To Visit Our Plant Take Papineau Avenue Street Car Going North And Get Off At Bellechasse Street

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, 252 Notre Dame St. West, Montreal, P.Q.

RICHARD FRERES, 553 St. Valier St., Quebec, P.Q.

A. DAVIS & SON, LIMITED

KINGSTON, ONTARIO

The Race is Just Starting

If you have not entered the race for the Trip to Chicago in January it is by no means too late. Three months remain in which the contest can be won or lost.

Some of the nominees have made a good start but it will take constant plugging for them to hold their places

in the race. And when the smoke clears away on December 15th the winners may all be men who started in September after business had really wakened up.

READ THE RULES
SEND IN YOUR NOMINATION

Read Back Numbers for Rules Send your Nomination in To-day

<u>FREE</u>	<u>VOTE</u>	<u>COUPON</u>
GOOD FOR 50 VOTES		
For..... District No..... Candidate's name		
This coupon must be deposited at the Chicago Trip Department of the Shoe and Leather Journal on or before Oct. 15th. Not good after this date.		

<u>INFORMATION</u>	<u>COUPON</u>
To the Manager:-	
I desire more information about your offer of free trip to Chicago for seven shoemen. Please send me full details at no cost or obligation to myself.	
Name.....	
Address.....	

The Shoe & Leather Journal's Chicago Trip Nomination Blank	
<i>Manager of Chicago Trip</i>	
Dear Sir:— I respectfully nominate	{ Mr Myself
Address	
<i>Yours very truly</i>	
Name	Address
Date Received By Manager of Trip	1922

The Quality Boot Polish

Kiwi Polish is real leather insurance. It prevents stains, and fading in leather, is unequalled for brilliancy, and will put a patent leather finish on the dullest leather. It is waterproof. Kiwi is made in seven shades. Patent Leather, Black, Tan, Light Tan, Tan and Ox Blood Stain Polish. Wholesale Price on application. Have you tried it?

CANADIAN AGENTS
J. W. Price & Co.
 Lombard Bldg.
 Toronto Ont.
Anglo British Corporation Ltd.
 Mercantile Bldg.
 Vancouver, B. C.
 MANUFACTURED BY
 THE "KIWI" POLISH CO. PTY. LTD. FINCHLEY, LONDON, N.3



The Kid That Made Fine Shoes Famous

Ask any of the Shoe Manufacturers using *good kid* and they will tell you that they can always rely upon FAMO.

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

New York Representative
 SEIDERMAN-SALMON, Inc.

95 Gold Street -:- New York City

GEO. W. NEWMAN LEATHER COMPANY
 Cincinnati and St. Louis

Canadian Representative

R. E. Bennett & Co. Room 32, 70 Lombard St.
 Toronto Phone Main 4016w

AT THE CANADIAN NATIONAL EXHIBITION

(Continued from page 40)

Murray Shoe Co. Ltd., of London showed their lines of "Derby," "Murray-made" and "London Lady" shoes for men and women. That they are in line with the latest developments was shown by the exhibit, which included oxfords and high shoes in blacks and browns for men, and oxfords and straps for women. Combinations of patent with grey or beige for fall wear as well as solid blacks and browns provided a range of interest to the public and to retailers.

Perth Shoe Co. Ltd., of Perth, Ont., had a display of their new fall line. Oxfords, one and two straps were featured together with the newest in cross straps and wish-bone effects. A wide range of colors and combinations were shown. Messrs. H. B. McGee and H. Minhinnick were on hand to greet their friends, while Mr. G. H. Ansley also spent considerable time at the show.

Lady Belle Shoe Co. Ltd., of Kitchener was looked after by Messrs. N. C. Hertfelder and R. R. Span. In addition to their regular line of oxfords, and one and two straps, they showed the popular wishbone strap and other fall styles. Patent leather was much in evidence. Some samples noted included a brocaded front strap, an oxford with combination of grey and mouse, a one strap of grey buck with patent trimming. Their Aunt Polly line in E.F. width with stout ankle, cushion sole and rubber heel attracted many inquiries.

Kingsbury Footwear Co. Ltd., of Montreal had an exhibit featuring particularly their "Sno-White" and "De Lyte" lines. In addition to the fall line of oxfords and straps in brown, black and combinations of black and grey, black and fawn, black and white, they showed wishbone straps, one strap buckles and some advance samples for spring. Evening slippers of black satin and brocade with Spanish heels, with one strap, or three-bar spread, and colonials brightened up the display. They also showed flexible McKays in new patterns and colors.

Clark Bros., Ltd., of St. Stephen, N.B., were showing their popular line of women's McKays. These covered the full range of late styles and designs in patent, kid, calf, and combinations. Oxfords and one straps predominated, with the higher heel that is displacing the extremely low type.

Weston Shoe Co. Ltd., of Campbellford, Ont., had an attractive showing of women's and children's shoes. They featured their cushion sole shoes for children and misses in patent leather one-straps, bluchers and bals. Some attractive combinations of patent and colors in colonial effect were seen, also women's oxfords and high shoes in easy-fitting lasts, made of kid and calf.

Talbot Shoe Co. Ltd., of St. Thomas, Ont., was looked after by Messrs. L. W. Johnson and A. A. Orden-dorff. They showed new lasts in oxfords and high shoes, in blacks and browns, also some attractive brogue effects, and a new line of evening shoes with elastic sides. They had many inquiries as to their arch preserver shoes.

Slater Shoe Co. Ltd., of Montreal was represented by Mr. N. J. Collins. They showed new fall and spring styles, and had a number of new lasts. Combinations of black and brown, patent and white, grey and white, and sport shoes stood out from the regular line of oxfords and straps.

Williams Shoe Ltd., of Brampton, Ont., had an interesting showing of their well-known line, including several new lasts and patterns. They featured their shoes for boys and youths.

R. B. GRIFFITH & CO.

“THE WHITE SHOE HOUSE”

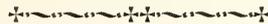
Samples for Spring 1923 Are Now Ready

Largest and most complete line ever shown in Canada.

Kid, Buck, Reinskin, Polar Cloth, Eve Cloth, and all grades of Canvas. Goodyear Welt, Hand Turn, and McKay.

Widths A to E.

Our representative will call on you shortly.



J. V. Morin	Western Ontario
R. C. Foy	Toronto
A. J. Angus	Hamilton
Thomas Morrow	Eastern and Northern Ontario
C. E. W. Lessard	Montreal and Quebec
John J. Duggan	Maritime Provinces
George C. Ferguson	Western Provinces



R. B. GRIFFITH & CO.

HAMILTON, ONT.



New Castle Kid

Noted for its excellent Finish, fine Texture and wonderful Wearing Quality

The Leather for Greater Value

Fancy Colors, White, Black, Glazed or Mat

Canadian Agents

for American Tanners of Calf, Splits, Indias Heavy Leathers, Skivers, Cabrettas, as well as for Cotton and Cloths

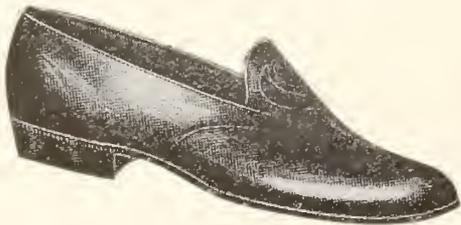
WRITE OR WIRE FOR SAMPLES

New Castle Leather Co. Inc.

New York

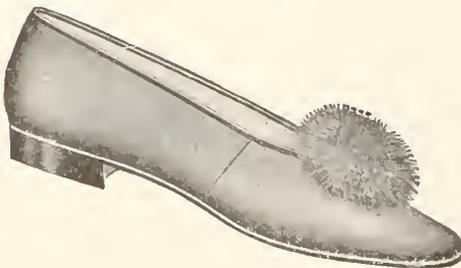
Canadian Branch—335 Craig St. W. Montreal
Factory—Wilmington, Del., U. S. A.

EVERETT ROMEO SLIPPERS



In flexible McKay Soles, Colors, Black, Brown, Dongola and India Kid.

BOUDOIR SLIPPERS



Spring and Rubber Heels, Leather or Felt, all colors.

Jobbing Trade a Specialty, Close Prices

B. & M. SHOE & SLIPPER CO., Ltd.

126-128 GARDEN AVE. - TORONTO.

Brandon Shoe Co. Ltd., of Brantford, Ont., with Mr. J. L. Brandon in charge were showing their newest lasts and patterns. They had on view their regular line of men's and women's oxfords and high shoes, which included three new lines for women and seven for men. Their Scotch brogue on the Famo last, attracted favorable comment, as did their new men's high shoe with five rows of close stitching. They also showed an arch preserver shoe. Their women's line included one and two straps in combinations of patent and suede, also some attractive bluchers.

John Ritchie Co. Ltd., of Quebec City, with Mr. Jack Walker in charge featured the latest ideas in oxfords and high shoes for men in browns and blacks, also some heavy brogues for winter wear. Their new arch support line is also taking hold.

Chas. A. Ahrens, Ltd., of Kitchener, Ont., showed "Chums" shoes for boys and girls. Mr. H. E. Wettlaufer and Mr. Dave Hardie were on hand to greet friends and customers, and to show them their line. They featured straps in gun-metal and patent, as well as oxfords and high shoes. Their souvenir was a whistle, which was particularly popular on Children's Day.

Tred Rite Shoe Co. Ltd., of Otterville, Ont., showed their line for infants and children, with cushion insole. Their new last for boys is taking well with the trade. Mr. Frank A. Williams was in charge.

The McFarlane Shoe, Ltd., of Montreal, with Messrs. J. L. McFarlane and T. Savage in charge showed their line for infants, children, misses, and women. They featured their new line of "Wee-Todler" genuine Good-year welts for infants and children, with cushion insole, in all leathers. Their spring line covered a range of twenty-three samples including some straps, but large-ly oxfords in various leathers and combinations.

Smardon Shoe Co. Ltd., of Montreal were showing new goods for spring in blacks, browns, patents and combinations with a dominant note of grey. They featured their Tarsal-Ease shoes for comfort and strength in various styles, patterns and colors.

Beardmore & Co., of Toronto had an interesting exhibit, the background of which was chrome, oak, and hemlock sole leather. They featured their "Bulldog" sole, in connection with Corson's "Hikers" and other shoes. They also showed cut soles, welting, shoe uppers, and various products made from sole leather.

United Shoe Machinery Co. of Canada confined their exhibit to the one in connection with the shoe manufacturers, so that they limited their display to findings for shoe retailers, repairers, and manufacturers. They featured a new line of hand tools for shoe makers, hardwood shoe trees. For these many enquiries were received, as well as for their Quick-set Edge Ink, which has been received with great favor by the trade.

A. R. Clarke & Co. Ltd., of Toronto, had their regular exhibit in the Manufacturers' Building as well as one in connection with the shoe show. Mr. H. A. Sailor was in charge of the latter, which was devoted largely to the interests of the shoe man. In addition to an attractive display of their regular patent leather, they showed samples of bull hide for larrigans or shoe packs, shear-lings for fur coats and boots, cream cloth for artificial limbs, and natural horse, for shoes. The vogue of patent leather naturally lent this display particular interest to the public and to shoe men.

O. H. Lawrence, of Canonto, Ont., was showing the new invention, the O. H. Strait Lace, a device of ribbon-steel, which is fitted to each individual shoe, and eliminates the old-style shoe lace. The booth, which was in charge of Mr. J. Murray Watson, their General Sales Manager, was attractively decorated with display matter, and was further enhanced by the presence of a living

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.

**Show Them
JOHN BULL
Shoepacks**

For your customers who are looking for EXTRA VALUE in shoepacks let them examine a pair of Beal's. They will note the good leather used—our own tannage—the high class workmanship and the real GOODNESS contained in every pair. These qualities can only give one result—long service, comfort and resistance to weather.

The R. M. Beal Leather Co.
Lindsay, Ont. Limited

model, Miss Marjorie Smith, who ably demonstrated the operation of the lacing device, and attracted considerable attention to that part of the show.

The Webbing Mills Corporation, of Toronto exhibited "Beaded Tip" shoe laces. They showed twenty five styles of laces, in many colors of silk and mercerized. The tips are guaranteed not to wear, tear, or pull off in six months.

Robson Leather Co. Ltd., of Oshawa, Ont., featured their "Black Beauty" patent leather, which with the various colored sides exhibited, made an extremely attractive showing. Regular lines of side leather attracted favorable comment including as they did colored sides in mahogany and royal purple, black, gun-metal, and box. They also showed suede side leather, and also splits.

Canadian Shoes—Findings—Novelty Co. Ltd., of Toronto had a display of novelties and decorations for shoes, but featured Griffin polishes and shoe dressings. On Children's Day alone they report having made over eight hundred sales. Souvenirs in the form of baseball caps and pencil cases were given with each sale. The display was under the direct supervision of Mr. L. Levy.

Davis Leather Co. Ltd., of Newmarket, Ont., had an attractive showing of calf leathers, featuring Black Varsity Calf, new colors of brown, red, and other shades. One of the points of interest to public, retailers and manufacturers was the large collection of samples of shoes made by various Canadian Manufacturers in which Davis calf leather was used. These were on display, each ticketed with the name of the manufacturer. Messrs. W. J. Hopkinson and F. Smith were in charge of the exhibit.

Edwards and Edwards, Ltd., of Toronto had a showing of their sheep leather which is continually growing in favor with the trade. Various colors, finishes, and qualities were exhibited. Mr. "Bill" Edwards was on hand a great deal of the time to greet his many friends in the trade.

Miner Rubber Co. Ltd., of Granby, Que., utilized two booths merged into one to display the principal features of their line. In addition to the regular line of tennis, rubbers, and heavy goods they emphasized their twelve-inch all-gum hunting boot, and their all-gum lumberman's shoe on the shoe pack last. This is the first time the rubber top to replace the leather top has been shown, and they report that since they brought it out it has taken unusually well. They also showed the Cossock overshoe, made up as a boot, or as a five-buckle golosh, with astrakan cuff at the top. Another sample carried a buff-colored kid cuff, with patent draw-strap. They also showed all-gum outfits for firemen and fishermen. Mr. Simpson, their Ontario Manager was responsible for the exhibit.

Lang Tanning Co. Ltd., of Kitchener, Ont., had a booth of unusually attractive design and lay-out. The color scheme, in light oak, harmonized well with the solid display of "Royal Oak" scoured sole leather.

Canadian Shoes, Ltd., of Toronto, displayed a wide range of staple and novelty shoes for men and women. In addition to plain lines of oxfords and high shoes, one straps, two straps, and novelties in colors and combinations, set off by back grounds tastefully arranged and glass show cases constituted an exhibit that was of interest to the many who visited the building.

Anglo-Canadian Leather Co. Ltd., were again located in the Manufacturers' Building, where they had an attractive exhibit of sole leather, cut soles, and tanning materials.

Gutta Percha & Rubber Ltd., of Toronto had their regular exhibit in the Industrial Building, where they displayed their regular lines of rubbers and heavy goods. Some of their spring tennis samples were on view, including one and two straps with buttons or buckles, combinations of white and black, and plain white with rubber heels or wooden cloth-covered heels. They also showed a new Russian boot, of Cashmere cloth with fur top, for winter wear.

Chas Tilley & Son, in the Industrial Building had two booths. In the one they showed their well-known line of polishes and dressings, including white buck, white suede, and white canvas. In the other they exhibited "Nursery" and "Medcalf" shoes, made by the Nursery Shoe Co., of St. Thomas, Ont. The public were greatly interested in this display which included a range of oxfords and high shoes, comfort shoes, as well as straps, in blacks, browns, and combinations.

Grosch Felt Co. Ltd., of Stratford, Ont., formed part of the Made-in-Stratford Exhibit, making a showing of felt boots, shoes, and slippers. The brightly colored goods, standing out against the black shoes and dark background, made an extremely creditable and attractive showing. Goods for men, women, and children were shown of felt, or with felt lining or soles. A useful leather shoe for winter wear, felt-lined, with leather or felt sole, was a feature of the display, while the slippers shown were evidence of the fact that these goods can be produced as well in Canada as elsewhere. Mr. Grosch, junior, was in charge of the exhibit.

Canadian Consolidated Rubber and Felt Companies were represented as usual in the Industrial Building where they showed the public their wide range of rubber and felt goods. Their model retail store, as in other years was the focusing point of considerable interest

on the part of those who located it. The attractive windows, showing felt goods and rubbers made a bright showing in that aisle and drew much favorable comment.

National Polish Co., were located in the Manufacturers' Annex where they were displaying and selling their line of dressings and polishes in black, brown, tan, ox-blood and white. With each sale a souvenir toy was given away.

Vancouver Notes

The long spell of dry weather was broken up last week, with rain, which lasted from four to five days. The change was very welcome to the trade and general white wear was discarded for the time being, and purchases were mostly in stouter goods, interspersed with the sale of rubbers. A slight improvement was noticed in the turnover. The repairing trade also reports better business.

The whole of the staff and employees with their wives, families and friends of the firm of Storey and Campbell, held their annual picnic on Saturday at Bowen Island, proceeding and returning by boat. Races and sports were indulged in, and a very enjoyable day was spent.

Mr. A. Sopp of Cook and Sopp, Nicola St., has joined the happy band of benedicts.

A well known polish which is manufactured in the east, is causing consternation amongst the trade, as one of the departmental stores in this city are retailing all their lines at 8½ cents per tin or bottle. Many members of the trade have threatened to discontinue stocking same.

The whole of the stock and fixtures of J. Starks, Granville St., has been offered for sale by tender by the Canadian Credit Men's Association.

Tanneries

A patent tanning method for sole leather, through which sole leather, three times stronger than usual, will be produced from own raw materials, can be disposed of at good terms. The leather is an approved product. Replies will only be considered from applicants willing to guarantee a certain result. Correspondence, together with Bankers' references to "H.K. & Co." S. Gumaelius Annonsbyra, Stockholm, Sweden.

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.

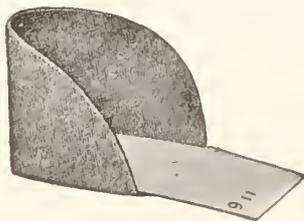
Branch: 54 South Street, BOSTON, MASS.



"Silverite" The House of Reliable Shoe Findings

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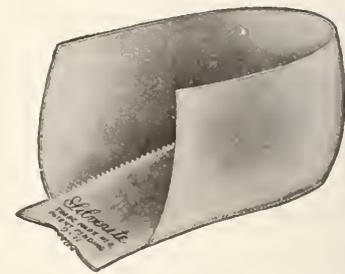


"SELWELL"
Heel Lining Repairers
Uniform Weight—Perfect fitting



"GRIPPER"
Made of Suede Leather—Satisfaction
Guaranteed. Manufactured By

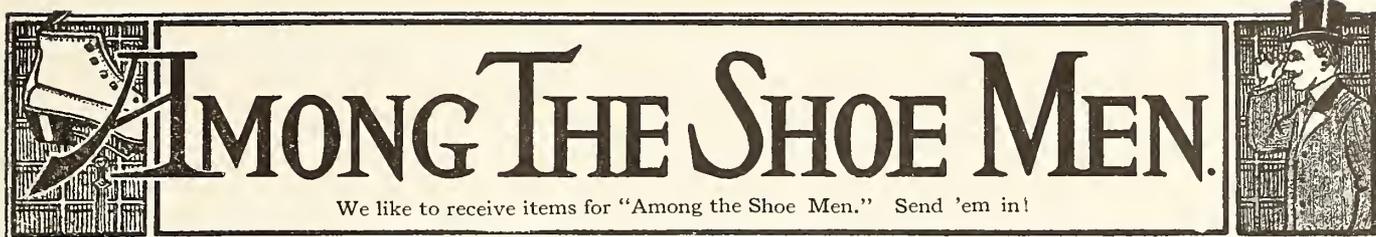
The Silverite Co.
Boston, Mass. U.S.A.



"BEST-ON"
Heel Lining Repairers
Perfect fitting
Cemented and Stitched



Mention "Shoe and Leather Journal" when writing an advertiser



AMONG THE SHOE MEN.

We like to receive items for "Among the Shoe Men." Send 'em in!

The International Shoe Heel Corporation of Washington, D.C., makers of the celebrated Pomeroy Cushion Heel intend to locate in St. Thomas or Aylmer, Ontario.

Mr. Frank A. Williams of the Tred-Rite Shoe Co., Otterville, Ont., has just returned from a successful trip of 7 weeks. Mr. Williams, who was through to the coast, calling on the trade, declares himself well pleased with the prospects for fall and winter trade.

An electric iron caused a fire in a shoe store on Wolfe St., Montreal, recently.

Mr. W. J. Duncan, President of the W. J. Duncan Shoe Co., Seaforth, called on the trade in Toronto recently.

Mr. Desmarais, representing the La Duchesse Shoe Co. Registered, of Montreal, Que., called on the Toronto trade last week.

Mr. J. E. Samson, President of the J. E. Samson, Enr., Quebec, was in Toronto for the Exhibition last week.

Mr. Martin of the Kingsbury Footwear Co. Ltd., Montreal, stayed at the Queen's during his exhibition visit to Toronto.

The police have been asked to continue their probe into the fire at Williams Shoe Store in Edmonton, Alta., on July 27th. It is thought that the origin of the fire was incendiary.

The Stag Shoe Store, of Montreal, has been incorporated at a \$100,000.

Mr. J. A. Vallary of Clark Bros., Limited, St. Stephen N. B., registered at the Queen's Hotel, Toronto, last week.

Mr. W. Mitcham of the Kingsbury Footwear Co. Ltd., is in Toronto for the Exhibition.

Mr. Ben Martin with the John Ritchie Co., Ltd., Quebec, has a sample room at the Queen's Hotel, during his Exhibition visit to Toronto.

Mr. Leslie Peters of the C. H. Peters & Sons, St. John, N. B., was in Toronto recently.

Mr. James Lawter of the Hartt Boot and Shoe Co., Ltd., Fredericton, N.B., has registered at the King Edward Hotel.

Mr. Hector Le clair, deaf shoe maker of Ville St., Pierre, Quebec, was instantly killed when struck by a train recently.

Mr. Alexander Mollison, well known shoemaker, left Halifax on a one man hike to Vancouver last week. Mr. Mollison, who is 63 years of age, is a great walker. He will carry a shoe making outfit with him with the intention of earning his living at the various towns he stops at.

Mr. Ed. Pemberton, well known shoe repair man, will open a first class boot and shoe store at 216 Charlotte St., Peterboro, during the first week of September.

The annual meeting of the American School of Practipedics, which takes the form of a course of lessons on the subject of foot corrections and instruction on anatomy, including chalk talks, was held recently at the King Edward under Dr. W. A. Hill of Chicago, Ill., Educational Director.

Mr. Arthur Turner, shoe merchant of London, Ont., died after a lengthy illness recently. He was in his 44th year.

The Hurlbut Company in London, Ont., are building a new three storey factory, with the intention of manufacturing Hurlbut shoes in larger sizes, namely 11 to 2.

Mr. Frank Williams of Gavin's shoe store, Fort William, won the valuable prize, offered for the best window trim of Dr. Scholl's Foot Comfort Week. Mr. Williams competed against shoe men in Canada and the States.

Mr. L. P. Deslongchamps of The Slater Shoe Co. Ltd., Montreal, paid Toronto a flying visit to see the Shoe Show.

The Universal Shoe Hospital and Shoe Repairing Co., of Montreal, has been registered.

Mr. Phil Berenbaum of the B. & M. Shoe and Slipper Co., Limited, accompanied by his wife spent a two week vacation at Mount Clemens, Mich.

Mr. E. A. Gammage, has sold his shoe repair business to Mr. Chas. Moffatt of Mount Forest.

Mr. Alfred Lambert of Alfred Lambert & Son, Montreal, was in Toronto for the Shoe Exhibition.

Mr. W. G. Olton, after sixteen years in the service of D. D. Hawthorne Co, Toronto, has left to become Sales Manager of the Reliance Shoe Co., Toronto. Mr. Olton who has a splendid record as a shoe man, was very popular with both the staff and customers. Upon his leaving the staff made a presentation of a gold watch with initials and suitable description.

Mr. C. S. Sutherland of the Amherst Boot & Shoe Co., Amherst, reports that business conditions in that part of the country are favorable.

Mr. Jos. Daoust of Daoust, Lalonde & Co. Ltd., Montreal, was in Toronto for a few days last week.

Mr. Jos. Lacasse, manager of the Reliable Shoe Co., Limited, Montreal, lost his baby daughter Cora on August 25th. The child was five years old and died of diphtheria. Mr. Lacasse is receiving the sympathy of his many friends in the trade on his bereavement.

Mr. Ernest Whitley, of Fred Whitley & Co., Montreal, spent some days recently in Quebec in the interests of his firm.

The Dominion Shoe Limited have purchased a tract of land on Papineau Avenue, Montreal, adjoining the C. P. R. siding, and will shortly erect a new plant. This has been made necessary by the increased demand for their lines, and in this larger and better equipped premises they will manufacture on a more extensive scale than ever their popular range of fine McKays for growing girls, misses and children, as well as boys, youths and gents.

Mr. George St. Leger of the St. Leger Shoe Co., Toronto, spent a couple of days in Montreal recently.

Mr. P. A. Lapoint, formerly of the Home Shoe Co., has joined the Dominion Shoe Limited as their Montreal representative.

Mr. Wilfred Gagnon of Aird & Son, Montreal, was in Toronto this week.

Mr. Albert Tetrault of The Tetrault Shoe Mfg. Co. Ltd., Montreal, was in Toronto for the Exhibition.

Mr. J. G. Settle, representing the Murray Shoe Co. Limited of London, Ont., has a sample room at the Queen's Hotel, Toronto.

FISHING NOTES

Mr. J. A. McLaren of the J. A. McLaren Co. Limited, Toronto, recently spent a few days at Lake Temagami, north of the T. & N. O. Railway, in pursuit of the elusive deep water salmon. The accompanying snapshot shows Mr. McLaren's prize catch, a 9½ lb. salmon. It is needless to say that this fish is the pride of the shoe trade. The other snap shows Mr. McLaren scouting



wood for the fire, again proving that one has to work even on a fishing trip. It has been rumored that there are other fishermen in the trade—but we shall see. In the meantime, Mr. McLaren feels confident that he is the leading and star fisherman of the Shoe and Leather trades.

A FEATURE OF THE SHOW

Mr. Peter Doig, that well-known and popular shoeman, representing The Tetrault Shoe Mfg. Co. Ltd., Montreal, was in Toronto for the Exhibition. Mr. Doig has brought everlasting fame upon himself as a vocalist of great ability. He very kindly sang the following song for the benefit of his confreres during the social hour at the Shoe Show.

The Johnson Boys they built a mill,
They built it on the side of a hill,
They worked all night and they worked all day,
But they couldn't make the mill pay.

The rendering of this by Mr. Doig, in his own imitable and sympathetic manner caught the fancy of the crowd of Exhibition visitors, who cheered long and loud.



Mr. Chas. Lawson of Hamilton with a few fish at Georgian Bay

DEATH OF MR. CHAS. A. BROUILLARD

The shoe trade in Montreal was startled when news was received of the death of Mr. Chas. A. Brouillard, late superintendent of the Eagle Shoe Co., Ltd., Montreal.

Mr. Brouillard had gone to spend a week's holidays in Massachusetts, and his death occurred very suddenly at Whitman, Mass., on Monday night Aug. 28th.

A man of exceptional knowledge and skill in all the details of shoe manufacturing, Mr. Brouillard had attained a very high standing in the trade.



He first became associated with the Canadian trade in 1913 when he came from the Brown Shoe Co., St. Louis, Mo., to the Ames Holden McCready Co., Montreal, as superintendent of their factory Number 1. From there he went to fill a similar position with the Scott Chamberlain Co., Limited, London, Ont. Early in 1920 he became factory superintendent of the Tetrault Shoe Mfg. Co., Limited, Montreal, and about a year ago he took up the position with the Eagle Shoe Co., Limited, which he occupied at the time of his death. In each of these positions splendid results were attributed to Mr. Brouillard's efforts and efficient methods.

He was a man who had the faculty of making and keeping friends, and in the trade and out of it are very many people who will learn of his passing with very deep regret.

Mr. Brouillard has a son who has been acting as his assistant at the Eagle Shoe Co., Ltd., and he has also a brother who is factory superintendent with La Parisienne Shoe Co., Ltd., Montreal.

Scott McHale Issue New Dealer Help.

The new advertising book for dealers recently issued by Scott McHale, Limited, London, Ont., should prove of interest to retailers carrying "Astoria" or "Liberty" shoes. It is an attractively prepared booklet showing the various cuts, advertisements and moving picture slides offered for the dealer's use in his local newspapers, and theatres. They are supplied free. Dealers who desire to increase their business would be well advised to take advantage of opportunities of this nature.

About Shoe Prices

The following item appeared in the daily press recently:—

"One of the leading Canadian shoe manufacturing companies has made a general advance of 5 per cent. in its prices, effective from September 1, according to information received at the office of the Shoe Manufacturers' Association of Canada. The higher prices now prevailing for hides have resulted in increased quotations on leathers and it is said that a further advance in manufacturers' prices for shoes will be necessary at an early date, if the hide market continues strong."

Since hide prices started to move up a few months ago, speculation has been continuous as to what would happen to leather and shoes. Prices of hides and skins today are approximately the same as in 1914, whereas they had been ruling considerably lower. The advance from the low point represents upwards of thirty per cent. Some manufacturers covered their requirements fairly liberally at the lower prices, and for that reason have been able to hold prices of shoes steady. But with advances being made in leather when available supplies are used up, it becomes necessary to raise prices, or to absorb the additional cost. The latter alternative, most manufacturers say, is out of the question. Higher prices for calf leather have increased the demand for side leather, which, together with increased cost of hides, has forced prices of this line up. As a result, makers of shoes who use side leather are in many cases raising their prices to the wholesaler and retailer, one company having been reported as making an increase of fifteen cents per pair.

Reports from the United States indicate higher prices for shoes in that country, the increase amounting to about fifty cents per pair retail according to one source.

It has been fairly well established that permanent prosperity is not based on high prices; so that the average tanner or manufacturer would prefer to get to a lower level of prices, and, with no sense of hypocrisy, will say that he does not willingly raise his levels of selling. He realizes, too, that such a move will not meet with favor at the hands of the retailer or consumer. Nevertheless he feels that his business life is contingent on his ability to make a profit.

Retailers realize that prices can go no lower, but are firmly opposed to any increase which they feel they would have to absorb themselves. As one man puts it:—"This is just another straw added to the retailer's load. To advance the selling prices at retail when most other commodities are coming down would not be possible, and the public would not stand for it. They have a most salutary way of meeting advanced prices by doing without, thereby forcing the retailer into forgetting profits in the struggle to get trade at any price."

So there you are. Both parties have elements of justice on their side. The shoe business cannot be conducted satisfactorily except all parties are making a legitimate profit. Meanwhile, there are sufficient indications to warrant dealers in having confidence that present values are stable, and that general advances in price are not at all improbable.

The Shoe and Leather Journal took occasion to sound representative dealers on the price question.

One man said:—

"The prices of all other commodities are being reduced, and I do not believe that shoes are any different from anything else. They will have to be reduced if the people are going to buy them."

Another says:—

"Prices will not increase enough to make a difference."

Still another:—

"Advances in price are impossible from a retail standpoint. There is no doubt that this would cripple turnover and trade would be more precarious than it is now."

An Ontario dealer says:—

"We do not see why there should be any advance in leathers. There should be a decline in price rather than a rise."

"Looking back for the past seven years, while the war was on, the tanners' excuse was that leather was advancing on account of European markets. Later on, cargo rates were high and leather markets stayed firm. What excuse they will have next, we do not know. We understand that our tanneries are overloaded with skins to-day. European money is so low in value, that our Canadian dollar should buy a tremendous quantity of leather at a very low price, and this is one reason why prices should decline. Another reason the tanners have given for the high prices, is that nearly all of the better grades of skins are imported from United States and foreign countries. The money markets of these countries seem to be declining and this will give another opportunity of buying skins at lower prices instead of paying 18 and 20% exchange, which has been the case for the past six months. The situation as we see it may not be exactly right, but leather conditions, as they exist to-day, are a serious irritation to the public."

SPEAKING OF FISH STORIES

The shoe trade has always been noted for its veracity particularly in connection with fishing and fish stories, consequently in publishing the following report, we must emphasize that Mr. W. A. Babcock vouches for the story only.

It appears that Mr. W. J. Bartlett of W. H. Bartlett & Son, of Brampton, Ont., spent his vacation 'way up in Buckhorn 'mongst the Kawartha Lakes. Shortly after his return an item appeared in the local paper stating that Mr. Bartlett had been fortunate enough to catch a 6¼ pound black bass that measured 23¼ inches long—but it got away. The story seemed to go over fine until other fishermen arrived home with wonderful tales. Mr. Bartlett was asked how he knew the exact weight and length of the fish when it got away.—"An old fisherman" states Mr. Bartlett, "is always prepared for such emergencies. I carry a yard rule nailed on the edge of the boat and a set of scales in the rear. Well, the chap I captured on the end of my line fought like a good fellow. Finally he made a run and jumped clear of the water landing on the rule. A quick glance showed me the length—23¼ inches. Another flip and he was on the scales which he tipped at 6¼ pounds. Before I had time to grab him he was back in the water"—but it was some fish—story.

COAST REPRESENTATIVE OF HYDRO CITY SHOE

The Hydro City Shoe Mfrs. Limited, of Kitchener, Ont. announce that through illness in his family, Mr. Edward Sait, who has represented them in British Columbia the last eleven years has had to retire from the road. They consider he was one of the most successful travellers in the West for a number of years, even before he represented them. They have arranged for Mr. J. H. Bricker of 3460-1st Ave. W., Vancouver, B.C. to represent them in the Coast provinces in the future

AN INTERESTING CASE

The Shoe Manufacturers' Association of Canada has issued for the information of its members details of a suit which has been decided recently in favor of a shoe manufacturing company and against a merchant who tried to return goods, although the manufacturer was two months late in shipping the goods in respect of which the action was entered. The facts, which will be of interest to the trade generally, are as follows:

The defendant gave a written order for several cases of boots to be made up with a special style of sole and to be shipped February 1, 1920. **Shipment was not made until some two months later**, but the goods were received by the defendant in ample time for the Spring trade. The defendant took delivery, but on April 12th wrote to the plaintiff stating that he wished to cancel the order and asking that the goods be taken back, alleging that they were not up to sample and were damaged when received. The manufacturer declined to take back the shipment, but the customer returned them, on the grounds that they arrived too late, were not up to sample, and were damaged. When the goods arrived back at the original point of shipment, the manufacturer refused to take them, on account of their condition, and brought action against the customer to secure payment. It was found that two of the boots were literally eaten to pieces as by sulphuric acid. One case was without cartons and contained much floor waste. Although the customer stated under oath that he had opened only one case, the entire shipment was returned in paste board cartons of a Winnipeg concern. The shipping weight on the return trip was some 54 pounds less than the original weight and seven pairs of boots were missing.

The Judge found:

1. The goods were sold by sample and description.
2. The goods were manufactured in accordance with the order and well up to sample description.
3. The goods were delivered to a common carrier in good condition and properly boxed.
4. The substance that destroyed the two pair of boots got on them either in transit or in the hands of the defendant.
5. The goods reached the defendant in time for Spring trade.

Judgment was given for the plaintiff with costs, so that the customer was obliged to pay a very considerable amount for storage charges, to take the goods in their present condition, to pay the full amount of the invoice and interest (although prices now are much lower than at the time the goods were invoiced), to pay at least two-thirds of the cost of the litigation, and to pay his own legal expenses. This merchant probably now realizes that an order cannot legally be disregarded and that it may be very costly to attempt to evade responsibility, because of price changes, business conditions, or other reasons for orders accepted and executed in good faith by manufacturers.

A "CANADIAN" DAY

The exchange of visits between American and Canadian shoe retailers has resulted in a most friendly feeling existing between the organizations in the two countries. This has resulted in the inauguration of a "Canadian Day" at the next Chicago Convention. The American N.S.R.A. has sent out a letter from its president, Mr. C. K. Chisholm inviting Canadians to attend the convention and style show saying:—

The National Shoe Retailers' Association will hold its annual convention in Chicago, January 8, 9, 10 and 11, 1923, and we extend in the most cordial spirit of

fellowship an earnest invitation to you as a member of the Canadian Retailers' Association, to attend this Chicago Convention.

We will have a "CANADIAN DAY". We will have a Canadian speaker, and we want you retailers from all Canada to come to Chicago and see the wonderful displays of shoes of every type and style and see the marvelous Style Revue with more than one hundred living models displaying the latest effects for men, women and children.

We hope it may be possible for you to accept this invitation and shall look forward to the privilege of having you in attendance at this Chicago Convention, January 8, 9, 10 and 11, 1923.

THE O. H. STRAIT LACE

The O. H. Strait Lace (Patent Pending) recently invented by Mr. O. H. Lawrence of Canonto, Ontario, is making a favorable impression on the public. The O. H. Lace according to the manufacturers will eliminate shoe strings for all time. It is claimed that the O. H. Lace once fitted will outlast the shoe. They are comfortable, neat and economical, and are more speedy in operation than the old style shoe string.



The O. H. is made of ribbon steel, strong and unbreakable. They are made in various sizes for all lace shoes, and can be fitted to any deformity of the feet. The retail price is 25 cents per pair, high shoes 50 cents. Any manufacturer or retailer interested in this specialty should get in touch with Mr. J. M. Watson, General Sales Manager, 6 Dundas St. West, Toronto.

A DARING HOLD UP

Mr. J. B. Lefebvre, shoe merchant of Montreal, who owns a chain of 15 stores in the city, was the victim of a daring hold-up at two o'clock Sunday morning, Aug. 27th. After calling at his various stores, Mr. Lefebvre had driven to his home, 1317 St. Hubert St., carrying the proceeds of the day's sales in a club bag, and upon leaving the car and reaching the steps of his house, he was attacked by three men with revolvers, one of them striking him on the head with the butt of his weapon. A short struggle followed but Mr. Lefebvre being partly dazed the men had little difficulty in snatching away the bag containing the money and driving off in Mr. Lefebvre's car which had been left standing on the street. The thieves got away with about \$4,500. So far no trace of them has been discovered but the car was recovered the following morning in another part of the city.

Mr. H. E. Graham of the W. A. Marsh Co., Quebec, was in Toronto last week.

The Shoe Repair Man

About Hours

Some Comments on Long Hours, and Early Closing.

THERE is an old saying that tells us "Men work from sun to sun, but women's work is never done." Not so long ago the last line could have been made to apply to the "cobbler", who has now developed into the "Shoe Repairer." That the first line applies to a great many in the shoe repairing business to-day cannot be denied. And as long as it does, the questions of long hours and early closing will be live issues. But as the trade becomes more thoroughly organized, and as its members develop into business men, as well as craftsmen, these vexed questions will be solved, as they have in other industries.

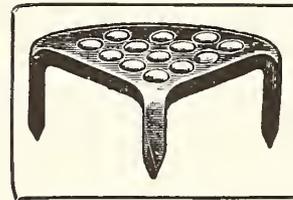
Efficiency experts, as well as so-called experts have devoted a lot of time to the investigation of the maximum efficiency to be obtained from labor. The results have shown that up to a certain point, the shortening of the working day not only increases the rate at which a man can work, but over a period of time, his actual output is increased. That is to say, that he can sustain the effort, day in and day out, with a minimum of fatigue and maximum of output within a range of time considerably less than the old twelve hour day. The optimum point varies with the mentality of the worker, and the type of work he has to do. This is an old story to men who have served their time in the shoe repair trade. They have learned that a steady pace covers the ground and in the long run wins out over an attempt to rush the job; they have learned, too, from bitter experience that long hours at the bench must be paid for in health.

Just where the optimum length of the working day lies is still the question of debate and of dispute between employer and employee. Actual tests would tend to show that for the average job it lies somewhere between nine and ten hours. The eight-hour day has its advocates, but not altogether from the standpoint of efficiency. The fanatics say that if the eight hour day becomes universally adopted, the next step is the seven-hour day, and then the six-hour day. But those who would look at it reasonably realize that in this world it is not yet possible to get very much for nothing; that all things that are worth while involve some exertion; and that it is only by a fair day's production that any man is entitled to a fair day's wage and a living.

Coming back to the subject of long hours and early closing, as applied to the shoe repair trade. This question was introduced for discussion in Hamilton at the recent convention by Mr. Powell, of that city. Quite properly he said it was one of the most important questions, if not the most important, facing the repair man to-day. To a large extent, if the question of hours is settled, that of prices will take care of itself. As it is, the present conditions tend to make unfair competition, and to strike at the standard of citizenship. He himself, for instance, employed two men. As an em-

ployer, therefore, he felt he had a duty towards these men, their families, and the community. But he had for opposition in his neighborhood some men who opened early in the morning, and worked every night till nine or ten o'clock, often later, announce all prices as being cut fifteen percent. This condition can only end in one way. The man who has his work taken from him by such unfair competition is obliged to cut his own prices, work longer hours himself, and let his men go. Moreover, the man who is now working such long hours is by no means a high type of citizen, and the family he may bring up will also suffer. If the hours could be curtailed by educative or legislature means, unfair competition could be stamped out, employment given to more men, and better prices obtained for work.

In the subsequent discussion, which ended in the decision to find out from various authorities what action could be taken, and the best methods of procedure, several of the "old-timers" took part. Instances were cited of men known to those present, who from no cause other than over-work and long hours, had passed on. A stumbling block in the way of municipal by-laws by which hours of closing could be regulated is the fact that the repairer is both a manufacturer and a merchant. The question of taxes also becomes a factor. If a ruling



WE COULD NOT IMPROVE ON THE "NATIONAL" SHOE PLATE SO WE HAVE IMPROVED TREMENDOUSLY ON FORMER METHODS OF PACKING HEEL PLATES !

"National" Shoe Plates now are packed first in neat one-gross cartons and then in heavy cardboard telescoping boxes as follows:

Size No. 1:	Packed 10	one-gross	cartons	in	box
" " 2:	" 10	" "	" "	" "	" "
" " 3:	" 6	" "	" "	" "	" "

Furthermore, the boxes are neatly re-wrapped in stout paper with plain markings as to description and size of contents.

National Shoe Plate Mfg. Co.

160 North Wells Street

Chicago, Illinois

is made whereby repairers are called "merchants", and their establishments are "stores", instead of work-shops, they must pay taxes as merchants. This, in general, would mean a higher rate of taxation. If on the other hand, they prefer to be called "work-shops", then the early closing by-law cannot be obtained. Again, there is nothing to regulate the man who does work in his own residence, where he can work all night if he wishes. So the question is full of pit-falls.

The remedy lies really in education; three-fold education, in fact. That is, of the trade, of the unfair competitor, and of the public itself. That entails a slow process, but one which, when completed, will have justified itself.

It is interesting to listen to the men who have passed through the phase of long hours, and who have convinced themselves of the folly of a man wearing himself out at the bench. While there are doubtless hundreds of examples throughout the country, only a few were able to express themselves at Hamilton. Mr. Inglis of St. Catharines said that closing at five o'clock on Saturdays had been beneficial both to his health and receipts. Mr. Henderson, of Hamilton, who is seventy-one years of age closes his shop at six o'clock every evening, spends all his spare time in the open air, and attributes to that the fact that he is still on the job. Moreover, he found that since he adopted the early closing his receipts and his profits have both increased.

It stands to reason that the man who closes up his shop and takes the evening off enjoys many advantages. His health will be better, his home life happier. He comes to his work in the morning fresh in body and in mind, and can accomplish more work in a shorter time. It is also a fact that in the average shop that opens early and stays open until late at night, there is usually enough time wasted during the so-called working day, which if employed profitably would allow the proprietor and workmen to close up the shop several hours earlier.

As for the public, if it were known that shoe repair shops were closed at a definite hour, it would not be long until all work required was left and called for in the prescribed hours. The percentage of work obtained at a late hour is small, while even that difficulty has been overcome by many repairers who make arrangements for the leaving of parcels next door, or in a compartment provided for the purpose.

To a great extent it is true that "If you look after the hours of work, prices and profits will take care of themselves."

PERCENTAGES

Very few shoe repairers are mathematicians. Possibly in some ways we have that much to be thankful for. But in the years devoted to the mastering of the craft, the average repair man has had little time to devote to the finer points of business or business methods. Consequently it is sometimes confusing for him to have people talk to him in terms of "percentage". To many people that is an elusive term such as "overhead", "fixed charges", and other terms with which accountants love to mystify the uninitiated. But the term "percentage", which is really a measuring stick, is extremely useful, and when understood is a simple tool to handle. "Percent" is an abbreviation of "percentum", meaning "in a hundred".

The average man understands fractions, and can conceive what is meant by one half, one third, one fifth, or one tenth. But turn the same figures into percentages and he is lost. As a matter of fact, all that is required,

is to transpose the above figures into parts per hundred. For instance, one half, is one part in two, or fifty parts in a hundred, or in other words fifty percent; one third is one part in three, or thirty-three and one third parts in a hundred, or thirty-three and one third percent.

To transpose a fraction into percentages therefore, we multiply by one hundred, and the result is the percentage. For instance to find the percentage represented by the fraction three-fifths:—

$$3/5 \times 100 = \frac{300}{5} = 60 \text{ percent.}$$

To transfer this to the repair business. Suppose your sales in a week are one hundred dollars, and your total cost of materials, labor, and all other items is ninety three dollars. Then your cost represents 93/100 or 93 percent of your sales. The difference seven dollars, represents net profit, which is 7/100 or 7 percent of your sales.

To take a more difficult one. Suppose your sales are fifty-six dollars, and your cost fifty-one dollars. What would be your percentage of cost and of profit? Your cost would be 51/56 of your sales. To turn this into percentage, multiply by 100, making it:—

$$\frac{51}{56} \times 100 = \frac{5100}{56} = 91 \frac{4}{56} \text{ percent.}$$

Your profit would be five dollars, or 5/56 of your sales. To turn this into percentage go through the same process:—

$$\frac{5}{56} \times 100 = \frac{500}{56} = 8 \frac{4}{56} \text{ percent.}$$

This may appear elementary to some of the readers, but we hope it will be useful to others, and if there are any questions we can help repairmen to solve along these lines, we shall be very glad to do so. The subject was suggested from a conversation with a repairer who was confused on some points involving costs, selling prices, and volume of profits.

It is quite easy to fool oneself these days when there is so much talk of reducing prices to get more business and make more money. We hear a man speak glibly of reducing his prices ten percent to get business. That's all right, if he gets more business. But if a man is doing, let's say for argument sake, \$100.00 per week, and cuts his prices ten percent, where does he land? If he gets just the same number of jobs, he takes in ten percent less, or only \$90.00, while his costs have remained just the same. He is therefore ten dollars a week poorer than before he cut his prices. If he takes in ten percent more work than he did before he will still not be as well off as he was; for the only costs that remain stationary are his overhead and wages. His materials depend on the volume of work. So it is easy to see that if lowering prices, when costs remain unchanged, does not bring a material increase in business no advantage is gained. It is far better to do one hundred dollars' worth of work and make one dollar, than to do two hundred dollars' worth and lose five dollars.

HOW ABOUT YOURSELF?

It is an relatively easy matter in a one, two or three man shop, for the proprietor to lose sight of his own wages. A repairman asked the other day "A man turns out work amounting to \$100.00 a week, his rent and other charges are \$20.00, materials \$30.00, wages \$25.00, or total cost of \$75.00, what's his profit?" He gave as the answer, himself, \$25.00 or twenty-five percent of his sales. He was surprised to find that the net result

was really a loss, instead of a profit. We asked "Supposing it was your own shop You'd figure you were worth thirty dollars a week, wouldn't you?" He admitted it. "Then", he was asked "how would you get your thirty dollars out of the twenty-five left, when you had paid your workman, your landlord, and your creditors?"

That is how a lot of shoe repairers have been figuring their costs and profits (?). In reality, under those conditions, they would have been ahead of the game, and had less worry into the bargain, if they had had a job cleaning the streets, or doing odd jobs for somebody else. And just as long as shoe repairers continue to figure that way, we will see cut-prices and unfair competition.

Carrying the discussion with the above repairer a step further. Suppose with the same plant and help, he turned out work amounting to \$110.00 in a week. His rent and other charges would be practically unchanged, as would his wages. Materials, however, would increase proportionately to \$33.00, so that the total cost exclusive of his own salary, would be \$78.00. Out of the \$32.00, which is the difference between the \$78.00 and the selling price, he could take his own thirty dollars as salary, and have two dollars left. And this two dollars is all that he can properly figure in as a profit. That may sound queer, but it's only common sense, after all.

It is worth while to take the above example, substitute your own figures for those arbitrarily selected above, and see what you find. You may be surprised at the results you obtain. Further, look at the above as an example of how directly volume will increase profit. Set the figures down side by side, and see the difference:—

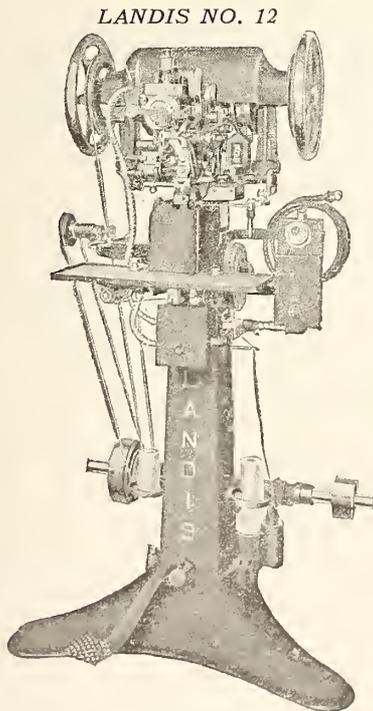
Fixed charges	— \$20.00	\$20.00
Materials 30.00	33.00
Wages 25.00	25.00
Proprietor 30.00	30.00
<hr/>		
Total Cost \$105.00	\$108.00
Sales \$100.00	\$110.00

Of course these figures are arbitrary, but they show that for every establishment there is a dead-line, below which a loss is shown. In this instance at about \$105.00 volume the level is reached. Below that point a loss is shown, and if volume falls, costs must be cut.

THE PASSING OF MR. FRED R. MILLER

The recent death of Mr. Fred R. Miller, President of the Owens-Elmes Manufacturing Co. Limited, has removed a powerful figure from the business world. Mr. Miller who was in his forty-fourth year, was born in St. Catharines. He will be remembered for his great work at British Forgings Plant during the war, also for his other public work, which he tackled in his usual broad minded and spirited way. In sporting circles he will be sorrowfully missed. His favorite recreation was motor boat racing, his boat, Helden the 3rd, lifting the Canadian National Exhibition Challenge Cup for the last six or seven years. Mr. Miller was also a member of the Hydro Electric Power Commission and of the Toronto Transportation Commission. The many expressions of sympathy received from various public bodies, lodges and so forth, speak well of the esteem in which Mr. Miller was held.

OWN YOUR OWN



LANDIS NO. 12

Model D

LANDIS Stitchers and Finishers for the Shoe Repair Trade.

Highest Quality.

Prompt Shipments.

Canadian Representative

ROBERT J. VAN STONE

167 John St. S.

Hamilton, Ont., Can.

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The H.S.P. Uniform Finishes are the standard.
In the latest colors for Calf, Side, Sheep and
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If you want the best glazed finish, try H. S. P.
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Our 72 years' experience and up-to-the-minute
methods are yours for the asking.

Black Finishes in Mats and Gun Metal are all
that you need.

CHEMICAL RESEARCH COMPANY
652 Summer St. West Lynn, Mass., U. S. A.

A SUCCESSFUL MAN.

He was born in a poor family.
His early struggles were intense.
He helped support his folks.
He worked out of school hours.
He did odd-jobs around the town.
He managed to get into a university.
He worked his way, washing dishes.
He also shoveled snow and cut grass.
He started business in modest way.
He collected junk and sold it again.
Soon he was a manufacturer.
He worked night and day for years.
He raised two daughters and two sons.
He worked their way through college.
The two daughters married titles.
The two sons kept him in hot water.
When one was going into jail,
The other was coming out.
They spent his dough seven days a week.
Both daughters were divorced.
Both sons were divorced twice.
The old man himself was sued
Seven times by stage beauties and others
On account of his offspring.
Still he worked hard and made money.
He never traveled anywhere in particular.
Finally he thought he would take a rest,
And he quietly passed out of this life.
And the papers praised him highly.
As a man who had made many friends.
And it was a tremendous funeral.
And a lot of notables were there.
And the flowers were beyond description.
And after the funeral there was a fight
Over the old man's will and it was found
That he had left \$75,000,000.
And the two daughters promptly
Married two more foreign titles.
And the two sons hit the primrose path
And let the business go to smash.
What's life all about, anywhere?

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**

CODES: MARCONI, BENTLEY, LIEBER.
CABLES: HIDES, LEICESTER.

Belgrave Gate, Leicester, Eng.

CLASSIFIED ADVERTISEMENTS

FOR SALE:—Modern equipped shoe repair shop "GOODYEAR OUTFIT" with four jacks at the work-bench. A good proposition to enterprising party. Well worth investigating by anyone meaning business on straight forward lines. Owner compelled to give up on account of ill health. For full particulars apply to Rothwell & Knowlden, 511-4th. Ave. South, Lethbridge Alberta.

MANUFACTURER'S AGENT Requires Line of Ladies' or Children's Shoes for Ontario territory, commission basis. Address, for particulars, to Box 53 SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

POSITION WANTED by experienced Foreman Shoe Cutter & Pattern Cutter, at present holding similar position but wishing for Change. Good Refs. Box 55 SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

MANUFACTURERS' AGENT. Experienced Shoeman with established connection in Ontario territory, is desirous of a Ladies' & Children's line on a commission basis. Address for information to Box 54 SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

CORDOVAN by an expert. I will give personal instructions or furnish Formulas in modern tanning of Shell Cordovan and Horsefronts in either Chrome or vegetable tannages in black and colors from Hide House to Shipping Room. Address, Chas. Knees, 342 Jarvis st., Toronto.

WANTED:—For Western Ontario, good experienced shoe traveller to represent firm on commission, manufacturing a full line of Men's, Boys', Youths' and Gents,' McKay and Standard Screwed shoes. Box 50, Shoe & Leather Journal, 545 King st. W., Toronto.

FOR SALE:—One Progressive Finisher approximately 14 ft. long. One Champion Finisher approximately 14 ft. long. One Bench Finishing shaft approximately 6 ft. long. One Champion Straight needle outsole Stitcher. One Fleming type Landis Curved Needle Stitcher. The above machines are guaranteed in good running order and condition and have been rebuilt by us. We will sacrifice these machines at a very low figure. UNIVERSAL SHOE MACHINERY LIMITED, 128 Queen Street, Montreal, Telephone Main 6233.

IMPORTANT:—Are you worried keeping books? Are collections slow? Worry no longer. Write or phone me. Immediate relief given. J. Pascoe Beel, Emergency Accountant, 545 King St. W., Toronto. Phone Ade. 6507

SALESMAN WANTED for Western Canada to carry a side line of women's novelty shoes on commission. Box 51, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

EXPERIENCED Shoe Salesman with office in Montreal, selling high grade ladies' and men's welts and turns in Montreal and Maritime Provinces, established wholesale and retail connections, is open to tackle boys' and children's line, sandals and other stitchdowns, felt slippers and shoe findings. Address Box 10, SHOE & LEATHER JOURNAL, 510 Coristine Bldg., Montreal.

SALESMAN for Winnipeg and the West to handle sheepskins for shoes, Saddlers Russetts, Suedes and coat leathers. Must have best of references and with good connection with the shoe trade and leather industries. Box 52, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

CLARKE & CLARKE Limited

Established 1852

**Tanners 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 Wareroom and Cutting Department
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BRANCH WAREROOM

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**High-Grade
WOOD HEELS**

All Styles
Prompt Service
Standard Quality
Canadian Trade a Specialty

G. H. MOORE HEEL CO.
39 N. Water St. Rochester, N.Y.

**O. K. FIBRE
COUNTERS**

A
Little Thing
To Ask For—
A Big Thing
To Get

Retailers Know It To Be A Fact

—that there is no part of the shoe subject to greater strains, harder knocks more pulls and wrenches from any greater number of angles than is that part of the shoe the COUNTER gives shape to, protects and reinforces. Therefore They Want A Counter They Know Will "Deliver" —service. So an increasingly large number are specifying in their orders that O. K. FIBRE COUNTERS be built into their shoes by their shoe manufacturers. For this is the counter that embodies high quality raw material, is made by highly standardized methods and undergoes rigid factory inspection.

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307 Fourth Street - Chelsea, Mass.
Canadian Agents: Trudeau Co., 719 Panet St., Montreal, Que



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

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NEW YORK

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"We deliver what you buy"

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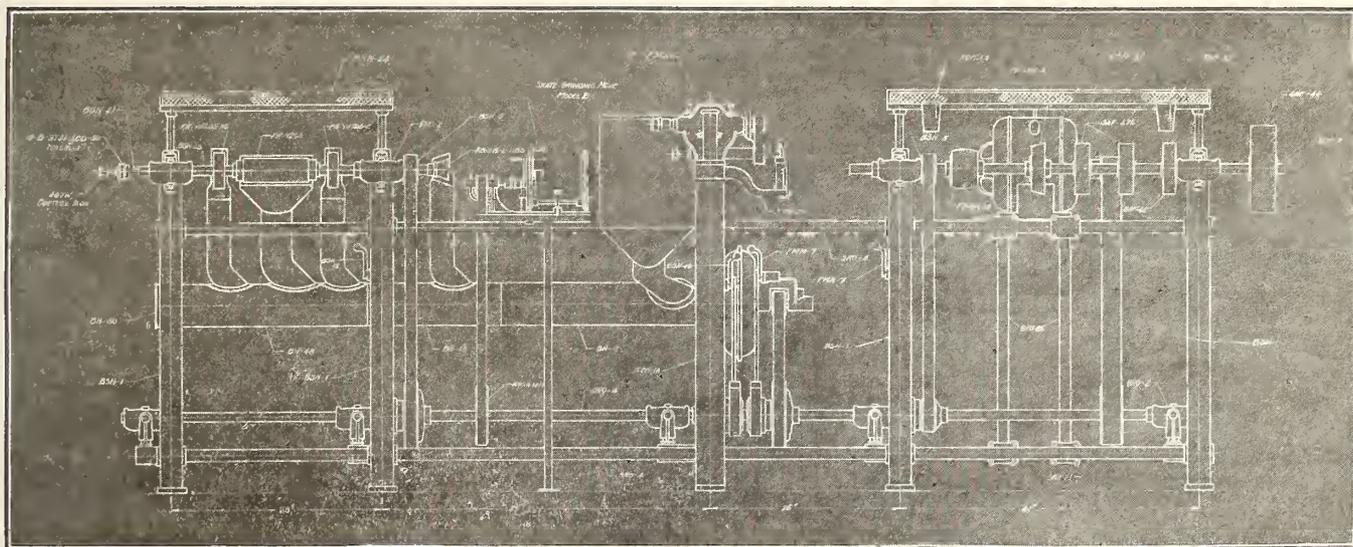
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SECURE THE UTMOST

FROM YOUR

Fall Shoe Repairing Business

BY USING A



Photographic reproduction of 12ft. Shoe Repairing Outfit assembling blue print as used in our Montreal Factory illustrating the care taken in planning and executing each feature in Goodyear Shoe Repairing Machinery

GOODYEAR WELT SHOE REPAIRING OUTFIT

The Outfit That Is Built Up To A Standard
Not Down To A Price

The most Economical Because the most Productive and Reliable
There is a size that will exactly meet your requirements

Installed on terms that you CAN afford

Ask for our latest catalogue—it describes the complete line

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

MAIN OFFICE AND FACTORY

MONTREAL

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KITCHENER
46 Foundry Street S.

QUEBEC
28 Demers Street

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St. Stephen *N. B.*



One Strap Colonial Pump

Made In All Leathers and Combinations

Our complete line of Oxfords and Straps are made to retail at

\$5.00

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St. Stephen *N. B.*

Shoe and Leather Journal

"ASTORIA SHOES"

*Tailor-made for
Particular Trade*



SCOTT-McHALE
LIMITED
LONDON, CANADA



HIS PRIZED POSSESSIONS

ACTON PUBLISHING COMPANY, LIMITED



Established 1857

"THE WEAR



IS THERE"

40 to 50 Per Cent Higher

Shoe and Leather men who watch the leather market must have noticed the 40 or 50 per cent. increase in heavy packer hides.

Sole leather is made from these hides.

Higher quotations on all grades and weights of sole leather are unavoidable.

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Producers of the Standard of Canadian Sole Leather

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Shoemakers To The

Wholesale Trade

Mention "Shoe and Leather Journal" when writing an advertiser



*Elk-Urus Calf—Chrome Retan
Standard Screw, Goodyear Welt.*

Here's a Shoe to Sell

A shoe with real value, a sturdy dependable shoe that gives the maximum of wear at a reasonable price. A shoe that holds the trade and builds good business.

VALENTINE & MARTIN, LIMITED
WATERLOO ONTARIO



The Influence of the Shoe Show



The thousands of people who saw our exhibit in the Shoe Show at the Canadian National Exhibition were impressed with our display of leathers and the manufactured samples made of Davis Calf Leathers. They saw and examined these shoes. It is a recognized fact that many people buying shoes in the future will call for shoes made of Davis Calf Leathers.

Dominion Brown, Dominion Red and S. A. Brown were strongly featured at the Exhibition.

Davis Leather Company, Limited

Newmarket Ontario Canada

BLACK DIAMOND CHROME PATENT

A LAWRENCE LEATHER THAT
DEVELOPS TO THE FULLEST
THE BEAUTY OF PATENT
FOOTWEAR

“LAWRENCE LEATHERS
ARE
RELIABLE LEATHERS”

There is every indication that Patent will be a mighty strong factor for Fall in both men's and women's models. Black Diamond is a strictly full grain Patent side that can be depended upon to yield complete satisfaction all along the line.



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Philadelphia
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CALFSKIN

SIDE LEATHER

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PIGSKIN

COUNTERS

WELTING

INSOLES



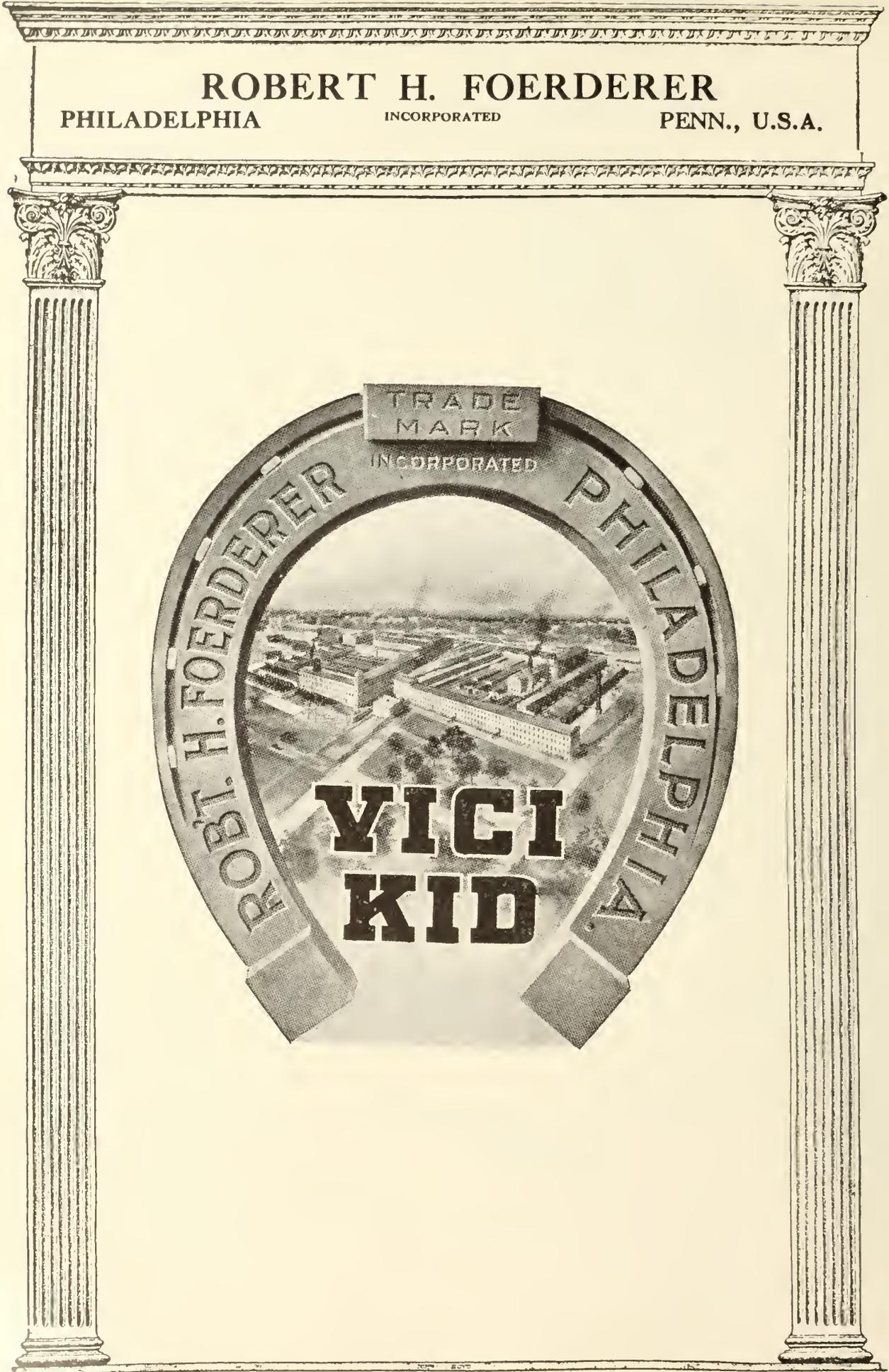
By the interest taken in our exhibit at the Toronto Exhibition, Chums Shoes will be in greater demand than ever as the correct shoe for boys and girls.

The visitors took keen note in their fitting features and durability. The wide range of attractive styles offered was another factor which met with their approval.

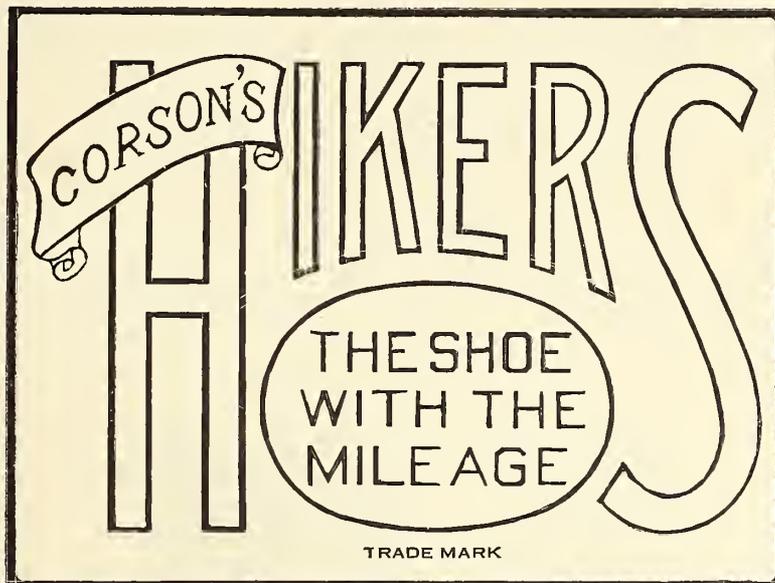
There can be no doubt that Chums Shoes will answer the call of the retailer on the lookout for a boys' and girls' line which he can use as leader.

MADE IN CANADA BY

Charles A.
AHRENS
Limited
KITCHENER, ONTARIO



Mention "Shoe and Leather Journal" when writing an advertiser



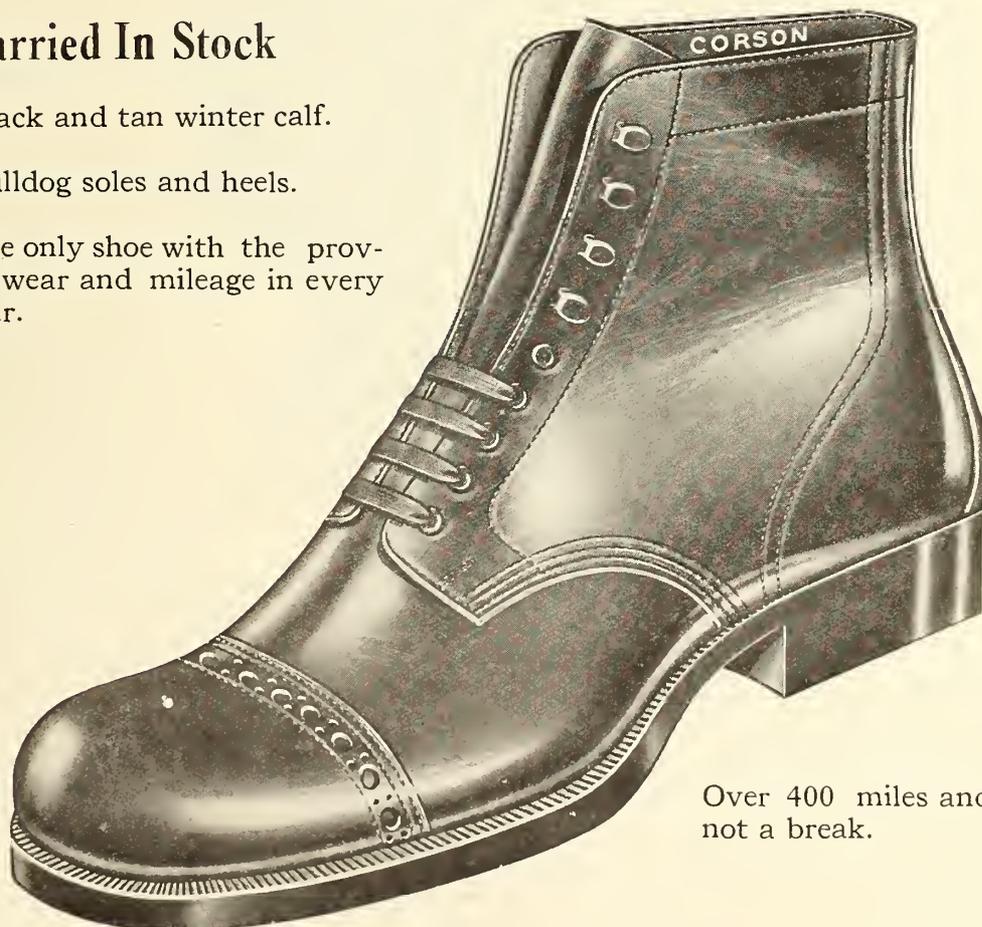
"DOUBLE THE WEAR IN EVERY PAIR"

Carried In Stock

Black and tan winter calf.

Bulldog soles and heels.

The only shoe with the proved wear and mileage in every pair.



Over 400 miles and not a break.

CORSON SHOE MFG. CO., Limited
100 STIRLING RD., TORONTO

HURLBURT'S FLEXIBLE McKAY CUSHION SOLE SHOES

Fill a long felt want for a High Quality, moderately priced shoe, made from the best leather procurable, on a neat, natural last. The patent process makes it as flexible as a turn sole shoe and the sole can be repaired by any local shoe repairer.



The following lines are in stock ready for immediate shipment.

If unable to wait for one of our representatives we will be pleased to submit samples.

INFANT'S		CHILD'S	
Sizes 5 to 7	Spring Heel	Sizes 8 to 10 1/2	Spring Heel
	Nature Last		Nature Last
9352 Infant's Mah. Calf Blu. S. H.	\$2 65	9252 Child's Mah. Calf Blu.	\$3 05
9362 Infant's Glove Calf Blu. G. M. Foxed S. H.	2 60	9262 Child's Glove Calf Blu. G. M. Foxed	2 95
9363 Infant's Glove Calf Butt. G. M. Foxed S. H.	2 65	9263 Child's Glove Calf Button	3 00
9372 Infant's Patent Blu. Glove Clf. Top S. H.	2 60	9272 Child's Patent Blu. Glove Calf Top	2 95
9373 Infant's Patent Butt. Glove Clf. Top S.H.	2 65	9273 Child's Patent Button Glove Calf Top	3 00
9963 Infant's Blk. Calf Instep Strap S. H.	1 90	9863 Child's Black Calf Instep Strap	2 25
9973 Infant's Patent Instep Strap S. H.	1 90	9873 Child's Patent Instep Strap	2 25
		9874 Child's Pat. Oxford Lace	2 40
		MISSES'	
		Sizes 11 to 2	Made with low heel.
		9162 Misses' Glove Calf Bal. G. M. Foxed H.C.	\$3 95
		9773 Misses' Pat. Instep Strap	2 70
		9774 Misses' Pat. Oxford Lace	2 80

Process Patent. Trade Mark Regd.

The Hurlburt Cushion Sole Shoe Co.,

BARRIE

ONTARIO

“Gutta Percha”

Outing Shoes

In the near future, you will have some interesting samples of “Gutta Percha” Outing Shoes shown you. Many improvements have been made in some of the old lines and many new styles have been added making “Gutta Percha” the most complete line of staple Canvas Shoes on the market.

Our New Catalogue is now being mailed to the trade—if you do not receive a copy apply to our nearest branch or to your Distributor.

Distributors:

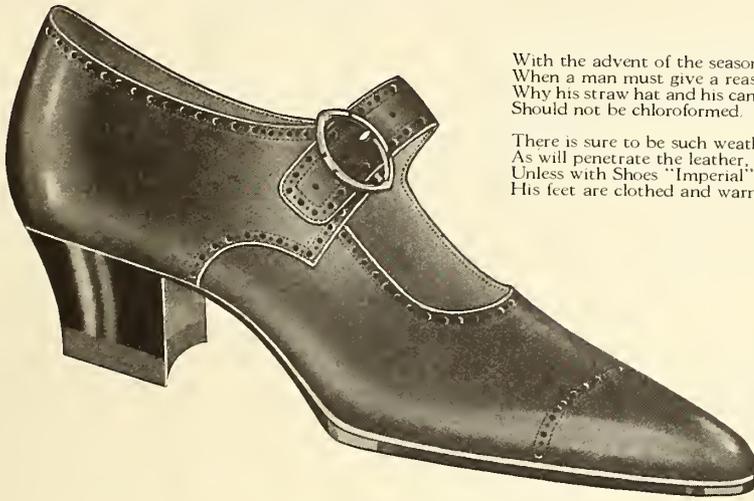
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GEO. E. BOULTER.....	Toronto,	Ont.
POMER, WINEBERG & CO.....	Toronto,	Ont.
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BIGNELL & KNOX.....	Montreal	Que.
RITZ SHOE CO.....	Montreal,	Que.
CANADA SHOE.....	Montreal,	Que.
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LA MAISON GIROUARD, LIMITEE.....	St. Hyacinthe,	Que.
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J. W. BOYER & CO.....	Victoria,	B.C.
ARCHIE McKILLOP.....	Calgary,	Alta.
DOWLING SHOE CO.....	Brandon,	Man.
DAMER, LUMSDEN CO.....	Vancouver,	B.C.

Gutta Percha & Rubber, Limited

Head Offices and Factories, Toronto

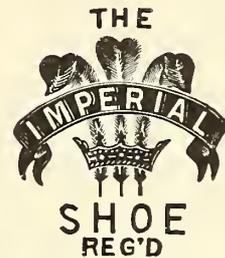
Branch Offices: Halifax, Montreal, Ottawa, Toronto, Fort William, Winnipeg, Regina, Saskatoon, Calgary, Edmonton, Lethbridge, Vancouver, Victoria, Hamilton, London.

J. A. McLAREN COMPANY LIMITED



With the advent of the season,
When a man must give a reason
Why his straw hat and his canvas shoes
Should not be chloroformed.

There is sure to be such weather
As will penetrate the leather,
Unless with Shoes "Imperial"
His feet are clothed and warmed.



Imperial Shoes for Fall

Our range of Imperial Shoes including Women's oxfords, showing new blucher patterns, in patent leather, gun-metal, calf, and brown calf are the latest seasonable productions, and are fairly glistening with brightness, like a new gold coin fresh from the mint, and for real "Bestness" they are unapproachable.

We would also call attention to our latest lines of strap slippers, both for street and house wear in Patent, Vici Kid, Gun Metal, Calf, and other fine leathers, all of which are made in the best factories whose artistic productions in footwear are so well known throughout Canada.

"Superior" Felts for Winter

We have a complete stock of "Superior" felts in all light and heavy lines. Boudoir and leather house slippers in a large range of styles, are selling well. Enquire about our easy selling Hockey Boots.

Oil Tan Shoepacks

The coming season will soon demand a reliable line of oil tan shoepacks, lumberman's knit and felt sox, etc.

The dealers with well sorted stocks make most sales.

Independent Rubbers

Our stock of Independent Rubbers both in heavy lumberman's and all

the finer lines, are sure Fall and Winter sellers.

J. A. McLaren Company Limited

30 FRONT STREET W.

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TORONTO

Hydro City Solid Leather Shoes



Customers who demand fair value for their money will be impressed with the quality and workmanship of Hydro City Solid Leather Shoes.

Unsurpassed for wear and durability. Write for further information regarding this business building line.

Hydro City Shoe Manufacturers
Limited
SOLID ALL LEATHER SHOES
Kitchener, Ont.



“And in Cleveland you can reach me at the

Hotel Cleveland”

Where courteous service to the guests surpasses your every expectation.

Where this supreme service is rendered under singularly auspicious circumstances.

Where the atmosphere is homelike.

Where quiet refinement surrounds every move made by every employee.

1,000 Rooms

1,000 Baths

Hotel Cleveland
CLEVELAND, OHIO.

Tipperary Shoes

*The Outing Shoe Line Noted For
Style, Comfort and Economy*

Columbus Quality and Value is all that any dealer needs as an assurance of VOLUME sales in Outing Shoes, to SATISFIED CUSTOMERS.

See our 1923 samples now being shown. There is a model

exactly suited to every Outing Footwear requirement, and the popular styles cater to every whim of Fashion.

You will find EARLY BUYING of Tipperary Shoes a most profitable investment.

THE COLUMBUS RUBBER CO., OF MONTREAL, LIMITED

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Fleetwood Footwear Ltd. St. John, N.B.
Poliquin & Darveau Quebec, Que.
Louis McNulty St. Johns, Que.
J. I. Chouinard Montreal, Que.
M. B. Young Toronto, Ont.



S. Marantz Winnipeg, Man.
Wholesale Distributors Ltd. Winnipeg, Man.
Trees Spriggs Co. Ltd. Winnipeg, Man.
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CLARKE'S

Patent Leather

Answers the Call for a Better Leather



Capacity 16000 Sides per Day

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Montreal **Toro**



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Offices in all parts of the World.

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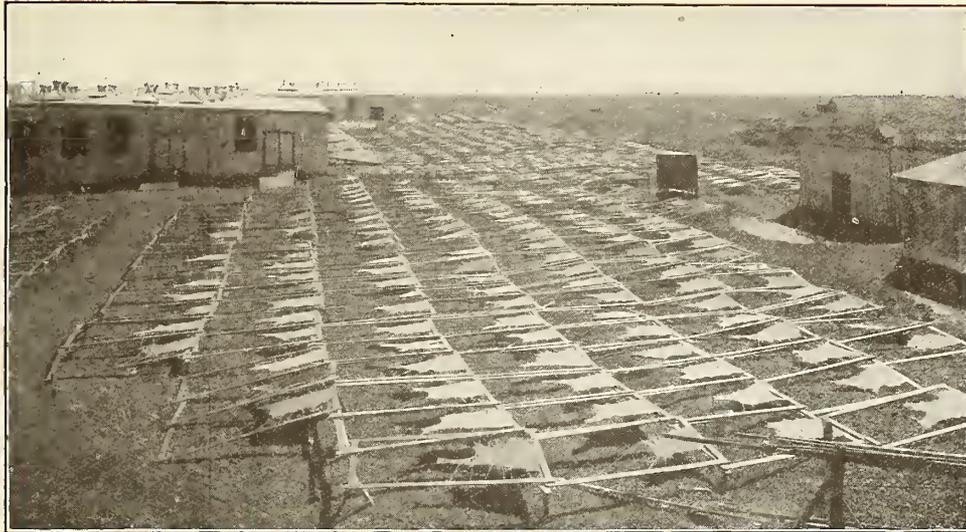
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N. A. Whittal & Co.
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C. A. Brady
Rochester, N. Y.

Ullathorne Hartridge
Australia & New Zealand

The Largest Producers Of Patent



Sun Drying Process

Explaining Our Supremacy

The reason for our supremacy in the manufacture of patent leather, is quality workmanship, first, last and all the time. We can guarantee perfect results. Every stage of the preparation from the receiving room to the finished product has one object in view, namely, to produce a leather that will stand the test of wear. We even maintain our own laboratory, where we mix, boil and make the varnish that puts that superior glossy "patent" on the leather. All this careful preparation can have only one result, a quality leather second to none for finish, durability and wear.

Capacity 16000 Sides per Day

Company, Limited
Quebec

Offices in all parts of the World.

52 Victoria Sq.
 Montreal, P. Q.

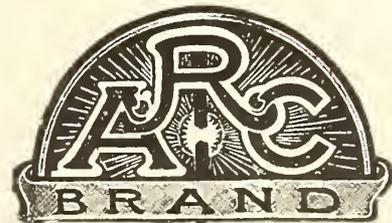
556 St. Valier St.
 Quebec, P. O.

W. S. Whittow & Co.
 Finsbury St.
 London, E. C. 2.

W. P. Erhardt
 S. Louis, Mo.

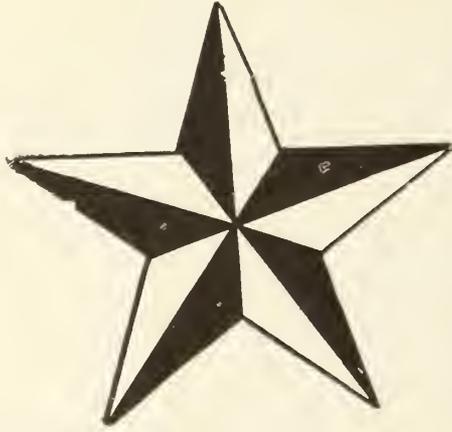
Maddison B. King
 Chicago, Ill.

H. L. Fricke Leather Co.
 Cincinnati, O.



Est. 1852

Leather In The British Empire



Good Printing

The Buyer's Guiding Star

GOOD printing commands attention. It is the buyer's Guide to the quality of the goods advertised—an insight to their character. Distinctive printing establishes confidence and makes it easier for the salesman. Printing settles your name and your product in the prospect's mind long before your salesmen reach him, saving fifty per cent. on your selling time and expense. The Acton Method of printing holds respect.

Write today for complete particulars.

Sell by the Printed Word





Black Beauty



The Canadian
Patent DeLuxe

Chrome Patent Sides

The Robson Leather Company
Limited
Oshawa · Canada

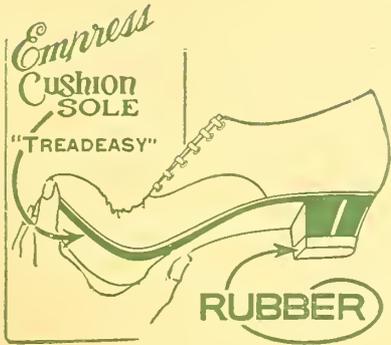


Proof of Excellence

The Robson Leather Company
Limited
Oshawa · Canada

Mention "Shoe and Leather Journal" when writing an advertiser

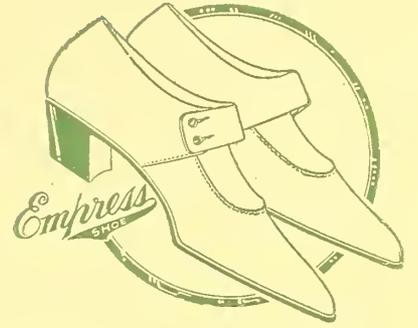
"They Fit"



1549 Women's Fine Kid Lace Ox. (Cushion Sole) Hand Turn, Plain Toe, Rubber Heel D



831 Women's Kid Lace Ox. Slip Sole, Sport Heel, M.S. Kid Toe Cap D



821 Women's Kid Strap Two Button, Imitation Turn Sole, Low Cuban Heel D

30 Styles Empress Shoes In Stock



805 Women's Kid Lace Ox. Im. Turn, Cuban Heel, Plain Toe D

For Shipment
October 10th.

Write for price list.



800 Women's Kid Lace Ox. Slip Sole, Sport Heel, M.S. Kid Toe Cap D

The Walker, Parker Co., Limited

Toronto - Ontario

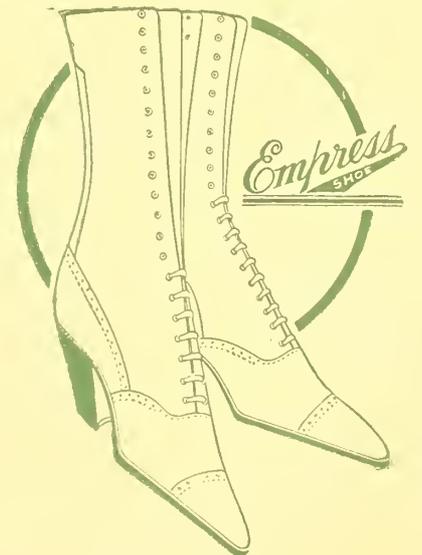
Progressive High-Grade Shoemakers for Women



7361 Women's Fine Kid 8 1/2 inch Pol. foxed, Sport Heel, G.W. Plain Toe C



1000 Women's Kid Pol. 8 inch, (Cushion Sole) G.W. Kid Toe Cap D



5317 Women's Kid Pol. 8 1/2 inch, Slip Sole, Sport Heel, M.S. Kid Toe Cap D

Mention "Shoe and Leather Journal" when writing an advertisement.

"They Fit"



7863



1566



5696



7808

Width

7863 Women's Fine Kid Lace Oxford G.W. 12 8 Heel, Combination Fitting Last (Corrective Arch Support for Weak Arches) C

1566 Women's Patent lace Oxford G.W. Combination Fitting Last C

5696 Women's Patent One Strap 2 button, finger pattern, Im. Turn Sole C

7808 Women's Fine Kid Lace Ox. G.W. (De Lux Grade) Combination Fitting Last C

1584 Women's Pat. One Strap, 2 Button, Finger Pattern, G.W. C

7838 Women's Brown Calf Blucher Oxford, G.W. (De Lux Grade) C

813 Women's Kid, 2 Strap, 2 Button, Im. Turn Sole, Low Cuban Heel D



1584



7838



813

30 Styles in Stock. Write for price list.

The Walker,
Toronto

Progressive High-Grade

Mention "Shoe and Leather Journal" when writing an advertiser

"They Fit"



5709

5709 Women's Kid One Strap, 2 Button, Finger Pattern, M.S. Slip Sole

Width C



5690

5690 Women's Fine Kid Lace Oxford, Im. Turn Sole

D



5555

5555 Women's Fine Kid Lace Oxford, Sport Heel, M.S., Slip Sole

D

7865 Women's Fine Kid Lace Ox. G.W. 12/8 Heel (Corrective Arch Support For weak Arches)

C



CORRECTIVE ARCH SUPPORT FOR WEAK ARCHES



CORRECTIVE ARCH SUPPORT



CORRECTIVE ARCH SUPPORT



7865

Empress CORRECTIVE SHOE

5687 Women's Fine Kid Wide Strap, 2 Button, Im. Turn Sole, Junior Louis Heel

C



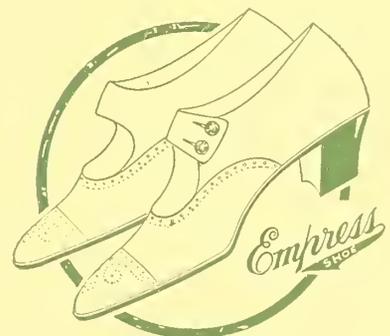
5687

837 Women's Kid one strap, 2 button, Finger Pattern, Slip Sole, M.S.

D

5708 Women's Fine Kid Lace Oxford, M.S. Slip Sole, Combination Fitting Last

C



837



5708

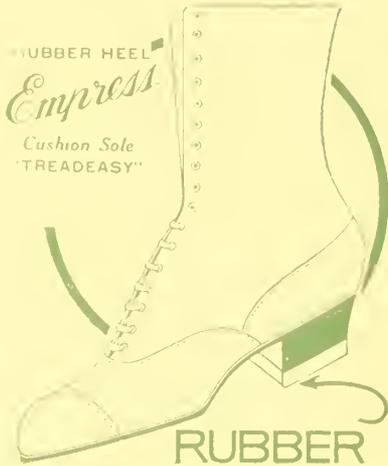
30 Styles in Stock. Write for price list.

Parker Co., Limited

Ontario
Shoemakers for Women

Mention "Shoe and Leather Journal" when writing an advertiser

"They Fit"



749 Women's Kid Pol. 7 1/2 inch, Full Fitting, (Cushion Sole) Rubber Heel, M.S. Kid Toe Cap D



801 Women's Kid Lace Oxford, Slip Sole, Sport Heel, M.S. Kid Toe Cap D



729 Women's Kid Pol. 8 inch, Slip Sole, M.S. Sport Heel, Kid Toe Cap D



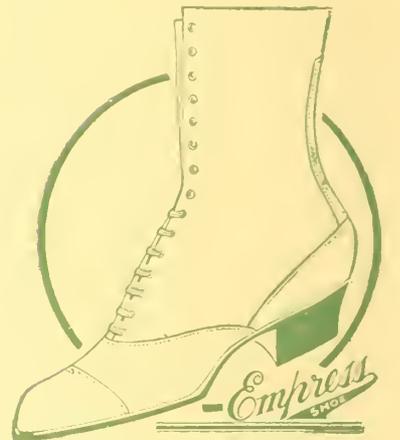
745

30 Styles Empress Shoes In Stock

For Shipment October 10th.

Write for price list

745 Women's Kid Pol. 7 inch, Slip Sole, Sport Heel, M.S. Kid Toe Cap D

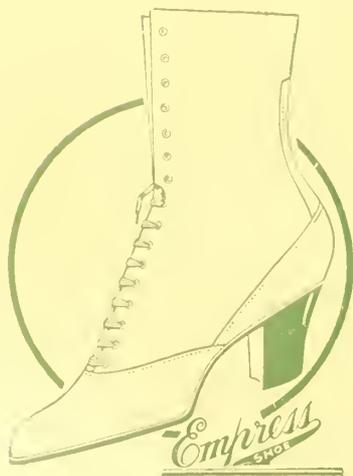


732 Women's Kid Pol. 7 inch, Full Fitting Round Toe, Slip Sole, M.S. Kid Toe Cap D

The Walker, Parker Co., Limited

Toronto - Ontario

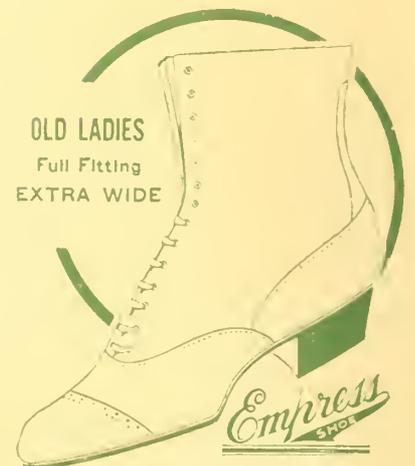
*Progressive
High-Grade
Shoemakers
for Women*



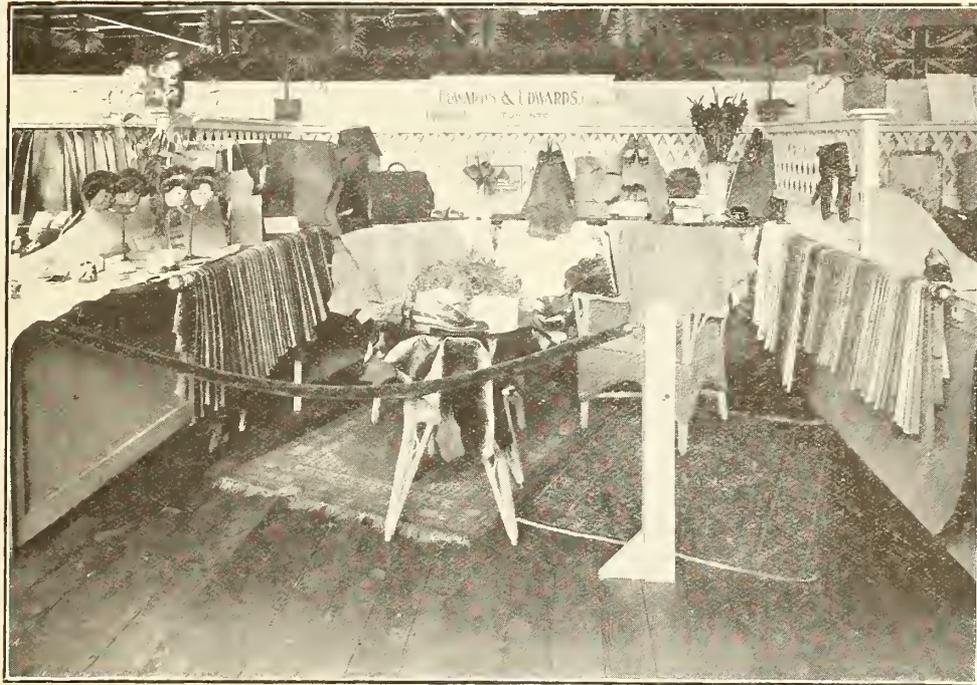
709

709 Women's Kid Pol. 7 inch, Slip Sole, M.S. Medium Narrow Toe D

701 Women's Kid, Pol. (Old Ladies' Wide Full Fitting) M.S. Kid Toe Cap F



701



The above reproduction shows our booth at the Shoe Show during the Canadian National Exhibition. At this booth thousands of interested sightseers became better acquainted with our products. A careful survey at the Canadian National Exhibition showed that 86% of the shoe exhibitors were using our leathers. We particularly wish to announce we are headquarters for novelty lines for the slipper trade, and all leading houses are showing our new designs, as well as our many staple lines.

Edwards & Edwards Limited

Head Office
27 Front Street East
Toronto

Tanneries
Woodbridge, Ont.

Quebec and Maritime Provinces

Represented by

John McEntyre, Limited - Montreal, Que.



This novel strap button creation from the Bell Line, featuring our new Chateau Last, is designed to give unusually pleasing fitting qualities combined with conservative snappiness in a dress pump. It is made in superior Patent Colt with colored inlays in the quarter, has a medium toe and 14/8 Heel.

It is one of those original patterns with which Bell Shoes keep on the best of terms with Dame Fashion and all her devotees.

J. & T. BELL, LIMITED
MONTREAL, QUE.

Toronto Sample Rooms; Room 206 Stair Bldg.,
No. 123 Bay Street, C. E. Fice, Representative.



The appearance of this Oxford in the new Bell Samples shows a decidedly superior example of fine shoemaking introduced to the Trade. Our popular Chateau Last lends itself admirably to the modelling of a stylish Oxford, and the beauty of the Blucher Pattern is heightened by means of neat perforations. Made in Brown and Black Calf of finest quality and texture, it meets perfectly the demand for an Oxford of outstanding style and wear service for Fall and Winter and early Spring.

J. & T. BELL, LIMITED
MONTREAL, QUE.

Toronto Sample Rooms; Room 206 Stair Bldg.,
No. 123 Bay Street, C. E. Fice, Representative.



IN STOCK LINES

Remarkable Values
ALL GOODYEAR WELTS

B. C. D. Widths

Sizes 3 to 7

Terms

Net 30 Days



This style made in leathers as below described

No. 6000	
Black Kid Oxford	\$3.85
No. 5004	
Brown Veal Oxford	\$3.85
No. 5003	
Brown Veal Oxford	\$3.85
Low walking Heel.	



This style made in leathers as below described

No. 6005	
Black Kid 1 Strap, 2 Button	\$3.85
No. 6014	
Brown Calf 1 Strap, 2 Button	\$4.35
No. 6015	
Brown Calf 1 Strap, 2 Button	
Beige Buck top and strap	\$4.50
No. 6017	
Pat. 1 Strap, 2 Button, Grey	
Buck top and strap	\$4.50
No. 6018	
Pat. 1 Strap, 2 Button, Dull Calf	
top and strap	\$4.35



This style made as below described

No. 6008	
Black Kid 1 Strap, 1 Button,	
Grey Buck top and strap	\$4.35
No. 6003	
Black Kid 1 Strap, 1 Button	\$3.85

All these Lines are also packed in 12 Pair Lots. Ready:—

12 C. 1/3 1 3/4 1 4 2 1/4 2 5 2 5 1/2 1 6 1 6 1 7
12 D. do.

Perth Shoe Company, Limited
Largest Manufacturers of Women's Welts Exclusively in Canada
Perth, Ontario



Louise Pattern made in Combinations of all Leathers

The Perth line shows all the very latest patterns in addition to the most comprehensive range of Women's Goodyear Welted Shoes shown to the trade—and all are moderately priced.

Montreal Sample Room,
Room 413 Windsor Hotel.
W. S. Pettes.
V. B. Benjamin.

Toronto Sample Room,
Room 706 King Edward Hotel.
H. B. McGee.
F. R. Burns.

Winnipeg Sample Room,
403 Travellers Bldg.
R. W. Clark.
Harry Adams.

Maritime Provinces — J. E. Petrie.

Perth Shoe Company, Limited
Largest Manufacturers of Women's Welts Exclusively in Canada
Perth, Ontario



1445 Wos. Patent One Strap,
One Button, Grey Buck Quarter,
M.S. PRICE \$3.25

IN STOCK—ORDER TO-DAY

Despite the fact that we have a big stock of these popular sellers on hand your only assurance of getting yours is **EARLY ORDERING**, because there is a big demand to fill.

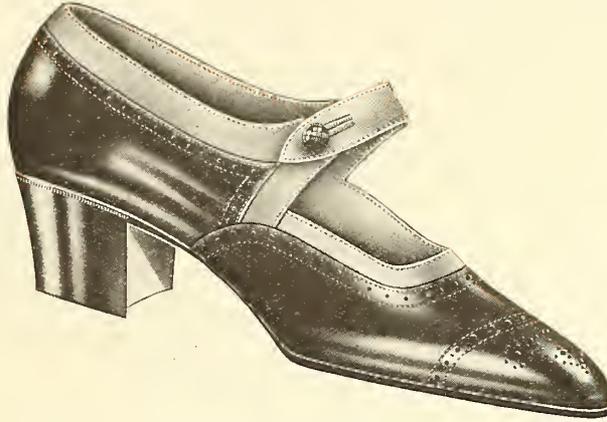
Past experience has taught us to prepare for a big run on these lines.

Immediate delivery to the best of our ability.

Write, wire or telephone your orders.

James Robinson Company
Limited
184 McGill St. Montreal

"If Looking For Novelties Think Of Robinson First"



1443 Wos. Patent One Strap,
One Button, Grey Buck Collar,
M.S. PRICE \$3.25

TO RETAIL AT \$5.00

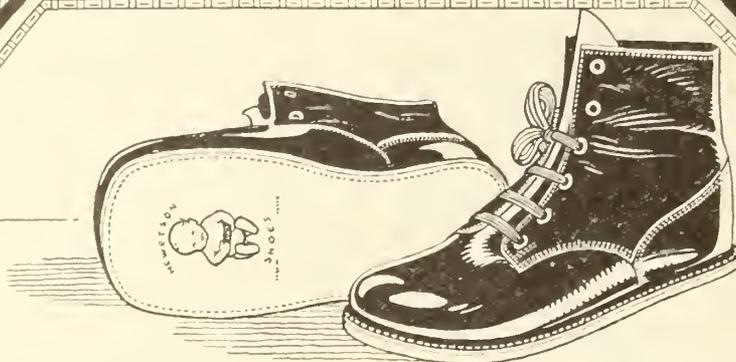
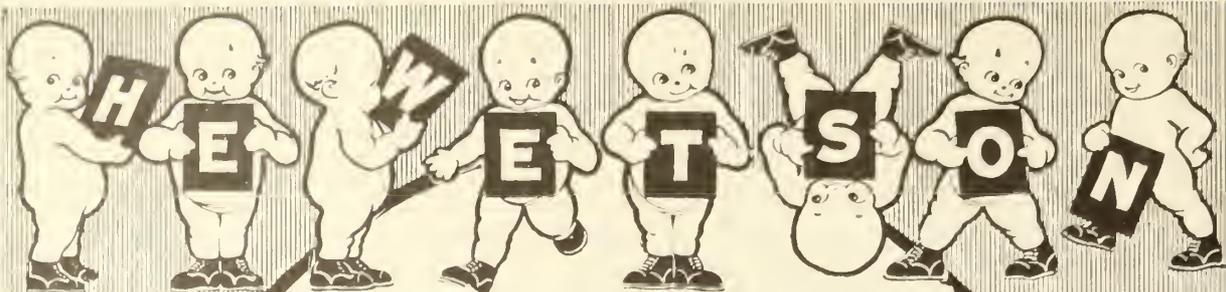
Both these lines are Shoe value such as you seldom get, offered right at a time when you can make most use of it.

Note the snappy lasts and patterns and you will see that as style offerings they are as timely and as prominent as they are for value.

We will be glad to send sample pairs.

James Robinson Company
Limited
184 McGill St. Montreal

"If Looking For Novelties Think Of Robinson First"



BROWN VICI KID LEATHER MADE IN SIZES 2 TO 11

Hewetson From Coast to Coast

We are making the name Hewetson and the Hewetson Kiddie famous from Halifax to Victoria. You've seen the ads. we are running in the newspapers—live, forceful, attractive ads. with selling talk of strong appeal to parents.

Parents cannot fail to be impressed with these advertisements, which are playing up the orthopaedic argument very strongly, the straight-last shape which keeps the feet of growing children from developing misshapen toes, and foot troubles for after life.

We are telling the Canadian parents about the natural foot and pointing out how many people suffer from the sins of their parents, who didn't know why it was their children grew out of their shoes so quickly, and why new shoes always used to hurt their little feet.

Keep Hewetson's Shoes in stock, and let it be known that yours is a Hewetson store. Be ready to meet inquiries half way. Demonstrate the truth of what these ads say. You will make a good connection, and build up a very desirable trade by letting your public know you handle Hewetson Shoes for children. We are helping you by good strong advertising this season.

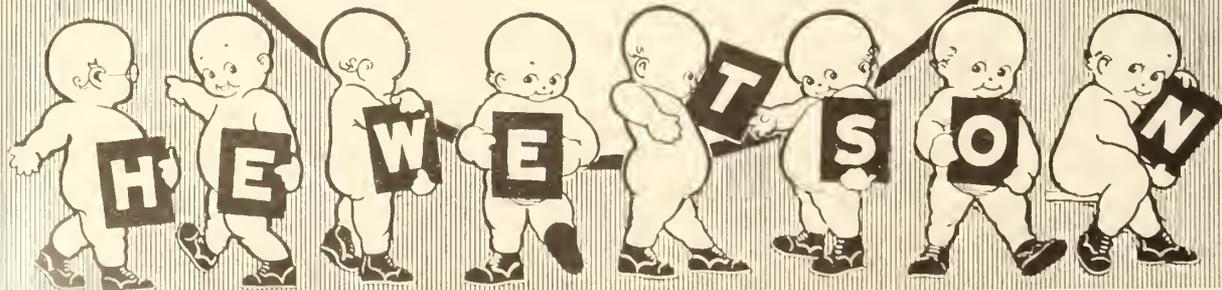
Hewetsons are sold wholesale only—stocks are on hand for immediate delivery from Hewetson wholesale agencies, located in all the principal centres throughout the Dominion.

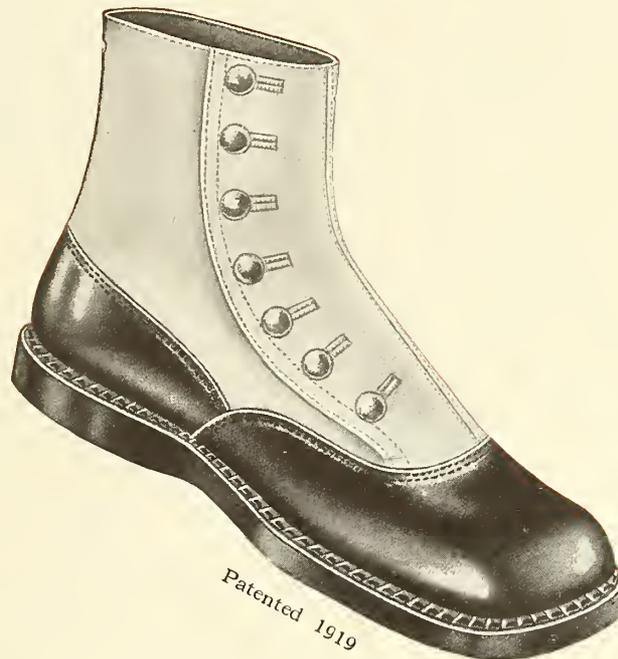
HEWETSON

SHOES FOR CHILDREN

"Made Stronger to Wear Longer"

J. W. HEWETSON COMPANY, Limited
 Shoemakers to Children
 Brampton, Ont. and Acton, Ont.





None of your Fall buying is more important than the choosing of your Children's Lines.

To buy with greatest certainty of sales, you must get shoes with the attractiveness, the exclusive comfort and fitting features and the superior wearing qualities of Globe "Pillow Welt" and "Baby Pillow Welt" Shoes, —the outstanding Children's Shoe Value in Canada to-day.

THEY ARE THE ONLY GENUINE GOODYEAR WELT SHOES MADE WITH A PILLOW WELT INSOLE.

GLOBE SHOE, LIMITED

TERREBONNE - QUE.

*Montreal Office, 11 St. James St., J. Bluteau, Representative
Carried in Stock by A. Lambert, Inc., Montreal*



The MINER RUBBER CO. Limited

Branches and Selling Agents

The J. Leckie Co., Limited.....	Vancouver, B.C.
The Miner Rubber Co., Limited.....	Calgary, Alta.
The Miner Rubber Co., Limited.....	Edmonton, Alta.
Congdon, Marsh Limited.....	}..... Regina, Sask.
The Miner Rubber Co., Limited	
Congdon, Marsh Limited.....	Winnipeg, Man.
The Haileybury Wholesalers, Limited.....	Haileybury, Ont.
Coates, Burns & Wanless.....	London, Ont.
R. B. Griffith & Co.....	Hamilton, Ont.
The Miner Rubber Co., Limited.....	Toronto, Ont.
The Miner Shoe Co., Limited	}..... Ottawa, Ont.
The Miner Rubber Co., Limited	
The Miner Shoe Co., Limited	}..... Montreal, Que.
The Miner Rubber Co., Limited	
The Miner Rubber Co., Limited.....	Quebec, Que.
H. S. Campbell.....	Fredericton, N.B.
The J. M. Humphrey Co., Limited.....	St. John, N.B.
The J. M. Humphrey Co., Limited.....	Sydney, C.B.
The Miner Rubber Co., Limited.....	Halifax, N.S.
R. T. Holman Limited.....	Summerside, P.E.I.

Miner's "Greyhounds"

look well, feel well, and the special pressure curing process makes them wear extra well.

"Greyhounds" will satisfy your customers and satisfied customers mean bigger business for you.

It is to your interest to place for Miner's "Greyhound" Tennis Shoes.

HARTT
GOLD MEDAL SHOES



No. 246

The Perfect Start for A Perfect Season

Every shoe a hundred per cent selling asset to the man who wants to take his selling problems out of the doubtful column.

According to careful observers at the Canadian National Exhibition, it will do your heart good to go over the invigorating collection of "live ones" we have designed for your approval. They are the finest we have ever sent out.

The Hartt Boot & Shoe Co., Limited

FREDERICTON, N.B.

"Canada's Best Shoemakers"

20

HARTT



No. 3004

And at Second Glance

The "HARTT" Shoe deepens the first impression of harmonious beauty, they strengthen the first feeling of satisfaction.

The discriminating buyer finds the highest percentage of quality maintenance because of a strict rejection of everything that is spurious in taste.

"HARTT" Quality

represents deeply reasoned, soundly carried out artistic ideas.

Our salesmen are now placing a new season's merchandise before the trade, which will be shown our customers in due course. It is our suggestion to those who have not yet inspected the "HARTT" line and desire to do so, that they arrange early appointments, direct with salesman or communication through Head Office.

The Hartt Boot & Shoe Co., Limited

FREDERICTON, N.B.

"Canada's Best Shoemakers"

14

Shoes That Will Get You Business

Order Samples to-day.



Aero

No. 1310F

Men's Goodyear Welt, 5½ to 10



No. 2400F

Women's Patent Goodyear Welt, sizes 2½ to 7



Rover

No. 1303F

Men's Goodyear Welt, 5½ to 10



No. 2410F

Women's Flexible McKay 2½ to 7



Our Big Special

No. 2420F

Brown Glazed Kid, also in Button style, sizes 2½ to 7



No. 129F

Dongola Kid Turn, also Jr. Louis Heel, 2½ to 7



No. 1305F

Men's High Grade Welt, sizes 5½ to 10



Goodyear Welt
Sizes 2½ to 7

No. 211F

Also McKay Oxfords



No. 1307F

Men's Black Calf Goodyear, sizes 5½ to 11
FOR MEN

These Lines Will
Increase Your Sales

We realize Service counts.
Let us be of Service to you.



D.R. Feetham

WHOLESALE
BOOTS, SHOES & RUBBERS.

55 Bay Street, Toronto.



Telephone:
Adelaide 5159.

Mention "Shoe and Leather Journal" when writing an advertiser



This is a fac-simile of Marsh's **MEDICO** Label.
Used only on cartons containing **MEDICO** Shoes,
and all live retailers should have this label shown in their

fixtures. For **20** years this **MEDICO** viscolized

Full Double Sole Shoe has stood the test for Fall and
Winter wear. **WHY?** Because both Uppers and Soles
are made from Choicest Materials.

MEDICO

Shoes made only by

THE W^M. A. MARSH COMPANY, LIMITED

QUEBEC, CANADA

TORONTO DISTRIBUTORS

D. D. HAWTHORNE & CO.

WHITE SHOE CO. LTD.

IN-STOCK

For Misses, Youths and Growing Girls



1002—Misses' Velour Calf, Bal., Imit. Welt E 11-2	\$2 90
3002—Girls' Velour Calf, Bal., Imit. Welt E 8-10½	2 50
3002x—Girls' Velour Calf, Bal., Fudge Stitch D 8-10½	2 40
4004—Misses' Tan Calf Bal., Imit. Welt E 11-2	3 00
3004—Girls' Tan Calf Bal., Imit. Welt E 8-10½	2 60
3004x—Girls' Tan Calf Bal., Fudge Stitch D 8-10½	2 50
4005—Misses' Vici Kid Bal., Imit. Welt E 11-2	3 10
3005—Girls' Vici Kid Bal., Imit. Welt E 8-10½	2 70
4011—Misses' Patent Bal., Imit. Welt E 11-2	2 90



8091—Tan Cf. One Strap Buckle, 7/8 Heel, McKay \$3 75



8012—Tan Cf. Blu. Ox., 7/8 Heel, McKay \$3 75
C & D
8010—Velour Cf. Blu. Ox., 7/8 Heel, McKay 3 55
C & D
8011—Patent Blu. Ox., 7/8 Heel, McKay 3 65
C & D



719—Youths' Velour Calf Bal., Imit. Welt, 11-2 3.00
719x—Youths' Velour Calf Bal., Fudge Stitch, 11-2 2 90
750—Youths' Tan Calf Bal., Imit. Welt, 11-2 3 15
750x—Youths' Tan Calf Bal., Fudge Stitch 11-2 3 05
715—Youths' Velour Calf Blucher, Imit. Welt, 11-2 3 00
645—Little Gents' Velour Calf Blucher, Imit. Welt, 8-10½ 2 60
716—Youths' Tan Calf Blucher, Imit. Welt, 11-2 3 15
616—Little Gents' Tan Calf Blucher, Imit. Welt, 8-10½ 2.75



GETTY & SCOTT Limited

Makers of "Classic Shoes" for Women & Children

GALT ONTARIO





MANUFACTURERS

It means greater assurance of sales if you put D. & P. FIBRE COUNTERS in ALL your 1923 Lines. They emphasize the beauty of your Lasts. They raise the standard of your shoe-making. They strengthen the durability of your shoes.

Consult us about your counter needs.

Canada's National Counter

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



Brute

All the young men who are "regular fellows" will call this Brogue a "regular shoe". It's **THE** shoe for College Days. It has all the ruggedness of character of the college youth himself—and all young men of his type. He'll wear it in the Fall. With spats he will still be wearing it through the Winter—and he will like it because it will stand his trying wear.

Made in Brown and Black Calf, with heavy single sole or double sole.

Another shoe originated by Tetrault to fill a **SPECIAL** need. Don't be without it this Fall and Winter.

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

Largest Makers of Boots and Shoes in Canada.



The Combination

We believe the only right principle in making a dress shoe is to work on the basis that Fit is *not* secondary to Style. This Combination Last puts Style and Comfort on an equality, and if you put first things first in your shoe selling you will see to it that the men who come to you for a dressy shoe will get one with the distinctive appearance and the snug fitting qualities of this cleverly designed Tetrault Model.

Made in Black and Brown Kid and Calf.

See the splendid results of the Tetrault Spirit of Creation in our coming Season's Lines.

All progressive wholesalers carry Tetrault Welts.

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

Largest Makers of Boots and Shoes in Canada.



This Patent One Strap One Button Model is an example of the attractiveness of Dalaco Styles—known to dealers everywhere as the styles that are snappy enough for popular selling and conservative enough for safe buying.

The same style prominence characterizes our complete Men's Lines for the coming Season.

Not only for their outstanding appearance will you be proud to place these shoes in your lines, but you will welcome their values as an easy means of meeting today's biggest demand.

Daoust, Lalonde & Co., Limited

Montreal, Que.



KINGSBURY

Canada's
Pride

The influence of original and refined style ideas and the results of faultless shoemaking are plainly visible in this new Kingsbury Oxford—a beautiful creation in Patent with dull Calf underlays—the Style Shoe supreme for Winter wear.

A look through the lines we are showing for the coming Season will convince you that in Women's Fine Footwear in Canada the leadership still belongs to Kingsbury.

KINGSBURY FOOTWEAR CO., LIMITED
Montreal



DeLyte

KINGSBURY
SnowWhite
— SHOE —



The most reliable of all old lines, the most up-to-date of all new ones—that is Yamaska Staple Footwear as it is offered to you for the coming Season.

In Appearance and Good Shoemaking these shoes have been the merchants' strongest trade attraction for over fifty years, and to-day your most powerful selling force is Yamaska VALUE.

LA CIE. J. A. & M. COTE
ST-HYACINTHE QUE.

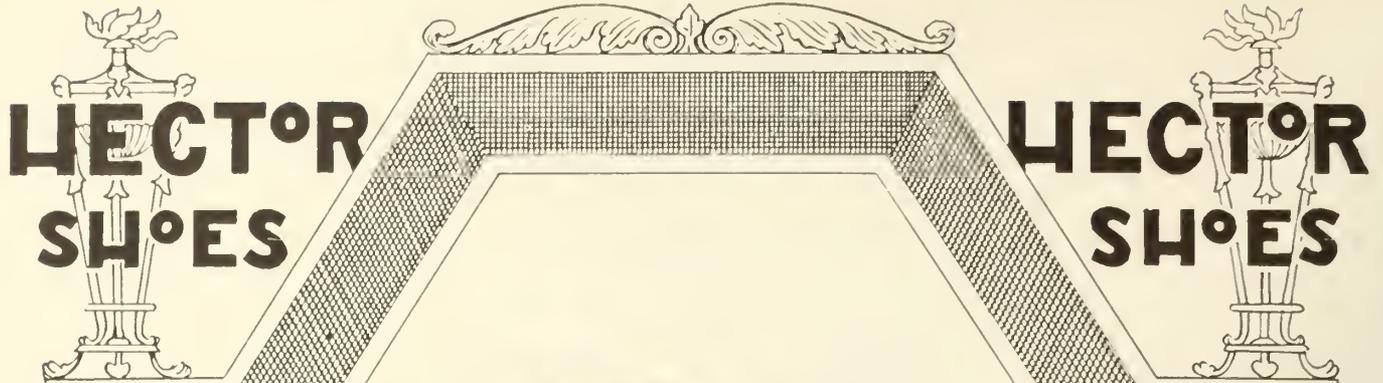


All of the new lines we are offering this Season strengthen that remarkable degree of CERTAINTY there is in handling Yamaska Brand Shoes.

In both Men's and Women's lines there are Styles and Values that compel the close attention of every buyer.

Our salesmen are covering Canada selling these shoes direct to the Trade. See the complete Yamaska Lines for sure.

LA CIE. J. A. & M. COTE
ST-HYACINTHE QUE.



IT'S IMPORTANT
that every Wholesaler should see

the HECTOR LINE of TURN FOOTWEAR before doing his buying for 1923.

One of your biggest needs is for a good reliable line of Turns, and it is to fill this need for Turn Shoes ONLY that we devote all our shoemaking, offering highly popular shoes unrivalled for value.

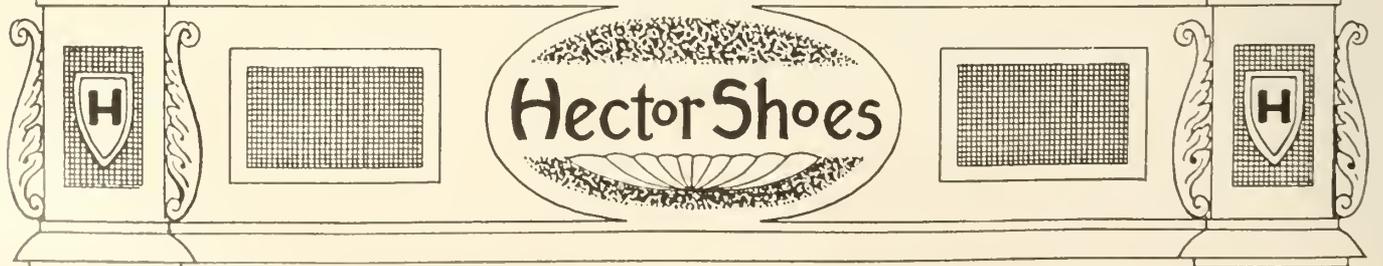
It means a bigger season's trade for you to feature this Line.

HECTOR SHOE COMPANY

331 Demontigny St., East

Montreal

F. X. Leblanc, Managing Director



Quick—!

*Before He Cries,
He Wants His*

Kewpie Kewps for Kiddies

He Knows!



Infants' Chrome
Sole Button made
in sizes 2-5 and
in all leathers.

Your Best Customers

The thousands of babies throughout Canada are your best customers.

They bring you sales through their parents.

Parents everywhere, all the time are searching for the best. The health of their children demands the best, that's why they buy "Kewpie Kewps for Kiddies," the kiddies' shoe with the cushion sole.

Made on lasts specially designed for Children's growing feet.

Process fully protected by Patent.

Galt Shoe Manufacturing Co., Ltd.,
GALT, ONTARIO

Toronto Permanent Sample Room
Room 7c Cosgrave Bldg, 167 Yonge St.
(Telephone Main 2250)



Women's Patent Oxford, Colored Nubuck Inlays: $1\frac{3}{8}$ Heel, Good-year Welt. Can also be supplied in any combination desired.

In this attractively patterned Patent Oxford the Wholesale Trade is provided with a genuine special for Winter and Spring Selling. Because it finds its place in the La Duchesse Line means that in addition to its snappy style it comes up to an exceptionally high standard of value.

The Wholesaler will find it decidedly to his benefit to be guided in his buying by La Duchesse Styles and Values.

“LaDuchesse” Shoe Co., Registered
MONTREAL QUE.,

THE "STEELBOND" METHOD

(TRADE-MARK)

Of Trunk Construction

LANGMUIR **STEELBOND** TRUNKS are something new and something better. **STEELBOND** Trunks are bound with heavy sheet steel---over three and a half times the thickness of ordinary binding---giving an edge reinforcement practically indestructible. The panels are reinforced with heavy **STEELBOND** runners---arched as shown in the sectional view---thus obtaining a strength impossible to secure with wood, fibre or other materials.

ALL LANGMUIR **STEELBOND** TRUNKS are built on basswood boxes and the coverings consist of canvas, enamelled steel, emeloid fibre, and vulcanized fibre. They are made in a variety of styles and sizes and cost no more than ordinary trunks.

Further particulars of these and many other new lines of



No. 100—STEELBOND STEAMER



No. 236—STEELBOND EMELOID

Langmuir Luggage

Will Cheerfully Be Supplied By

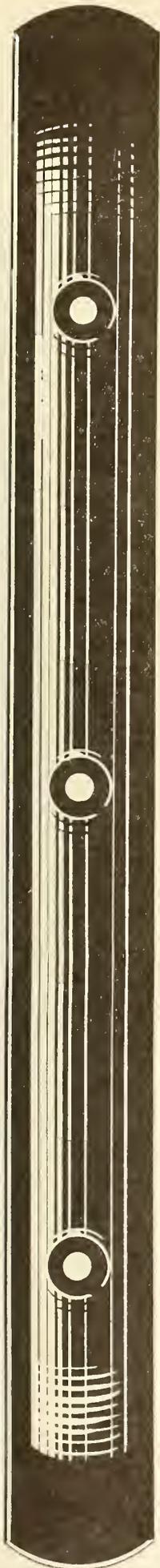
**The M. Langmuir Manufacturing
Company of Toronto, Limited**

Sole Licensed Manufacturers of

*Rite-Hite
Panama*

*Berth-High
Castle-Grande*

Langmuir-Hartmann Wardrobe Trunks



Sectional View
actual size

FLEET FOOT

means easy sales and
added profits to your
1923 summer trade



The "HADLEY"

Fleet Foot is a money-making proposition for shoe merchants in summer. It brings added business in an otherwise dull season and gives extra profits and quick turn-overs on a small investment.

Fleet Foot is an easy selling line because it is the **ONLY** **NATIONALLY ADVERTISED** line of its kind in Canada.

A Fleet Foot salesman is on the way. Wait and see what he has to offer before placing your 1923 orders.

Dominion Rubber System, Limited

Head Office - Montreal

Make Your Store

a **FLEET FOOT** Store

Every sound business reason—complete line, popular styles, national advertising, increased sales, better profits—says to make your store a Fleet Foot store in 1923.

FLEET FOOT IS A POPULAR LINE. The name is a household word throughout Canada, and when your customers think of rubber-soled canvas shoes, they naturally think of Fleet Foot.

FLEET FOOT IS A COMPLETE LINE, embracing styles to please every taste and prices to suit every purse. Fleet Foot meets the summer footwear needs of every member of the family.

FLEET FOOT IS A RELIABLE LINE, with the Dominion Rubber System standard of style, quality and workmanship.

Last Fall, some dealers did not make their orders big enough for this Summer but waited until Spring. By stinting their orders, they missed sales and profits.

NOW is the time to order Fleet Foot for next summer, so you will have a complete line when the season opens, and not miss sales and profits.

When the Fleet Foot salesman comes your way, go over the 1923 line carefully; then choose a well-balanced assortment of staples and novelties, making sure that your advance order is sufficient to meet the needs of your customers.

Dominion Rubber System, Limited

Head Office - Montreal

SERVICE BRANCHES AT

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

ARROW SHOES

For Discriminating Boot Merchants



Shoes made by skilful Shoemakers, with top grade materials.

Distinctive in appearance. Wonderful in wearing quality.



Our representatives all over Canada are now out showing our complete range, representing the last word in high grade Goodyear Welts.

May we have the pleasure of serving you?

The Arrow Shoe Co., Limited

Manufacturers of High Grade Goodyear Welts

3 St. Alexander St.

Montreal



Last 480—Women's Oxford in medium toe and medium heel, with extra fitting qualities, made in all suitable leathers. Goodyear Welts, and McKays.



Last 240—Boys' soft toe welts. The coming shoe. Full fitting and built for service.

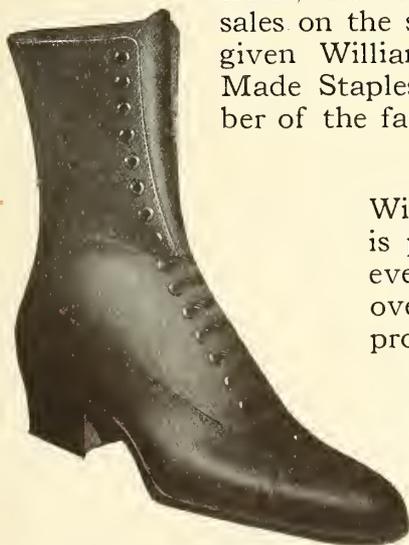
THE WILLIAMS SHOES

For One and All in Every Family

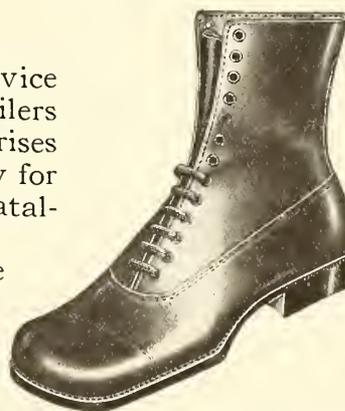
There is something about a Williams Shoe that impresses customers the moment they inspect it. The thorough workmanship, the choice materials, the comfort and durability they embody, closes sales on the spot. It is these superior features that have given Williams Shoes the place as leader in Canadian Made Staples. There is a Williams Shoe for every member of the family.

In-Stock

Williams in-stock service is popular with retailers everywhere. It comprises over 100 lines, ready for prompt shipment. Catalogue and price list is yours for the asking.



Last 475—Growing Girls' full fitting last, made in all high grade calf leathers, Dongola Kid, McKay and Goodyear Welts.



Last 640—Children's Comfy Welts, unsurpassed for wear and fitting. In all suitable leathers.

The Williams Shoe Means Profit for you.

WILLIAMS SHOE LIMITED
BRAMPTON, CANADA.

THE ARCH PRESERVER SHOE



The Arch Preserver Shoe had an anchored steel arch, anchored at heel and ball, and it supports the foot arch as nature intended it should be supported.

It "Keeps Good Feet Good," is not a freak shoe, but as dressy and stylish as any shoe in our line.

It is for sale in the best stores in the United States and Canada. It will build you a business and hold it for you.

Write us for particulars.

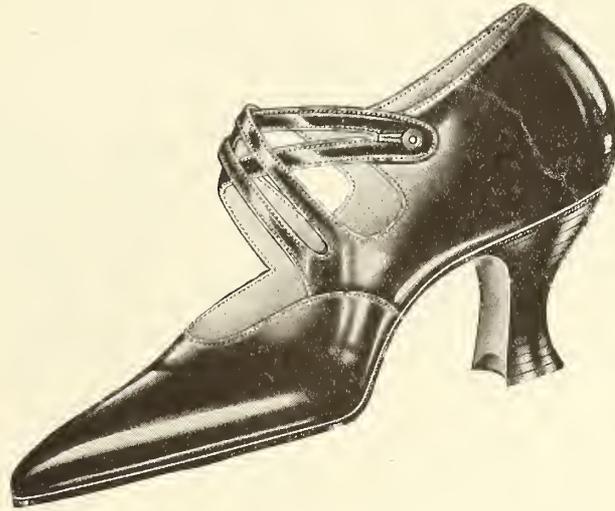
The Arch Preserver Shoe is made by us under special license from E. T. Wright & Co. Inc., Rockland, Mass.

The Talbot Shoe Co., Limited

St. Thomas

-:-

Ontario



You will find nothing in the Fashion Features of the Season more compelling in attractiveness than this "Femina" Model from the Dufresne & Locke Line. It is an all-patent creation, a beautiful last and pattern, with slashed Cross Strap, One Button, carrying a 16/8 leather Louis Heel.

Our complete lines of Welts and Turns are rich in such style features and value Specials. Spring buyers who take advantage of them are assured of shoes that will SELL in record-making volume.

DUFRESNE & LOCKE, LIMITED
MONTREAL QUE.



Alina, All Patent, One Strap,
Full Spanish 15 8 Heel

McCAUGHAN'S McKAYS

*Flexible McKays
McKay Welts*

Style PLUS Value

With their strong features of attractiveness and value, McCaughan Shoes create that valuable "buying spirit" wherever shown.

The lines we are offering for the coming season are designed, made and priced to produce record-making turnover for the Trade.

Our Representatives:

Western Provinces—J. E. Mireault
Ontario (exclusive of Toronto and Ottawa)
—A. E. Elmer
Toronto, Ottawa and Maritime Provinces
—C. E. Betournay
Quebec Province (exclusive of Montreal and
Quebec City)—E. L'Heureux
Montreal and Quebec City—Geo. H. Betournay

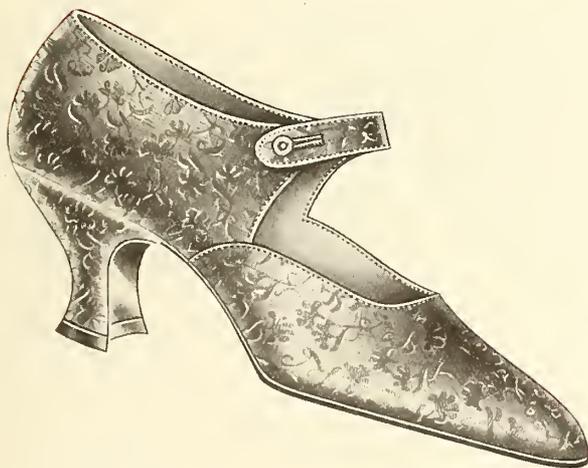


Misses' Brown Calf Blucher.
Made in All Leathers, 11-2, 6-10½.

J. A. McCAUGHAN & SON
681-689 CHAMPLAIN ST., MONTREAL



Patent Colonial, One Button
Matt Calf Tongue, 1 1/2 Heel.



Silver Brocade One Strap, 1 1/2 Heel.

With the voice of vogue calling for Colonials and Tongue effects, it is natural to find this outstanding example of the fashion of the day in the G. L. & H. Line.

And only in the same line can you find as many other popular models, possessing equally unrivalled attractiveness in Style and Value.

There is no risk in handling novelty slippers when irresistibly attractive creations like this Silver Brocade Slipper are brought within the reach of all by our unusually moderate prices. These are REAL profit makers.

WHOLESALE

You have only to look through G. L. & H. Footwear for the coming Season to know that as a trade pulling proposition its equal has yet to appear.

GAGNON, LACHAPPELLE & HEBERT

55 KENT ST.

--

MONTREAL



*Boys' Kip Bal. McKay Welt
Rubber Heel, made in all
leathers.*

Our complete lines of McKays and McKay Welts are shoes that many dealers from Coast to Coast are using both as popular style offerings and trade winning value specials.

The volume of trade they are capable of controlling makes it **ESSENTIAL** for wholesalers to include these shoes in their coming Season's lines.

TWO BONIN SPECIALS



*Misses' Patent McKay Welt
Sliding Buckle, 8 8 Heel.*

Ant. Bonin

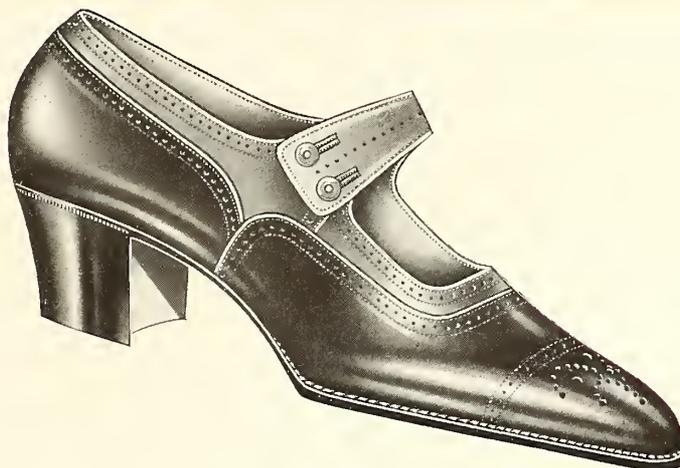
MONTREAL - QUE.

Oscar Bonin, Sales Manager

Adian
Made in Canada

FOR
 IMMEDIATE SHIPMENT

Nadia
 MADE IN CANADA



*Illustrating our Goodyear Welt
 No. 257*

- | | |
|-------------------------------------|--------------------------------------|
| 251. Brown Calf. | 255. Patent with Black Suede Collar. |
| 254. Black Calf. | 256. Patent with Black Calf Collar. |
| 257. Patent with Grey Suede Collar. | |

The above numbers were the feature shoes of our Exhibit at the Shoe Style Show C.N.E. Toronto.

Write us for samples

This House SPECIALIZES in Ladies' up to date shoes made Goodyear Welt—McKays—Turns.

Always

IN STOCK

Canadian Shoes Limited
Toronto *Ontario*

"They Fit"



*7859 White Buck with Patent
Insert also made with Patent
Overlay or Beise Suede with
Brown Calf Trimming.*

THE WALKER, PARKER CO., Limited

TORONTO - - - ONTARIO

Progressive High Grade Shoemakers to Women.

Mention "Shoe and Leather Journal" when writing an advertiser

"They Fit"



*A hiking boot that has grace and style.
Made from a tan elk grained calf.*

THE WALKER, PARKER CO., Limited

TORONTO - - - ONTARIO

Progressive High Grade Shoemakers to Women.

Mention "Shoe and Leather Journal" when writing an advertiser



Misses' whole quarter box calf blucher McKay.



Men's Heavy Chocolate Chrome Retan. An ideal boot for the farm.



Men's combination chocolate elk blucher, smoked elk trimming.



Men's eleven inch smooth elk blucher with chocolate elk trimming.

Sisman Staples

Speak for themselves

Wholesale Only

The T. Sisman Shoe Company

Limited

Head Office, Aurora

Branch, Newmarket

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TO ADVERTISERS

Over a period of thirty-five years the Shoe and Leather Journal has steadily worked to the purpose of building and maintaining a circulation which is thoroughly representative of the shoe trade of Canada. An advertiser is entitled to know not only aggregate circulation, but also just where his advertising is being sent. To that end our lists have always been open to the inspection of our advertisers. In order that certified analysis may be made, the Shoe and Leather Journal has been accepted as:

Member of the Audit Bureau of Circulations.

Cutting Down The Novelties

MANUFACTURERS have been somewhat to blame for the uncertainty that has militated against fall buying this year. Many of them went out with spring samples and took orders from retailers who made a fair attempt to anticipate their next season's requirements. These, however, were not in volume sufficient, apparently, to keep things moving, and in order to stimulate buying, recourse was had to new lines, with which travellers went out a short time after.

The inevitable result was that retailers realized that many of the new shoes would supplant those they had previously selected, and saw that if they did not cancel they would have to bravely stand by and see their competitors beat them at the game, or sell the new lines at a loss, if they did not wish to carry over considerable unsaleable goods. There has been a good deal of heart burning over this condition of affairs, and if manufacturers have learned the lesson, there will not be a repetition of the mistake this coming season.

Of course, it is difficult, if not impossible to avoid changes of lines in mid season at times, but the utmost effort should be made to eliminate the duplication that has been the source of serious loss to both manufacturers and retailers during the past year. There is still a good deal of uncertainty with regard to the saleability of many lines of women's wear, even in connection with Autumn business, and many dealers feel that it will be most difficult to judge the trend of fashion so far ahead as next Spring. Nevertheless, it ought to be possible to settle upon a certain number of lines that have proven reliable sellers during the current season, and provide manufacturers with a chance to get ahead with their production.

It seems safe to predict that in women's wear, low styles will continue to predominate next spring. In spite of the pronouncement of Parisienne fashion authorities, there is little chance of much change from the modes of the past spring and summer, especially with regard to skirts.

There may be a swing amongst the ultra fashionable towards slightly longer skirts this fall, but it may be taken for granted that women generally are thoroughly determined that their emancipation from the thralldom of long skirts will be permanent, and they will naturally be jealous of any attempt to bring about its return even in a modified form.

A Survey of The Situation

Trade Prospects, Prices and Styles All Make For Stability and Confidence.

Fall trade is already beginning to feel the stimulus of improved labor and transportation conditions. The summer quiet has been put behind us, and the fall is here, abundant in promise of agricultural yields and manufacturing and merchandising prosperity. There is a feeling of confidence spreading throughout the country, and the fact that the trend of wages and prices is upward rather than down, has heartened purchasers who would otherwise be holding back. It is a fact that buying is slower on a falling than on a rising market, and with prices of commodities rising or holding firm, business already shows signs of briskness.

Shoe retailers who found business very quiet during the summer months, have felt a decided betterment since the first of September. The cool weather and wet days that occurred during the early part of the month, turned the thoughts of the public away from summer shoes to the more appropriate lines for fall wear. The opening of schools necessitated the outfitting of the youngsters, and that had its effect. The time of fall fairs is the occasion for quite a bit of moving around, and stirs up business generally.

Prices and Styles.

Dealers are pretty well assured that if shoe prices do not advance they can at least not recede during this fall and winter. The style situation is also well in hand. So that the chief reasons for hesitancy in buying are eliminated. Nevertheless, the policy of hand-to-mouth buying is being followed by practically every retailer, from the largest to the smallest. Providing this is used wisely, stocks kept alive and sweetened with new goods, while old stocks are being reduced, the policy is sound. The leaders of the trade are out of the woods, and have taken their losses on old stocks. But there is a feeling that some dealers have still on their shelves shoes which should have been marketed a year ago. If that is true, the chief sufferer will be the dealer himself, who has hesitated to take the first loss, which is invariably the smallest.

The strap shoe still holds its place in public favor, and is expected to continue in demand through until the spring. During the colder weather, of course, many oxfords will be worn, and a good demand is already felt for them. Toes remain medium full on the lower heeled varieties, running to a slightly more pointed style with higher heels on the dress shoes. Heels in general are higher, on street shoes ranging from 8/8 to 12/8 with the majority from 10/8 to 12/8. For dress wear they are from 12/8 to 17/8. Black is the predominating color. Makers of what might be called medium grade shoes are confined largely to button straps, chiefly one and two straps. Some buckle straps are also moving. Oxfords in bluchers and bal types are having considerable call, in patent leather and brown and black calf. Strap shoes run to patent and black kid. In the brown shades there are many enquiries for a shade just a little lighter than the dark browns called for last season.

Turn Shoes.

For dress or afternoon wear the turn shoe embodies all the desired features of lightness and delicate appearance. Button straps predominate in this style, while patterns show cut outs and inlays in great variety. The wheel cut out on the side of the shoe, the basket weave, the cross-strap, cut-out tongue with strap buttoning on each side, all find favor. Heels are Baby Louis, Spanish Baby Louis, Full Louis and Full Spanish Louis, depending on height and contour of the shoe. Vamps are medium, from 3¼ inches to 3½ inches, while toes are medium full on lower heels, and somewhat more pointed with the higher heel. Satin, suede, patent, and combinations are favored, about in the order named. The patent and grey or beige combinations, which have had quite a run, are still good for fall.

Welt Shoes.

Welts lend themselves to the production of attractive fall shoes for women. While many straps are being shown and sold, the demand for oxfords has developed to sizeable proportions. Patent, brown and black calf and kid, two tone effects, working in the apron or cut-out apron, brass eyelets, and perforations are leading features in the oxfords. Straps consist largely of the one-strap, fairly wide, but with the one or two-button displacing the buckle. Attractive combinations of patent with grey or brown are shown and are quite a factor in fall sales.

Colonials, or, as they are more properly termed, tongue pumps, have appeared in Canadian samples for quite some time. Far-sighted designers could see this shoe coming, but as to just when it would take hold they were, of course, in the dark. That it has taken hold in New York, Chicago, and other American centres, is assured. To date there is no sign that it is displacing the strap, but it is favored to such an extent that its influence will be felt, and style leaders will have it in their stocks to quite an extent. It is rather expected that the spring will see it in greater favor. Manufacturers and retailers realize the necessity for allowing time to move one style before putting pressure on another. So as long as straps hold the place they have won, it would be folly to hasten their displacement by Colonials or any other style. The inclination is rather to allow one style to run its course and the new one to find its level in the natural course of events.

Men's Shoes.

Shoes for men do not admit of variations and decorations as do the women's shoes. Consequently we do not see the constant change in style and pattern. The average man wants something that is neat, comfortable, durable, and not too conspicuous. That is why the straight last in black kid has such a steady call. Consequently the number of men to whom shoe manufacturers can cater from the standpoint of style is limited. The trend of lasts to-day is towards wider toes, but the change is taking place very slowly, and most of the old lasts are still in good demand. Oxfords, in bal and blucher styles are in fair proportion, with heavy soles, and calf lining. Colored leathers predominate, though there is a growing proportion of black. Heels remain low, and toes semi-recede. Fancy stitching appears on the more doggy lines, but for the most part the trends are towards plainness. Gable soles, rolled soles, stitched heels, are features that add novelty

The Cost of Two Words

By Dr. Frank Crane

Judging from a recent news item there are times when words are expensive. To be exact, there was one time when a couple of words cost \$1,856,250.

The incident was as follows:

The owner of the property adjacent to the Standard Oil Building in New York City leased No. 12, Broadway, to the Standard Oil Company for ninety nine years at a quarterly rent of \$62,500. But when he made his lease he overlooked one little matter. He failed to state whether the rent was payable at the beginning or at the end of the quarter.

The press report goes on to say that the owner alleged that the words "in advance" were in the original agreement, but that the Standard Oil Company struck them out without his knowledge and he signed the lease which did not contain these words. He insisted that the court reform the lease because payment at the end of the quarter instead of in advance meant a loss of \$3,750 a year in interest, or \$371,250; in the ninety-nine years at six per cent interest compounded semi-annually, the loss would be \$1,856,250.

The owner won in the lower court, but the appellate division reversed the judgment by vote of three to two, and in an opinion by Justice Greenbaum said: "In construing the lease before us it is important to recognize the rule that the presumption is that rent is not payable until after it has been earned, and that in the absence of an express agreement to the contrary, rent is payable at the end of the term and not in advance."

This brings to mind the sometimes uncanny importance of trifles. It illustrates how very often issues of vast importance turn upon very minute hinges.

It also suggests some other things. One of these is that it is a fine idea to read any document entirely through before you write your name at the bottom of it.

Also the necessity of wading through the lingo of any legal contract and being pretty sure that you understand what it all means.

One business man made a rule, and it was not a bad one, not to sign anything until he had slept on it overnight and let it rest for twenty four hours.

Another point it suggests is that any conceivable business agreement is subject to misunderstanding, and nothing should be taken for granted. There is bound to be some sort of argument and explanation about every contract in the world, and it is a good idea to have all your quarrelling done before you write your name on a paper rather than afterwards.

Also that it is cheaper to hire a lawyer to draw up your document for you than it is to hire him to explain it for you afterwards in court.

This does not necessarily mean that a business man should be always suspicious and meticulous.

But it does mean that he should keep his eyes open.

It does not mean that he should suspect his friends but that he should not forget the wise man's saying, that we should look upon every friend as one who in the future may become an enemy, and that we should treat every enemy as one who in the future may become a friend.

The Round Table

Telling the Public About Boots—Building Business.

FOR discussion in the Round Table, the following questions were suggested:—

1. What kind of treatment are you using or would you suggest to persuade people that retailers are not profiteers, and that shoes should not be about half present prices?

2. Would it be a good idea for all retailers to advertise boots for women at fair prices about the end of September or October? Why or why not?

3. How can a store become more popular, and turnover increased?

These are topics which are of interest to every man in the trade. Nearly every retailer has had experience with the first question; the second has been a subject of speculation; while the third is always with us.

What kind of treatment are you using or would you suggest to persuade people that retailers are not profiteers, and that shoes should not be about half present prices?

Perhaps the man who propounded the first question exaggerated a bit. But every dealer in the country could quote experiences with customers who, if they have not denounced him, have at least intimated that they thought he was skimming too much off the top. The public have been given the general impression that all commodities are high in price. Consequently, when they are shown shoes, and given the price, they immediately say "That is too high". Just how much it should be reduced, they have no idea. Possibly some of them have a vague idea that if prices were cut in two, it would only be fair. Newspaper propaganda, articles in daily and weekly current magazines, all indicate to the public that if prices are high, the retailer is at fault. Such impressions are hard to eradicate. Like any misleading statements, they spread faster than their denials, and take firmer hold; for they tell the public what the public want to believe is true. So that the trade will have this condition to contend with for some time to come, despite their best efforts. How to go about remedying it is what interests us at the moment.

A Western Ontario man says:—

"There is a good deal of misinformation about the shoe business generally in the minds of everybody. There are comparatively few people who believe that calfskin is calfskin, goatskin is goatskin and that kangaroo is taken from the back of a kangaroo, etc. We find generally speaking the public believe all this talk is cowhide, whaleskin or pure bull camouflaged. You ask me what I think could be done to help this and in reply I say I think there are many courses open. A tremendous number of people are getting their information from moving pictures. Moving picture slides of the tanning industry, of the shoe industry throughout this country, but not like the one which was mismanaged by the Shoe Manufacturers' Association a short time ago, but a real one properly arranged, properly set and properly distributed. This could be made interesting and I am sure would be beneficial. At the same time I do not see any reason why the manufacturers and retailers could not get together and advertise once or twice throughout all the newspapers in Canada laying

forth the facts, etc. how much hides cost and the cost of the various things which go to make up the cost of the shoe and how much the shoe should cost when they purchase it. I do not see any reason if the retailers are not profiteers, and the manufacturers are not profiteers, they should not clear their skirts and show just what they really are."

A Nova Scotia Dealer:—

"The argument found most effective to persuade people that shoes are fairly priced today is to point out that while leather or properly hide prices are comparatively low, so many new forms of expense nowadays enter into the cost of the finished shoe that it makes the selling price to the customer seem out of proportion when it certainly is not. As an instance, the government draws a sales-tax on the sale of hides from vendor to jobber, jobber to tanner, tanner to manufacturer, manufacturer to retailer, but never retailer to customer. In all 20% is paid in sales tax alone on the leathers. Again in these days of depression, the merchant who is making a fight to keep up, spends fully double for advertising, window displays, etc, in order to land an equal amount of business. The Express man throws you down an armful of shoes and collects \$7.00 to \$9.00 for his services, nearly double what freight charges would have been. Of course freight is out of favor nowadays, styles change so rapidly that express is necessary to keep up with the times."

A London Man says:—

"We are endeavouring to have smart new goods, at the lower prices that people are willing to pay, and are making a success by featuring these. However, our policy, as always, is to talk quality to our customers, and whenever possible sell the better grades of shoes."

Another Dealer says:—

"Our suggestion in this matter would be for the manufacturers to have the travellers not press the merchants hard for orders, which is now being done in many cases. This eventually means that we overbuy, and flood the buying public, in order to reduce our stock and meet our drafts. Then, when the time for making profit comes along, the people are all bought up. Another suggestion would be to have our manufacturers not throw the blame on the retailers, which has been done to a certain extent during the past six or eight months, caused by write-ups in the trade journals. Is it not better for the retailers to get good prices, which is a benefit to the manufacturers? We would suggest that styles should not change so frequently, so as to reduce the number of lasts and patterns."

A Winnipeg Dealer says:—

"I personally believe it is nearly impossible to educate or persuade the people at the present time that prices should not be a good deal less than they are. They feel convinced that somebody, or everybody that is in business, are profiteers. I can only see a change as time makes this change. The first two years of the war, nobody would buy anything. A change took place, but it is hard to say how it came about."

From the Niagara Peninsula:—

"It's hard to persuade people we aren't profiteers. But since there are a few who are reasonable, we might try reason, with the hope that they will pass it on to the rest. We suggest that some competent shoeman, who is acquainted with all leathers, processes of tanning, etc., itemize the different costs from the green hide through to the finished article; also, that he discriminate the parts of the hide used in different parts of the shoe and, particularly, mark the difference between low and high grade shoes. There is far too little information doled

out, even to shoemen themselves, which could easily be tabulated in a general way, and could become a permanent guide to everyone (I mean with regard to process of manufacture). As it is, one gropes here and there, absorbing things which are untrue, and passes them on in ignorance to someone else."

A Toronto Man says:—

"Buy only good shoes; no trash; and tell your customers so."

A Montreal Man says:—

"I believe the best policy is to ignore the condition, as far as publicity is concerned, and to concentrate every effort in giving the best possible value, with proper service, and eventually the condition will adjust itself."

A Maritime Dealer:—

"Save your breath on some; but advance sound reasons why the contrary is the case; and there are plenty of them."

Would it be a good idea for all retailers to advertise boots for women at fair prices, about the end of September or October?

There have been quite a number of discussions recently on the subject of boots for women. They have not arrived at any definite conclusion, possibly because the whole question is still "in the air". In the search for ideas to build trade, many have thought of boots as a coming style. To date, however, their popularity is slim. It is worth noting, that French designers are talking boots for women, and, try as they will, women on this continent do not seem capable of shaking off the influence of French fashions. We are not sure of the motive of the man who passed on this question to the Round Table. Some dealers have boots in stock, others are pretty well cleaned out. There will always, moreover, be a certain market for boots in Canada.

A Montreal Dealer says:—

"I believe there is a certain class of women who will buy high shoes this fall. And the store that will display them the early part of October will sell some high shoes."

An Eastern Man says:—

"We are not prepared to fit out very many with boots, as our stocks are low, with light demand at present."

A Toronto Man:—

"What is a fair price? The live retailer has now few boots in stock."

An Ontario Dealer:—

"We see no reason for making special reductions in shoes at the beginning of the fall season. It seems to us that the middle or beginning of the season is the only time to obtain profits. During the last year there have been far too many sales with the result that people pay little or no attention to them. However, advertising new fall lines would certainly be beneficial, but don't make the appeal through price."

A Winnipeg Dealer says:—

"It might be a good idea to advertise boots for women at fair prices any time if you have a particular line you wish to push. But I cannot see why it would be any better to advertise women's lines than any other line you wish to push."

A Western Ontario Retailer:—

"The answer depends entirely on the quantity of high shoes that the merchants are stocking. Travellers, for fall selling, stated that the buying public would be demanding oxfords and strap slippers, and the merchants in turn have depended upon their word. Why should we advertise boots for October? By all means no. If

the merchants are stocked with boots, the same as we are, why not unload at a sacrifice, and talk boots next spring. It looks to us as though the tanners are trying to create a tremendous demand for leather, for instance, Hiker boots for women, to reduce their supply on hand."

A London Dealer:—

"Judging by the number of pairs that the average merchant has on his shelves, the idea of advertising boots for women at fair prices would seem a wise plan. For ourselves we will keep at it all winter long, hoping in this way to decrease our stock to where it should be."

A Maritime Merchant says:—

"My opinion is that no amount of advertising will persuade women to accept boots at the present time as a style feature. That will only be when their own sweet wills decide they are the thing; and that will not be this year."

How can a store become more popular, and turn-over increased?

The proper answer to this question would demand more space than we have at our disposal. It is indeed a large order. There are so many factors involved. No two stores serve the same clientele; no two stores have identical problems, or identical methods of solving them. And the man who has worked out methods satisfactory even to himself is indeed fortunate. It is hard also for him if he would, to tell his neighbor how he has made a success of his business. As one man puts it "We find this embedded in our brain."

An Eastern Man says:—

"This question is like the philosopher's stone. If it could be answered correctly, the shoe man's fortune were assured. Continual striving to give more courteous and better service, with more of the human friendly touch in it, combined with a better balanced stock, particularly stressing on the supplying of staple and everyday shoes as well as the style features, will be bound in time to build confidence and increased trade."

A Saskatoon Man:—

"Proper service, purchasing and advertising."

A London Man:—

"We suggest our old remedy to find out what the people want, then give it to them at the prices they want to pay."

A Western Ontario Dealer:—

"Service, quality, value, style, and advertising are the essentials we would suggest."

A Montreal Retailer:—

"The store will become more popular by rendering the proper brand of service that is offered continually in behalf of the trade. Turn-over naturally would increase with volume, if balanced with proper merchandising records."

A Nova Scotia Dealer says:—

"Eternal vigilance is the price of liberty; also the price paid to get results in anything; keeping ahead of the times, keeping stock up, and carefully watched, wear a smile! And be on your job! We don't know any better dope."

A Winnipeg Man:—

"The only way we have in mind of making the store more popular is in the service that we give people that deal with us, we try to treat everybody that comes in our store, the way we would like to be treated ourselves. But this has been our policy for the last 20 years, and yet in some way or another, the last year or two, business has slumped off."

What the Manufacturers Say

**The Situation and Prospects as Seen By
Representative Shoe Manufacturers of
Canada.**



WHEN emerging from the quiet of summer, and "standing on the threshold"—as we used to say at the Sunday School Anniversary—of another season, it is of value to get a picture of the situation as it is to-day, and of the prospects, so far as they can be estimated, for the next few months. With that end in view. The Shoe and Leather Journal communicated with representative shoe manufacturers, and received some valuable information, much of which while it was confidential, it is permissible to use to produce a general view of the outlook.

Business for Fall and Winter.

Reports would indicate that dealers throughout the country have been pursuing a hand to mouth policy. Volume of business placed in advance for fall was not up to normal standards, though in some cases it was in excess of placing business a year ago. But the total volume of business booked for delivery during the fall, while late, was not disappointingly small. There was volume sufficient to keep wheels turning steadily at a fair proportion of capacity, and orders coming in from week to week have been sufficient to allow the manufacturer to see his way anywhere from one to three months ahead. In the more staple lines of shoes, buying has been more liberal and farther in advance than in those lines which border on the stylish or novelty type of shoe. The retailer is determined to hold his stock down to a minimum, and also his commitments, while he is assured that styles are to quite an extent stabilized, he is taking as few chances as possible on being obliged to write off any more obsolete lines. While this policy may not appeal to some manufacturers, there are others who are frankly in favor of it, because it suits their method of doing business, keeps the retailer out of hot water, and allows them to follow the same policy in their purchases of materials. It is a bit early to talk of spring. Travellers are showing some lines for that season already, and encouraging orders are already reported. But it is safe to say that the bulk of the orders being received are of the "at once" variety, and these coming along fairly regularly, are keeping the factories going, some of them to capacity.

About Prices.

There is a fairly general unanimity as to the necessity of advance in prices of shoes, and some reports of advances already made. Some who are looking to the spring hesitate, not on account of lack of necessity from increased costs, but from the standpoint of advisability, and doubt as to general conditions that far ahead. Advancing markets for hides, skins and leather, which are not apparently receding, but are becoming stiffer if anything, make it imperative that the enhanced cost of shoes be obtained from some quarter. And if the manufacturer has not been making much profit on the past basis, he must raise his prices to stay in the game. He has

everything to gain and nothing to lose by that course.

As one man says:—

"The matter of price, of course, is controlled entirely by circumstances, although it may be said with certainty that there cannot be any reductions. To our mind, unless increased production with the resultant lowering of overhead costs, will offset the higher costs of leather, cottons, etc., prices will have to advance. No shoe manufacturer is making any money right now, and it is only on account of the feeling that before very much longer there will have to be a large increase in buying owing to the exceedingly small amount of buying that has been done in the past four months, and the very low stocks there must be all over the country, that prices are not advanced in accordance with the increased cost of the smaller production and the higher prices for the principal raw materials."

Another manufacturer writes:—

"We think that it will only be a matter of weeks until we will be forced to advance some of our prices. In fact, we think that all manufacturers should advance their prices now, even if they have some leather bought at the old prices, as they should make a little profit on their buys, in order to recuperate from part of the losses which the shoe manufacturers have suffered for the past two years. Whether we want it or not, the price of hides will certainly force manufacturers to advance prices, but possibly, not to the extent that some think they will advance."

Both these statements, from men in different parts of the trade and of the country, are frank enough, and certainly to the point.

A Look Ahead.

The manufacturing end of the industry is looking ahead with a spirit of optimism.

One of the Solons of the trade says:—

"We are very optimistic for the next six months as we think that business will be very good. We think that the merchants ought to place their orders for spring now, as I do not see how the prices can come down. Looking at the hide market, the tanners have to get more money for their leathers made out of those high price hides and skins."

Another man says:—

"Prospects look good to us. We are receiving orders every day. That means that trade is picking up, and stocks are low. We have lots of confidence in future business, and feel that higher prices should bring more business."

Still another:—

"We are looking for very heavy business in the next six months.

"There seems to be a much better tone throughout the trade at this time than there has been for some months, and we believe that if we can avoid price advances, business should be very good."

A maker of men's shoes says:—

"Trade will improve each month. Stocks of men's shoes are low in wholesalers' and retailers' hands. Prices of leather will be higher, and stocks will have to be replaced. There are no stocks of men's shoes in manufacturers' hands."

Another manufacturer feels that October and November, being somewhat between seasons, may be rather slow, but after that trade should pick up. He says:—

"There seems to be a better feeling in general,

as people are convinced that prices will not be lower, at least, for some months. They have not, however, backed their opinions by buying ahead. Retailers and jobbers have not been getting the business they should, and are therefore conservative."

A comprehensive view of the situation is as follows:—

"We believe that those interested in the shoe and leather trade are convinced now that the period of deflation has just about run its course, and that from now on any changes in prices are more liable to be on a higher level than a lower. This will give merchants more confidence in placing orders.

"Our conviction is that stocks in the hands of merchants will be worth more six months from today than they are now. In the United States large producers have increased their prices from fifteen to twenty-five cents per pair, with further advances in sight."

Styles for Men

Mr. Jesse Adler Talks to New York Shoe Men on Men's Styles for Fall.

AT the convention of the New York Shoe Retailers' Association, Mr. Jesse Adler of New York City, who is a recognized authority on men's shoes, covered the situation for fall in part as follows:—

"Buying should be divided into at least three distinct groups: Shoes for the middle aged conservative man who desires plain, sane styles; for the young business and professional man who wishes snappy, peppy, up-to-snuff styles; and for the college man who wants brogue styles.

"Style in men's shoes is that which appeals to man's eye—that something which he sees reflected in the shoe which is in your window and which prompts him to enter your store. Few men want or desire just a foot covering. Many times it is the clothes men wear and the different occasions on which they wear them which are really responsible for men's shoe styles.

"Men wear knickers nowadays not only for golf, but also for long auto rides and hiking; this is partly responsible for the rising demand for oxfords. You know men are just as vain as women and just as conscious of their appearance.

"Anything that hits your fancy or the fancy of your

customer is style, super-induced by the occasion on which the shoe in question is to be worn. No matter where you are located, when buying your season's shoes it is best to figure just what class of men you cater to, just what class get to your section and then buy the style shoes these men will wear, not styles that are being sold hundreds of miles from your section.

"Before buying for a season, figure how many pairs of men's shoes you sold last year during the same specified period, then figure how many pairs you can safely expect to increase, bearing in mind the class of men you draw from and the competition you have in your grade. Figure what prices you are to have and how many pairs you expect to sell at each price, after this, divide the pairs you buy of a style into the amount of pairs you are safely able to sell; the answer will tell you just how many different styles you can order, and figures don't lie.

"Some styles you may want to order a double amount on, but each time this is done you must eliminate one other style; never buy more pairs than your figures show you can sell.

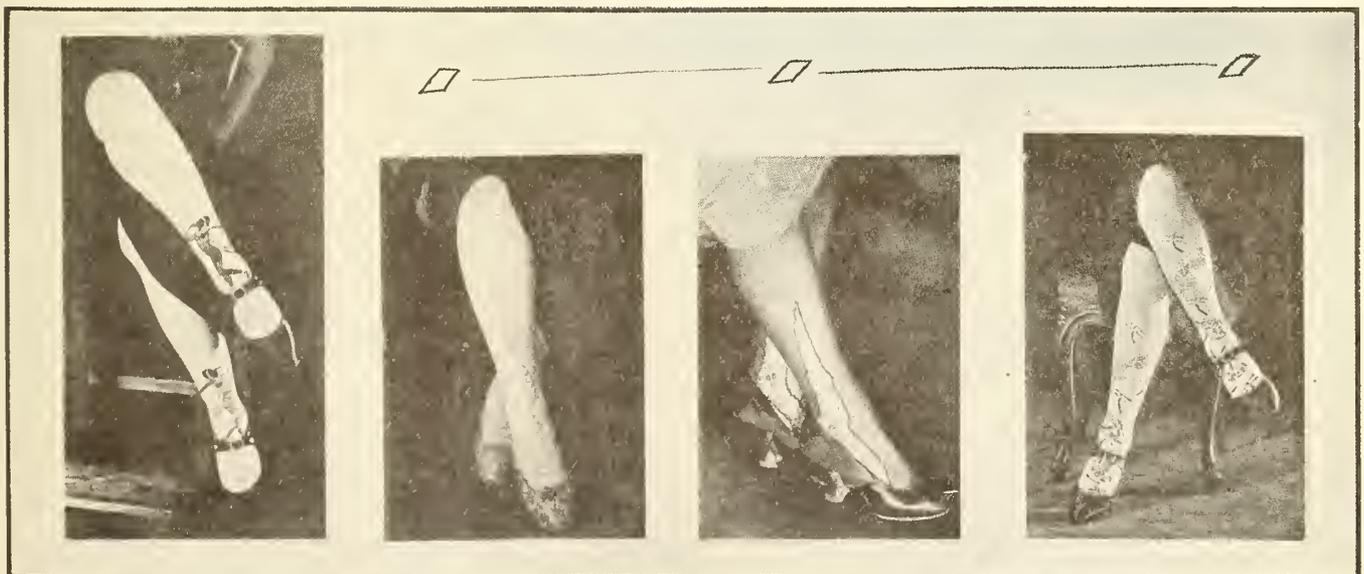
"If your past records show you can sell 2,000 pairs in a specified time then you can not sanely order 3,000 pairs without taking a loss on the 1,000 overbuy. You will never be overstocked and you will never sell at real big losses if you will figure first in pairs and dollars and don't buy more pairs or more dollars' worth than past records (plus your normal expected increase), show you can sell.

"Now a word on just what shoe styles men will wear this fall as we see it:—

"Conservative and middle aged men will continue to wear sane, staple lasts and patterns as in the past. Young men and men who never grow old will demand more oxfords than ever before. Some shoe retailers think oxfords will sell to the extent of 60 per cent to 80 per cent, but we agree with the conservative ones who feel that the average oxford sales throughout the fall will be 25 per cent to 50 per cent.

"In light weight leathers, boarded gun metals, Toney reds, browns and medium shade boarded tans are good; dark shades of cocoa are through. Black and tan grains and boarded leathers are good in heavy shoes on brogue types.

"Watch your stock; buy snappy quick selling shoes in few styles; buy about 65 per cent tans and 35 per cent blacks and patents. Get a quick turnover and try to sell more pairs and we will all be more comfortable."



Some Novelty Stockings From Paris

(Reproduced from Underwear and Hosiery Review)

The Rubber Shoe Trade

Pushing Rubber Sales.

The average shoe retailer too often leaves his rubber business to take care of itself. Even a rainy day does not seem to get him sufficiently out of the rut to profit by the kindness of Providence. Now there is a good profit in rubber footwear if handled rightly, and it is safe to say that the volume in most stores could easily be doubled with a little effort. Of course, the main business of the retail shoe store, is the selling of leather shoes, which probably run ten to one of the rubber kind in most of shoe establishments. But if the dealer gave as little attention to the pushing of ordinary footwear, that he does to rubbers, he would find his profits at the end of the year coming out of the small end of the horn.

Use the Windows and Papers.

The season is approaching when we may expect weather that will call for active rubber shoe selling. Don't leave your planning until the last minute, and have to trust to luck for custom. Put in a rubber shoe window now and then to impress the public with the fact that you are ready to protect their feet against all weathers. Use the "health" idea, both in your displays and advertisements, warning people of the danger of going about in sloppy weather with their feet exposed to the discomfort and damp. The fall season in Canada is perhaps the most dangerous of the four to public health, because people in most cases are still wearing light clothes and thin shoes. A change in the weather finds them unprepared, whereas in spring they have a supply of rubbers at hand to meet their needs. Ring the changes on preparedness and get rid of some of your stock before the big rush comes later. Use the newspapers as well as your windows, and don't let leather goods hog your space, reserve a corner at least for ad-

vising your clients as to your readiness to serve them with protective foot coverings.

The Gym Shoe Trade.

The dealer does not have to pack and discard his sport shoes, because the dog days are past. The gymnasium is an important factor in the fall months, and affords an outlet for shoes that ought to sell as well now as in May or June. Then golf has attained proportions that makes it pay to cater to this class of trade, and there are other out door sports and pastimes that call for rubber soled footwear. By getting up a sports window, just now you can focus public attention upon a class of goods you will have



One of the Columbus Rubber Company's Lines

to carry over till spring unless you can move them out before the first of November. The planning of such a window is so simple that it hardly needs suggestion, let alone description. The materials are so accessible and the methods so simple, that almost anyone in a retail shoe establishment can produce successful results.

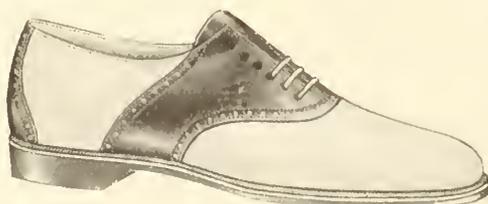
The New Season's Offerings.

Travellers are now out with new samples in tennis and sporting goods, for the coming season. The past two or three years have amply demonstrated that whatever may be the case with regular rubber footwear, there is no gamble in anticipating

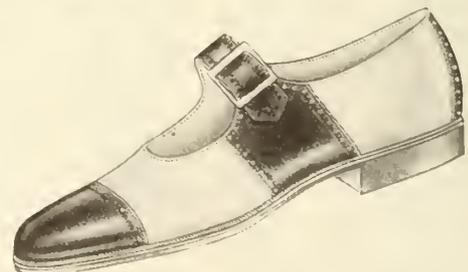
(Continued on page 104)



Men's Colin



Women's Dakin



Women's Vamp

Three snappy, new, leather trimmed lines of Fleet Foot Shoes

Show Cards for October Selling

October Should See Much Selling of Shoes for Fall and Winter Wearing.—Take Advantage of Hallowe'en for Advertising.

THERE is no reason why October this year should not be a good month for business. There has been a quietness in trade for some little time, but every indication points to business being better this fall and winter. Therefore, it will be of advantage to push sales a little and see if even more trade cannot be obtained. Prices now are more stable and good values are to be had, so some brisk selling should be expected.

During the latter part of the month some extra advertising may be done by taking advantage of Hallowe'en. There are always parties to celebrate this occasion, and a window display featuring in the decorations the various emblems associated with this night will attract attention. Yellow and black are the colors that should dominate the scheme and the numerous emblems which include witches, owls, moons, black cats, pumpkins, etc., will afford plenty of latitude in the display.

The sample cards shown are suggestions for October selling and will help in making sales. Staple lines, special models, special values and the Hallowe'en windows, are all among the displays that should be featured during the month. The "Staple Lines" card is a plain design that will attract attention by its plainness. The large letters are done in bright red, and black shading or anything fussy, and read easily. The small lettering is just as plain as the large letters and therefore reads very easily. These letters are done in black.

The "Special Model" card may be used for a high grade line of either women's or men's shoes. The word "Model" is in a semi-script letter that reads easily, and is not difficult to make. If done in some bright color it will stand out strong, and attract attention. The sample is shaded in pale green and one side of the letters is done in black, which makes them stand out still stronger. The small lettering is plain and done in black, but may be done in red or blue, the same as the large letters of the word "Model".

The Hallowe'en card has a couple of emblems worked into the design adding to the effect and appropriate-

ness of the card. These designs are easily made. The owl is really only a number of curves and circles and any one who can handle a brush at all should be able to make this wise creature. This pumpkin is as easily made. The pumpkin should be done in yellow and a white square can be painted on the front of it to imitate where the outer rind has been removed and the face cut in. If this card is white stock the yellow pumpkin will show better. The large letters may then be done in any bright color. The sample card is done in bright blue, and one side shaded with black. These letters are a little fancy at the tops and bottoms but not sufficiently so to make them hard to make or difficult to read. The small letters are in black. The panel can be either in black or blue, or if desired it can be made in a subdued color like grey or pale blue.

The special value card is for a line you can sell at a special price, the sample showing \$6.95, which is a very popular price these days with many shoe men. The letters are large, done in red, and outlined with yellow. This style of letter is very effective, and attracts attention immediately. The figures are done in the same color but shaded with grey and outlined in black, the outlining being close to the letters. Cards of this character are always very strong and attract attention immediately, because there is very little reading and they can be read at a glance.

ARE ALL RETAILERS PLAYING THE GAME?

Discussing the general situation, and the conditions that have obtained in the shoe trade, a man who is a keen student of the markets, says:—

"The retail trade, particularly the larger stores in the cities, are not inclined to play the game of price the way the shoe manufacturers are playing it. The latter are taking severe measures in order to get prices down to the point where shoes can be sold at a reasonable figure. For example, those who have been selling their shoes around \$6.00, which gave the retail trade a \$9.00 shoe, have endeavoured to get their shoe down to \$5.00, so it would give them a \$7.50 shoe, and so on. But there are many instances where the trade have bought shoes for \$5.00, and less, and they are still getting the \$9.00 price. We do not consider this a healthy condition, and it certainly is not fair to the manufacturers to take as much of a chance and to gamble as they have been doing by getting shoes down to the lowest point for a purpose, and then not have the retail trade take advantage of it. We some times think we have a lot of poor merchandisers in the shoe trade."



Increasing Selling Efficiency

CHAPTER THREE.

THINGS that are to be taken into consideration in determining a salesman's adaptability to his work are numerous. In fact, they might be termed almost countless.

A salesman who can sell shoes may be unable to sell house-furnishing goods with the same degree of success, and vice versa. In a sales organization where every salesman is able to acquit himself creditably in every department of the business this condition of affairs may or may not be attributable to good judgment in selecting the salesmen. It may be due to proper training by the head of the organization. It may be due to conscientious study on the part of the salesmen.

However, it certainly is important that a salesman possess adaptability. For instance, a man who has been accustomed to dress in a manner that enables him to measure and weigh sugar in a grocery must be able to alter his mode of dress when he changes his surroundings. The alteration must be made immediately, not gradually.

Visits to various stores will reveal that there is a lack of adaptability in many salesmen. Some with baggy trousers and soiled collars are serving fashionably dressed customers. Other salesmen are conspicuous because of their ultra-fashionable clothing. The salesmen whom we are seeking, however, and whom all shoppers are glad to meet, are those who dress neatly and whose appearance attests their cleanly personal habits.

The chief asset of the successful salesman is his ability to cope with every problem that confronts him. There are many types of customers and the average salesman must deal with all of them. In dealing with these various and varied types there is dire need of adaptability.

A young, temperamental clerk in a Western store recently gave as his reason for resigning "I cannot endure arguing with finicky customers, and I'm going to try a line of business that will not throw me in contact with such people."

Certainly that clerk lacked adaptability. The ideal salesman actually likes to encounter a customer who challenges his selling ability. When the finicky customer has been sold and by his actions has indicated that he will call again, the ideal salesman feels that he has done a good day's work even though the sale consumed an hour longer than the average sale would have required. The man who really possesses selling ability likes to demonstrate it for his own benefit and for that of the customer, although he is careful not to allow the customer to suspect that the salesman is putting forth unusual efforts to make the sale. Many persons who are "tough nuts" for the average salesman to crack are blissfully ignorant of the fact. They are so absorbed in pleasing themselves that they have no time for thinking of what the salesman is doing in order to make his sales. There are customers, however, who delight in causing a salesman every bit of inconvenience possible. In fact, sometimes the salesman meets people who seem to delight in exasperating him. Salesmen feel, too, that these temperamental customers always visit their store at times when there is need for haste, when other customers are waiting to be served and when the salesmen are too tired to bring all their faculties into play.

At times like these adaptability is an incalculable asset. To be able instantaneously to know what to

do and what not to do is the salesman's problem. A wrong decision usually results in unpleasantness, followed by a "no sale."

A salesman who has dealt with this type of customer frequently says that he meets with success invariably when he agrees with everything the irascible, disgruntled, dyspeptic customer has to say. If the customer looks at everything the salesman can display for his benefit and then announces that he sees nothing that suits him, the diplomatic salesman agrees that he probably hasn't anything in stock that will meet with his customer's desires. But he ends by suggesting that the customer and he "take just one more look" at something they examined a few minutes before. Frequently this second inspection causes the customer to ponder and then to buy. "Take a second look" is this salesman's motto. Other salesmen make the fatal mistake sometimes of permitting the customer to feel that they are angry because they have wasted their time.

This same salesman makes no attempt to suggest that the customer will not find what he is seeking. Such a suggestion, he says, causes the customer to suspect—and rightly—that the salesman is trying to get rid of him and prevents present or future sales.

Another type of customer that challenges the good salesman is the man who apparently likes everything the salesman has shown him but seems to be powerless to decide what to buy or whether to buy at all. One salesman who is unusually successful in dealing with this type makes no effort to assure the customer that everything he has examined is "a good buy." He watches his customer carefully and notes the merchandise that seems to interest the customer most and intimates that several discriminating customers prefer this merchandise. Almost invariably this closes the sale. People like to feel that they are about to be listed with the discriminating.

Health Is Important

A salesman's adaptability depends much upon his physical condition. If he is not perfectly well, no salesman is able to do his best work. It is his duty to his employer, his customers and to himself to keep himself fit. Many good salesmen who realize this have evolved simple home exercises that keep them ready to cope with the problems that will confront them at the store.

One store that possesses an enviable reputation for maintaining a high physical standard among its employees has made a careful study of the things that enable a salesman to do his best work. Every department head watches his salesmen closely in order to assure himself that the salesmen and the store are not suffering from individual cases or epidemics of "nerves," as slight indisposition usually is termed.

Under the heading of adaptability should be listed a salesman's temperament, this store has learned through exhaustive study of the subject.

The salesman who is nervous or irritable cannot hope to sell a customer of the same type. A clash is always imminent when two such natures come in contact. It being impossible to stop business to change the customer's makeup, this store endeavors to guard against allowing its employees to become either nervous or irritable.

Health hints are furnished every employee at intervals. All employees are urged to indulge in "setting up" exercises. Every morning before breakfast and just before retiring at night the employees go through the suggested exercises.

By special arrangement with local moving picture theaters, the management of this store procures tickets

at reasonable prices for sale at cost to clerks. Since this plan was inaugurated the clerks admit they go to the movies more frequently at less expense. Relaxation at the end of a hard day's work is indispensable, in the estimation of their employer, and moonlight picnics are held occasionally.

In as much as the cost to the store would be prohibitive if these picnics should be held too frequently, the employees occasionally contribute to a fund for a like purpose. In this way such picnics can be held far more frequently than would be possible by the other method, and these outings have been found productive of excellent results. Nervousness and irritability are seldom in evidence among the sales force.

Indispensable Qualities

While this merchant did not list all the qualities an efficient salesman might possess, "ability, stability and adaptability" certainly should be included in any list used by a merchant who is checking up on his employees, or by any clerk who is checking up on himself. The man who possesses selling ability does not always possess stability or adaptability. In fact, the salesman who possesses all three qualities is not easily found. But the day probably will come when these qualities will be evident in many of the country's business houses.

When that day arrives it will be welcomed by merchants and by employees, but Mr. and Mrs. Shopper, most of all, will be grateful. Shopping will be far easier and far more pleasant when every salesman encountered on a shopping tour is found to possess ability, meaning natural or acquired aptitude for his work; stability, usually indicating that he has been in his present location long enough to understand his customers' needs, and lastly, adaptability, meaning that the salesman possesses tact—indispensable when serving people of every race, creed and temperament.

AMERICAN SHOE NOTES.

A Canadian shoe man who keeps in close touch with the American centres, has the following to say concerning New York styles:—

"The tendency in style of lasts is towards medium vamps and toes. Heels for street wear run 10/8 to 12/8 leather Cubans, for dress wear 12/8 to 14/8 wood Cuban and Louis. The extremely wide toe is not in big demand, although some are selling. The big volume of business is being done in the medium width, neat toe and medium vamp.

"Welt shoes carry Cuban leather heels almost exclusively, with the exception of Brogue oxfords, which are still carrying a 7/8 to 9/8 heel. Dress shoes, including light welts and turns show a strong tendency towards the full Louis heel. Spanish and wood Cuban heels are being used considerably, however, particularly where dress shoes are used for street wear.

"There is quite a tendency in patterns towards Colonials. Some attractive models are being shown and recommended with one strap crossing under the tongue. There is a choice, however, between these styles and the gore Colonial, many models of which have been offered with cut-outs on each side of the quarter, chiefly in the basket-weave design. These are largely confined to higher grades and prices. Straps, cross straps and wishbones are all good, as well as other additions to the many strap patterns of the past two seasons. There is a tendency to get away from low vamp lines, and instead the plain one-strap pump is meeting with favor.

"Some stores are showing a plain patent one-strap in the window, one shoe as originally received, the other with an added tongue ornament attached to it, so as to make a Colonial pump.

"Materials show a tendency towards the one tone effect. For instance, instead of the patent with grey or beige trimming, they are showing a patent shoe trimmed with black suede. Some dress shoes were of black satin trimmed with black kid or patent; brown satin or suede, trimmed with brown kid or black kid or patent.

"Brown is being featured by the dress goods' dealers and the result will be more brown suede shoes of the dress type. Many pretty shoes are made in bamboo buck or beige suede, trimmed with brown calf or kid, or with aprons. This makes an attractive walking shoe.

"Colonials are not displacing straps altogether, but they form a strong enough style feature to be worth while stocking by every retailer of stylish shoes."

REVEILLE!

The dog days are over, the gurgle has gone out of the thermometer and the tang of early autumn is putting new life into men and business. Vacations are ended or ending. Westbound Atlantic liners are loaded to capacity with people returning to spend their money in home markets and to put their shoulders to the great wheel of business.

These are psychological factors which make for good business during the coming months—better business than we have seen during many and many a long day, but there are other, more fundamental reasons why you should prepare now to do the best business in years. General economic conditions have been improving consistently since the first of the year, and that improvement has been very greatly accelerated during the past few months. Liquidation has been completed or discontinued. Prices have become stabilized. Interest rates are low and credit conditions good.

Bumper crops are now moving into primary markets and the money thus released may be relied upon to promptly make itself felt in generally increased activity. This year's crops have been produced at comparatively low costs. They yield the producer 50 per cent more than they did a year ago. This means that the farmers, will have 50 per cent. more dollars to spend.

But most important of all, the labor wars are finished and the economic brakes on industry have been released. The miners have gone back to work. The textile strike is settled. The railroad shopmen's strike is in the course of rapid adjustment. Labor is back on the job and glad to be there. Employment in all lines of industry is at practically 100 per cent.

The tonic effect of times such as we are entering upon is felt in the most pronounced degree by industry, and it should be unnecessary to indicate to you how these favorable factors in the economic situation can be translated into increased sales.

Success during the coming months will come easiest to the sales organization which is first to realize the change that has taken place. Early in 1921 there was a change from order-taking methods to he-man salesmanship. To-day it is a change from piecemeal methods to really "big order" possibilities.

Business has definitely turned the corner and we must not be left behind. This is the time to turn off the electric fan, smile, and go after the business which is now yours for the effort.—Dr. J. T. Dorrance.

New Ideas for Your Local Publicity

By The Advertising Service Department



The suggestion for a blotter shown here, is just to start you thinking.

The shoe necessities shown on the blotter do not necessarily have to be rubbers. A good plan is to issue a blotter every month, showing a different line each time. In the twelve issues of the year, you would cover all seasons and styles. An attractive blotter is usually a good selling medium.

Size of Ad. for Publication.

125 lines by 2 columns.

Type Face — Cheltenham.

Men — Set 48 pt.

It's Time to Buy Shoes.

Set 36 pt. Italic.

The fast departing summer reminds us that we need a little heavier shoe, something that will stand the more vigorous weather of fall.

Our showing of the season's new lines, is sure to interest you.

There you will find the latest style creations, embodying all the new features of distinctive shoes for well dressed men.

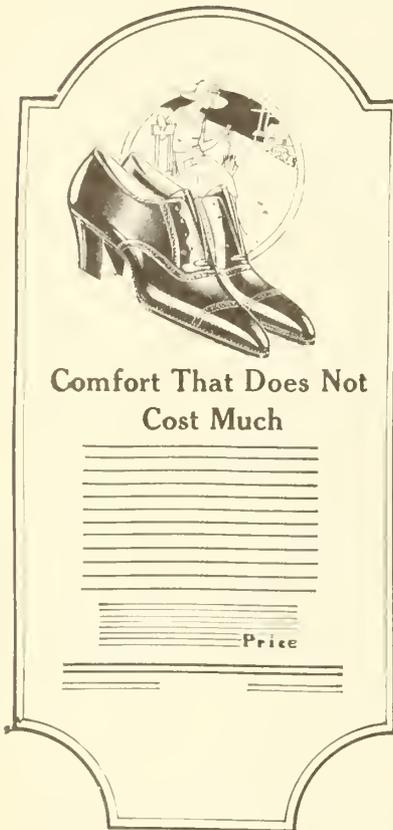
Set 14 pt.

Set description of shoes 10 pt.

Set signature, address and slogan to suit.

Cut These Ads. Out and Pass Them On to Your Printer

By The Advertising Service Department



Size of Ad. for Publication.

125 lines by 2 columns.

Type Face — Cheltenham.

Comfort That Does Not

Cost Much.

Set 24 pt.

Real shoe comfort is not expensive. You do not practise economy when you buy cheap shoes. A good shoe, such as a Shoe for women, gives comfort, style and durability, three features that denote a real shoe service.

. Shoes for women last longer, show the latest style creations, and give absolute foot comfort.

Being reasonably priced, they make real shoe economy possible.

Set 12 pt.

Description of shoe with price.

Set 10 pt.

Signature and Address.

Set to Suit.

House organs offer the dealer an excellent opportunity to develop his customers' friendship. Publicity of this kind, delivered or mailed to the door, has a more personal note than the general newspaper advertisement. There are many ways of preparing a folder or booklet effectively. Your copy can cover the lines you sell, your store service, or any particular message you wish to put before the public. If you are thinking of printing a store paper, sketch out what you have in mind, then take your printer into your confidence.



What I Saw In Chicago

Items of Interest to Shoemen at the Big American Centre.—The Way They do Business There.—Wrinkles in Display and Advertising.

By Our Special Representative.

IN the first place business in the "Windy City" for the first two weeks in September was disappointing. The weather was too fine, and people continued to wear their summer footwear, and the streets had really the characteristics of a summer or seaside resort. White shoes were everywhere and dealers who displayed their new fall goods had very little results from their efforts. However, with the advent of cooler weather, a marked change has come and within the past two weeks business has picked up wonderfully. Children's trade has been good ever since schools opened, and stores report a lively movement in this class of goods.

Catering to Children

Almost every store that makes any pretension of doing a children's trade evidences the fact by a specialized department, and often by special rooms for the interest as well as the convenience of little folk. In all the big stores they have play rooms of a more or less pretentious character, but many stores that have not space for a complete equipment, have two or three swings, rocking horses or other means of keeping children amused, besides providing suitable chairs, mirrors and other useful accessories. The attention given to the subject by the best retail stores, catering to children's trade, seems to establish the fact that the investment along this line certainly pays.

Special Display and Publicity

One of the most interesting windows the writer saw in Chicago, was in connection with one of the big departmental stores. The whole interior was decorated with maple leaves tinted with various colors, some of them gold and silver. The floor of the window was strewn with the leaves, and a couple of old logs also tinted to represent age and decay, were so placed as to give a very suggestive and pleasing idea of the woods in autumn. A fire and camp kettle, the embers just dying out, gave a realistic touch, and a few hunting, and out-door shoes were placed to advantage here and there. A large branch, or rather a small maple tree, was placed in each corner, with the leaves variegated as on the bottom of the window. This whole window could be adapted admirably to the ordinary Canadian store, on a smaller scale, and need not be used particularly to display hunting or outdoor goods.

One of the best advertising stunts noticed in a Chicago daily was that of a prominent shoe store that caters for the ordinary family trade. The wording of the announcement was in the ordinary language of the street or what is known as the "vernacular." For instance the ad. said: "We've a dandy shoe for a boy, just the thing for school, at \$3.50. Mebbe you kin get somethin' cheaper, but it won't be as good. It'll pay you to run in and see it anyways." The whole advertisement had the earmarks of honest retailing, and while spicy and humorous was not vulgar or cheap in its style.

Selling Hosiery

Almost every shoe store sells hosiery. Some of the largest sell almost as many hose as shoes. Said one of the most prominent dealers on State Street, "We could not run our business without the hosiery department. Women think of shoes and stockings, and it is no trick to sell them one or two pairs of the latter when showing them shoes." Undoubtedly the trade is large with some of them, and they carry very extensive stocks. In men's wear the tendency in this direction is less marked, but a good many men's stores have good lines of men's hosiery. "Before long" said a down town dealer, "the customer will think socks in connection with his shoes, just as women do." "By the way, men's trade is looking up" said the same gentleman, "We are training our salespeople to try and sell a customer two pairs of shoes instead of one. When a customer is purchasing a pair of tan shoes, the salesman suggests another in black, or a pair of dress shoes, and a pair of ventilated trees to keep them in shape. It is surprising how easy it is to work things this way if you only persevere."

The Women's Shoe Question.

I was talking to the head of a women's garment retail establishment, and he said that they were having a very difficult time meeting the demand for short skirts, which continues in spite of the decrees of fashion, that longer models are to rule. He said it is impossible to get enough of the shorter varieties, and especially of sport skirts, which promise to be worn well into the fall. This will give an idea of the difficulty dealers in shoes have in selling high shoes or even oxfords. Speaking of high shoes, the Russian boot does not seem to be making very much headway. The writer saw a few in the down town sections on "flappers" and in a couple of cases they were worn absolutely without stockings. The majority on the streets are wearing straps, the single coming first, then the double, cross straps, and the sallie sandal, which is still in evidence to a considerable extent.

Shoe Prices

There are of course, some apparently wonderful offerings in shoes, and one would expect in a field so large and with a shoe production so diversified that there would be considerable cutting of prices. Nevertheless, it is very seldom even in the large stores that one can find regular lines marked at sacrifice rates. The writer dropped into one of the largest stores selling goods at what appeared to be remarkably low figures where the prevailing prices seemed to be \$4.85 and \$5.85, for apparently high grade women's low cuts and straps. The lines were, however, reproductions of well known shoes at a price, and in some cases the shoes did not mate well as to stock and finish. Even in the big stores prices on standard men's and women's shoes were not cut, and in the regular down town shoe stores, and examination of the displays and prices revealed the fact that goods of the same quality sold in Canada at less, if anything, than in Chicago. The general run of prices in men's stand about \$9.00 for high cuts with about \$7.50 for oxfords. In women's shoes the run was from \$9.00 to \$12.00 for high class goods, with perhaps as high as \$14.00 for fancy lines. The impression received almost automatically was that Canadian shoes were slightly better value with the possibility of prices being shaded here on well known makes in special sales. Dealers say that the market there is ruling stronger in all grades of footwear.

What Chicago Is Selling In Shoes

Impression of Shoe Trade in Big Western City.—Trend of Styles for Fall and Winter.—Outlook for Spring Fashions.

HOT weather and the strike situation combined to make business somewhat disappointing at the beginning of the first month of Autumn, but the clearing up of the industrial horizon, and the advent of cooler weather has given trade quite an impetus during the last ten days. At all events, the people seem to have the money to spend, and are willing to spend it, but are puzzled as to what to buy for their feet. There are still a great many summer shoes worn so that one cannot judge accurately by the feet of those thronging the busy streets what either men or women are going to buy for fall, but standing at one of the business corners of the city, Madison and State Streets, the Shoe and Leather Journal man sought to get some impression as to the way the cat is going to jump.

The Strap Still Leads

The strap shoe still holds the centre of the stage in women's footwear, and in fact hardly anything else was to be seen on the streets. The one-strap had it on the others in the proportion of about ten to one, and it was followed by two straps, cross straps, sandals, oxfords and colonials in the order mentioned. The revival of the higher heel was not much in evidence on the streets, where no doubt the influence of sports shoes is still dominant enough to maintain a strong predilection for the lower shapes. A talk with five or six of the most prominent retailers backed up the impressions of the writer as to present features of shoe selling. The call is decidedly for straps, and in the better class for one straps of the plainer variety. There is a decided veering from ornamental effects and although fancy stitching and cut-outs are sometimes seen the trend of style is towards plainer effects. Black predominates, and the field is divided between patent and satin with perhaps a slight preference for the latter. Black kid in one and two-straps with also cross straps are selling well, and oxfords are coming out stronger as the weather becomes cooler. In the latter black has the call although quite a few dark browns and tans are being worn. In the better class of trade colonials are coming gradually to the front, and are being given prominence by all the best stores. One of the largest retailers who has three of the best stores in Chicago says colonials will be the big thing for spring. He claims that there will be a demand for something different from the strap styles of the past two seasons, something between the opera slipper and the oxford. Already quite a variety of colonials may be found in the down town windows, a great feature being the tongue which is found in various shapes and styles of ornamentation. Buckles are coming back especially cut steel but the tendency is towards the quieter effects, although no doubt ornamentation will develop especially in the cheaper lines.

What About High Shoes?

An internationally well known shoe man said when asked what he thought of the return of the high shoe in women's lines, replied with a shrug of his shoulders "Quien Sabe?" Who knows? He continued, "I have been in the retail shoe game all my life, and it has always been more or less difficult to predict just what women will do in regard to their footwear. It has been more and more of a puzzle during the past four or five seasons,

especially, and the man who just now attempts to prognosticate the future is only making wild guesses. The future of the high shoe depends on how the women follow the new decree for longer skirts. If that decree holds and skirts are made ankle length there will certainly be a demand for oxfords and even high boots that will put a crimp in the strap shoe trade. The short skirt, and the high shoe just don't go together and the very tendency of the long skirt is to restrict that freedom that has given such a swing to sport and "flapper" styles in the past two seasons. I see that a propaganda has been started by the long skirt devotees with a view to convincing women that low shoes mean large ankles and that the high shoe acts as a corset to restrain the undue development of the ankle bones. Be this as it may, a stiff campaign is on to popularize the "longer" not the "long" skirt, and this will undoubtedly mean the development of the high-cut in women's shoes.

So far none of the big dealers are giving any tangible evidence of their belief in the popularity of the high shoe, and all shook their heads when asked if they had made even a slight preparation to meet the demand "No", said a Michigan Boulevard retailer, "We fancy that oxfords will fill the bill this autumn for any change that may take place in women's shoe ideas, and these with Colonials will afford sufficient change to meet any alteration in dress or suit fashions before next spring." Asked as to what they thought would be a safe buying proposition for spring, most of the retailers seen said that straps would undoubtedly have another run especially the single strap in both black and white, with occasional combinations, oxfords in patent and dark tans would be more popular than last season, but they thought that colonials would gather such strength this fall that they would come to the front as a feature for spring trade in a way that would be a surprise to those who have not kept close tab on events.

A FALL WINDOW.

A shoe window was successful in winning a recent contest in New Orleans for the best all-round window display in the city. The benefits of such a prize are obvious, as the contest attracted wide notice, and the store received a great deal of valuable publicity. The window as it was shown and described in *The Shoe Retailer*, was a "Fall Window," and as a description of it may hold some ideas for Canadian dealers for use during the next month or so, we reproduce it.

"The feature of the window was the successful blending of a fall back-ground with the new fall styles in women's shoes, and matching the draperies and all the finer details such as are overlooked in preparing the average window.

"The entire background was lined artistically and most naturally with an excellent imitation of brown leaves, such as appear after the first frost in the fall. The ceiling of the window was decorated with the same array. In arranging these leaves and small twigs great care was exercised to eliminate every possible mechanical effect, making it appear true to nature. Rich golden colored velvet was used to cover the floor, it being puffed and wrinkled in a most effective way.

"Care was exercised in selecting stands for the different shoe patterns. Scarcely any two stands were of the same height or size; thus any appearance of sameness was eliminated. No forms were used in any of the shoes. Two or three pairs of stylish hose were displayed in the front of the window, blending well with the shoes near them. Tan predominated through the window. Prices were displayed on small cards, artistically decorated.



Shoes Displayed in Chicago Stores.

Travelling Goods

A Line the Shoe Dealer Should Cash In On—Some New Ideas.



THE average shoe dealer quite naturally lays the greatest stress on his function of distributing shoes. That is his game, the business that brings him his bread and butter, and that he knows, or should know. So far as the larger cities are concerned, he has all he can do to keep abreast of the times in the shoe field, and given a decent break, with proper concentration of effort, can develop a nice turn-over, and make his profit on shoes.

Throughout the whole country, however, there are more and more dealers who are seeking means of building up turnover without any great increase in investment or overhead. For years it has been the natural thing for shoe dealers to handle travelling goods,



Club bag in Black Crepe Grained Keratol Imitation Leather Lining with Pocket

of leather and other materials. As in other lines, there are outstanding examples of dealers who by studying the field and pushing the line, have established and developed this department to a point where it produces a highly gratifying volume of business, and a nice profit. There are others, however, who, after putting in a line of leather and travelling goods, have forgotten about it, and because it was not successful, have laid the blame any place but where it belongs,—on themselves.

There is no one in the field, not even the trunk and bag men themselves, who would justify the shoeman who put in a line of travelling goods to the detriment of his shoe business. Unless, of course, he felt that he could make more money by specializing on that line, and making his shoes the side-line, which would be, to say the least, exceptional. But it is recognized that the big outlets for travelling goods are the departmental and harness and leather goods stores and the shoe retailers. The public have been educated to this idea, until they do not see anything out of the way, on entering a shoe store, to see a certain amount of space and publicity devoted to trunks, suitcases, bags, etc.

It is surprising to any one who knows the benefits to be obtained, not only that more shoemen have not gone into this line, but that those who have done so, have not given it the study and attention that it de-



Black Sheepskin Bag with Drill Lining

serves. The proprietor himself, whose money is tied up in the stock, may take a more or less interest in it. But his sales staff are not interested in it, do not know very much about it, and do not, on the whole, try to learn about it. The chances are that, unless a customer comes in with the set purpose of buying some luggage, little or no effort is made to sell it to him. The man on the street does not know any thing about these goods, he only buys a bag or trunk at intervals of several years, and when he goes to make a purchase, must put himself in the hands of the salesman.

If it is a question of shoes, the salesman is presumed to know his stock, and not only prices, but something of its qualities as to workmanship, materials, uses, and fitting qualities. But if the customer wants a bag, he says, "Here's something at six dollars. Here is one a little better at eight dollars. This trunk (looks at ticket) will cost you seven dollars, while this one, a little larger, runs ten dollars." If he is asked to tell why the one is better for certain purposes, or why prices vary for the same sized bag, he is floored. Success with travelling goods is just as dependent on knowledge of the stock, and enthusiasm, as it is in any other department. While styles do not change rapidly as they do in shoes, there is a constant evolution and improvement in methods of manufacture that should be interesting of itself, and that should be of value to the retailer who believes in service as part of selling. The customer is always in-



Welt Sewn Bag. Smooth Cowhide Leather. Lined with Leather The New Wide, Full Shape



Heavy Cowhide Suitcase
Leather Bound, Sewed Corners, Cloth Lining, with Shirt Pocket

interested by the salesman who can show him the difference between a sheepskin or cowhide bag, or can point out those points in a trunk which make for strength, beauty, or utility.

So far as investment is concerned for the information of those who have not already gone into this line, a fairly good assortment of bags and trunks can be put in for five or six hundred dollars, and an excellent range for a thousand dollars. The line has a big advantage in that, while the mark-up is at least as large as with shoes, styles do not change overnight, clearance sales and mark-downs are almost unnecessary, and if goods are not sold this year they can be carried over till next year, or even the following one. Not that we would advocate that as an advantageous condition; for turn-overs must be obtained to make a profit, while goods

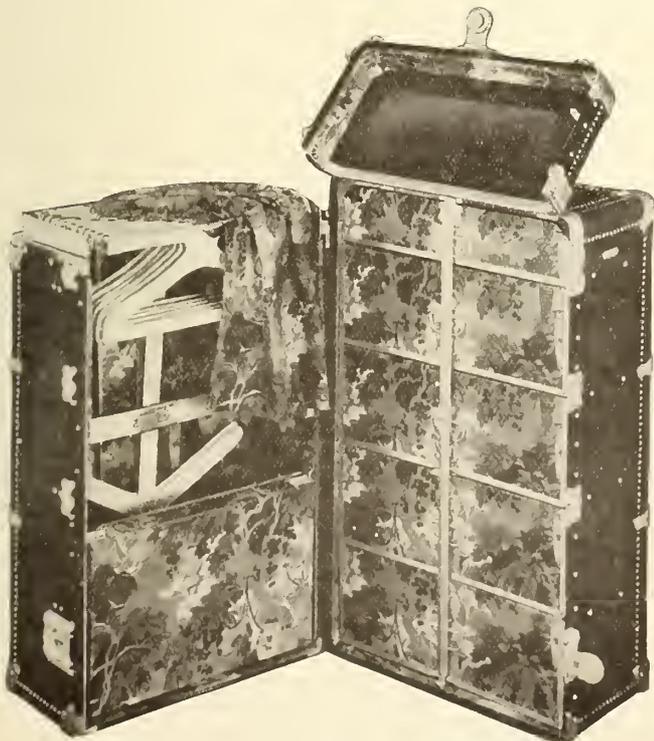
in stock cost money to carry.

Aside from small leather goods, a retail stock of travelling goods could be based on a couple of dozen bags, say twelve lines with at least two sizes of each line; about the same number of suitcases, including several lines of fibre, leather, black enamelled duck, and matting; a dozen trunks, varying in material and size, and a few wardrobe trunks. As the retail range of the greatest number of goods sold is between six and ten dollars, it can be seen that the stock does not run into money as fast as might be expected.

Some dealers have thought it advisable to establish definite departments for travelling goods, and where business is large enough to warrant it, that is the proper way to go about it. A more comprehensive display is thus possible, and selling is made easier where the goods are not mixed with shoes. Others have devoted part of their wall space above the shoes to luggage, with



Black Patent Suitcase on Faced Drill with Leather Corners
Fancy Cretonne Lining with Inside Dress Tray



Wardrobe Trunk, Round Edge, Reinforced Construction
With all latest developments for convenience and utility

good results. A certain amount of floor space is always available, while the presence of a few bags and trunks in the store adds to the appearance of the establishment. It must be remembered, however, that goods that are not displayed, are not easily sold. If the travelling goods are all kept out of sight, in the back room, or down cellar, it is highly probable that not only will the customers not know about them, but the sales staff will forget them also. At certain seasons it is worth while to devote a whole window to this line. At other times, an odd bag or so adds to the attractiveness of a window of shoes.

To some extent the trade is seasonable, and at those seasons it is worth while to push the line. People are moving about constantly these days, however, and for that reason, it is well to keep your public always informed of the fact that you are there to look after their travelling requirements. Moreover, people who come to you for these goods, which are frequently bought at the last minute, are good prospects for shoes to travel in. So that the two lines can be of mutual assistance.

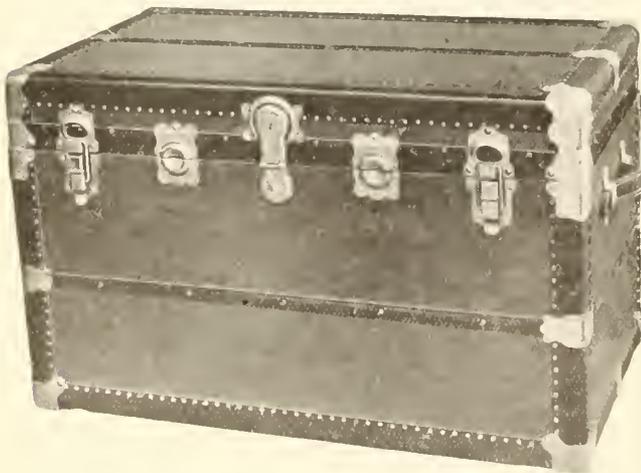
In these days when merchants are anxious to get a turnover at a minimum of expense, a line such as this has many advantages, not the least of which is that stocks are carried at all central points, from coast to coast. With the aid of a catalogue, the dealer can make many sales, and sales of goods which he might consider too expensive to carry in stock. This is one of the chief

ways in which this trade is conducted. As we said above, bags and trunks are not bought every day, or every month. Consequently, it is not difficult to persuade a customer to select an article from a catalogue, and to wait a few days for it. The catalogue usually gives a fairly complete description of the article, and by using the goods in stock as comparison, the customer can get a good idea of what he is buying.

The study of travelling goods is interesting to one who wants to know all about the goods he is handling. And a well-informed man can get the confidence of his customers more readily by reason of the fact that he is able to guide them in their purchases. The bags of today run from the small over-night bags for ladies, to the heavy kit bags which hold almost as much as a trunk. Finishes include cowhide in plain and grained effects, genuine and imitation seal and sea lion leathers, sheepskin, split cowhide, fabrikoid, and keratol, the last two being cloths coated with enamel-like materials, and finished in imitation of leathers.

These bags may be lined with cloth or sheep leather, and the interior varies from the absolutely plain, to those containing pockets and complete toilet sets.

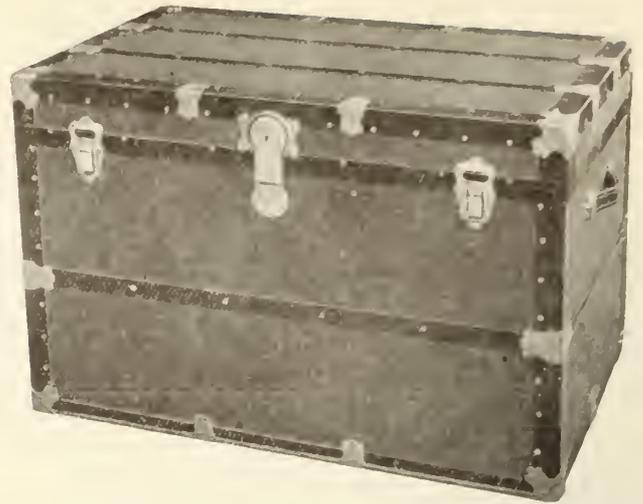
Suitcases vary in finish, covering a range somewhat similar to the bags. A finish popular in recent years is the black enamelled duck. This looks well, wears well, is easily cleaned, and does not become scuffed out in appearance as quickly as do the leather finishes. The tendency is towards simplicity and strength. Multiplicity of fittings, rivets, etc., on the outside of the case is giving way to strength provided by stitched corners, and strong seams. The suitcase with the tray has become quite popular, offering as it does obvious advan-



Vulcanized Fibre Trunk with Steel Binding and Runners
All Edges Rounded, Cloth Lined with extra Blouse Tray and Hat Shape

tages. Prices of these cases vary with material and finish, while for summer use the woven matting suitcase is a good seller. Fitted up with fancy cretonne linings, and with pockets in the lid and at the ends, they are light and attractive to ladies.

Club bags show a tendency towards width, as against height. The wide shallow bag is easy of access, and does not crush the contents. Another feature of the modern bag is the welted seam used on the better class of leather goods. This is not new but is a method of construction that has not been used to any great extent in recent years, it makes for greater strength at the seams as compared with the ordinary lapped seam. Another feature is the moving of the seams forward from the corner of the bag, to protect them from wear.



Canvas Covered Trunk with Steel Binding and Runners
Iron Bottom, Fancy Paper Lining, Tray with Covered Hat Box

Trunks are now offered in quite a wide variety for qualities and sizes. The most popular article, largely on account of price, is the wooden trunk, canvas covered, iron bound, protected by hardwood slats, with brass on the corners. Fibre trunks on a veneer box, rounded edges, steel bindings, and other variations of finish and fitting, for strength and appearance give the most exacting customer a choice for his particular requirements. In the newest lines the old hardwood slats are replaced by steel arched runners, of neat appearance and unusual strength.

Almost the last word in travelling luxury and utility is reached in the wardrobe trunks now on the market. These range in price from the cheap trunk to retail around twenty five dollars, to the more complete affair running up to the hundred dollar mark. Hangers, drawers, hat boxes, shoe box, ironing board, laundry bag, all these are found in the modern ward-robe trunk. Rounded edges and corners, specially strong construction, luxurious finishes in the interior, special locks outside and inside, constitute features that make the wardrobe the ultimate in travelling equipment.

The travelling line is interesting, profitable, and inexpensive, and that it is worth while to the shoe retailer is evidenced by the number who have already made a success of it.



Enamelled Steel Trunk with Steel Binding and runners.
An unusually attractive and strong trunk

*Cuts of travelling goods by courtesy of
M. Langmuir Mfg. Co. Ltd., Toronto.*



Canadian Shoe Fashions

A glance through the Shoe Models displayed in this number will satisfy the most critical as to the position Canada has attained in the world of Shoe Fashions.

In Style, Shoemaking, Finish, Fit and everything that distinguishes high class shoe production, Canadians have nothing to be ashamed of in any comparison with shoes from large foreign centres.

"Made in Canada" has come to mean, in shoes at least, the best in artistic conception, workmanship and appearance that can be found anywhere.





*"Femina" Cross-strap, made in all combinations.
Dufresne & Locke, Ltd.*



*"Viola" Strap Pump.
Blachford Shoe Mfg. Co. Ltd.*



*Two button, one strap, with cut-outs or inlays.
Hartt Boot & Shoe Co., Ltd.*





*One-strap on Chateau last, patent
colt with inlays*

J. & T. Bell, Ltd.



*Silver brocade one strap
Gagnon Lachapelle & Hebert*





Louise pattern in various combinations.

Perth Shoe Co., Ltd.



White buck and patent, beige suede and brown calf.

The Walker Parker Co., Ltd.



Patent "Femina" cross strap.

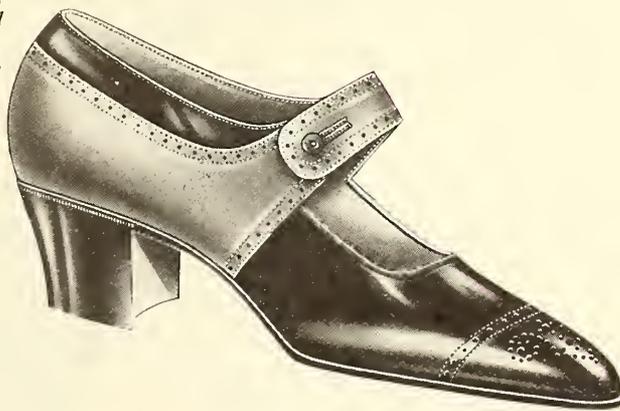
Dufresne & Locke, Ltd.



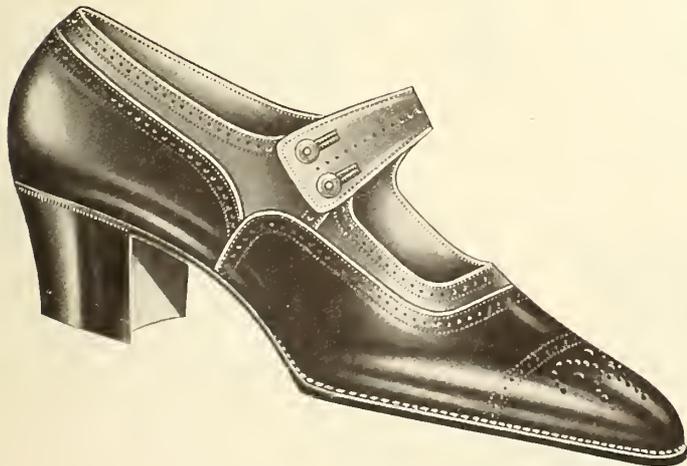


A one strap, one button model in patent leather with calf quarter and inlays.

Reliable Shoe Co., Ltd.



Patent one strap, one button, grey buck quarter.
Jas. Robinson Co., Ltd.



One strap, two button in various combinations.

Canadian Shoes, Ltd.





*Alina, all patent, one strap.
J. A. McCaughan & Son*



*"Olga" strap pump.
Newport Shoe Co., Ltd.*



*Patent, one strap, one button, grey
buck collar.
Jas. Robinson Co., Ltd.*





*Oxford of patent with dull calf underlays.
Kingsbury Footwear Co., Ltd.*



*Blucher oxford in calf on chateau last.
J. & T. Bell, Ltd.*



*Scotch brogue oxford, in glazed calf, patent, brown calf or Scotch grain.
Blachford Shoe Co., Ltd.*





*Oxford in combinations
Kingsbury Footwear Co., Ltd.*



*Oxford in white or colors
The Walker Parker Co., Ltd.*



*Patent oxford, colored nubuck inlays
La Duchesse Shoe Co., Regd.*



*Blucher oxford in patent or calf.
Getty & Scott, Ltd.*



*An oxford.
Dupont & Frere.*



*Oxford in various leathers.
Chas. A. Ahrens, Ltd*



One of Columbus Rubber Co.'s new lines.





*Patent one strap
J. & T. Bell Ltd.*



*One strap pump
La Cie J. A. & M. Cote*



*Brogue Oxford
Blachford Shoe Mfg. Co., Ltd.*





Patent one strap.
Dominion Shoe Co., Ltd.



"Naldera" one strap dress
pump with basket weave
pattern.
Newport Shoe Co., Ltd.



Cavalier Gaiter.
L. H. Packard & Co., Ltd.





Tongue Pump.
La Duchesse Shoe Co., Regd.



Patent colonial, one button, matt calf tongue.
Gagnon Lachapelle & Hebert



Pump with inlaid tongue.
Kingsbury Footwear Co., Ltd





*Men's Oxford. "Pall"
Geo. A. Slater, Ltd.*



*Men's Oxford.
Hartt Boot & Shoe Co., Ltd.*



"Brute" Tetrault Shoe Mfg. Co., Ltd.





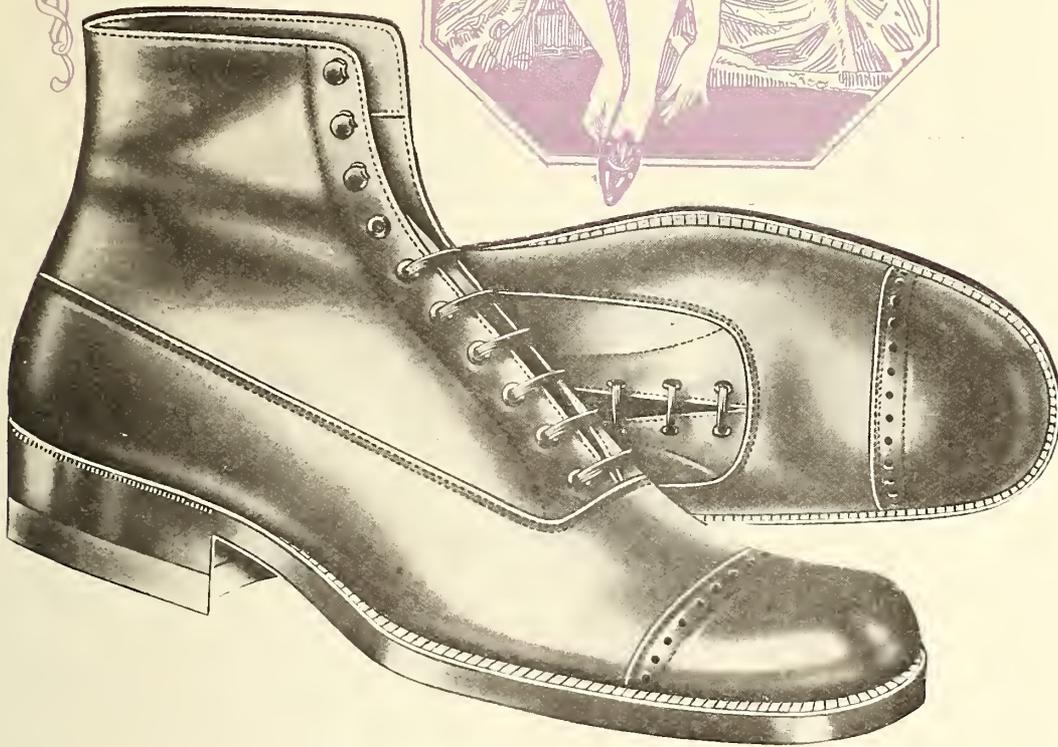
Blucher Oxford Wm. A. Marsh Co., Ltd.



Men's Oxford. Arrow Shoe Co., Ltd.



"Bimbo" Geo. A. Slater, Ltd.



The "Combination"
Tetrault Shoe Mfg. Co., Ltd.



The "Reo"
Corson Shoe Mfg. Co., Ltd.





La Cie J. A. & M. Cote



A. E. Marois, Ltd

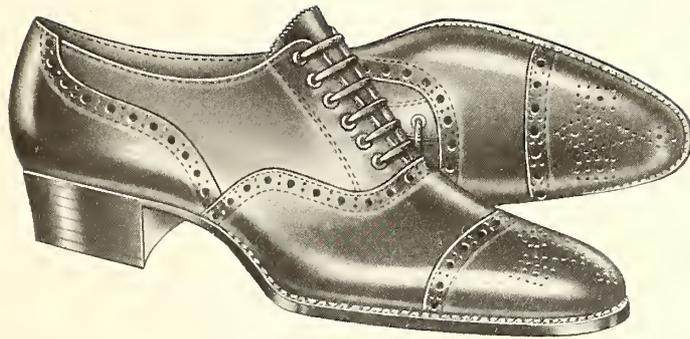


Acorn Shoe Co., Ltd



B

Onyx — Archgrip — Georgina
"Grips the Arch"



Scotch Brogue Oxford

Made in
Glazed Calf and Brown Norwegian Calf

Nickel or Brass Eyelets

Flat Heel on Lasts 35-52-54

Four to five weeks delivery.

Blaehford Shoe Manufacturing Company
Limited
Toronto.

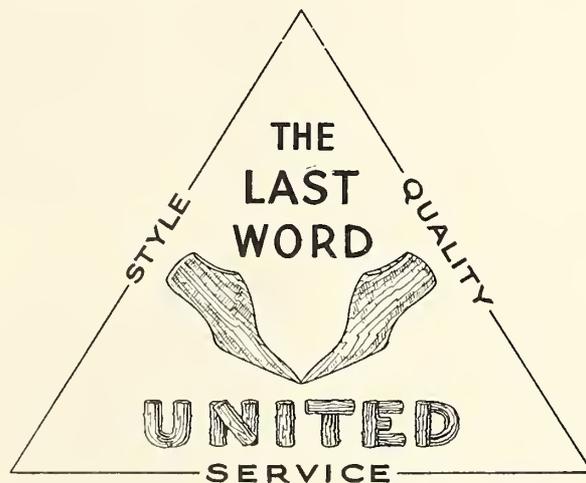
You Can't Always Be At The Big Style Centres

As much as you benefit by your trips to New York, to Boston, to Chicago or any of the other places where shoemen gather to see and hear what is latest in Shoe Style, these visits are only periodical, taken usually at times made opportune by some Style Show.

In between times there is plenty "doing" in the Style Centres, and it is the business of our specialists to be here, there and everywhere consorting with Dame Fashion in all her moods and activities.

For this reason any of the country's Style Centres are no farther away from you than the United Last Showroom. There you have the style ideas most in favor in any section reproduced with an exactness that eliminates the possibility of your making any false step when guided by them.

While the country's Shoe Style is an open book at the United Last Showroom, the working out of your own style ideas is sealed in secrecy and given the necessary individual attention.



United Last Company Limited

Lasts and Upper Patterns

MONTREAL, QUE.

Toronto Sales and Pattern Shop, 76 Richmond St. East



The premier material for Insoles, Sock Linings and Heel Pads. Insole Stock any thickness desired in Oak color and White. Sock Linings and Heel Pads in Oak Color, Grey and White.

WRITE FOR SAMPLES

Kaeva Insoling

Plain or backed with felt for McKays. Very flexible. Unaffected by moisture, and will outlive the shoe.

HEEL PADS

Kendex,
Felt,
Imitation Leather
backed with felt.

PIECE FELTS

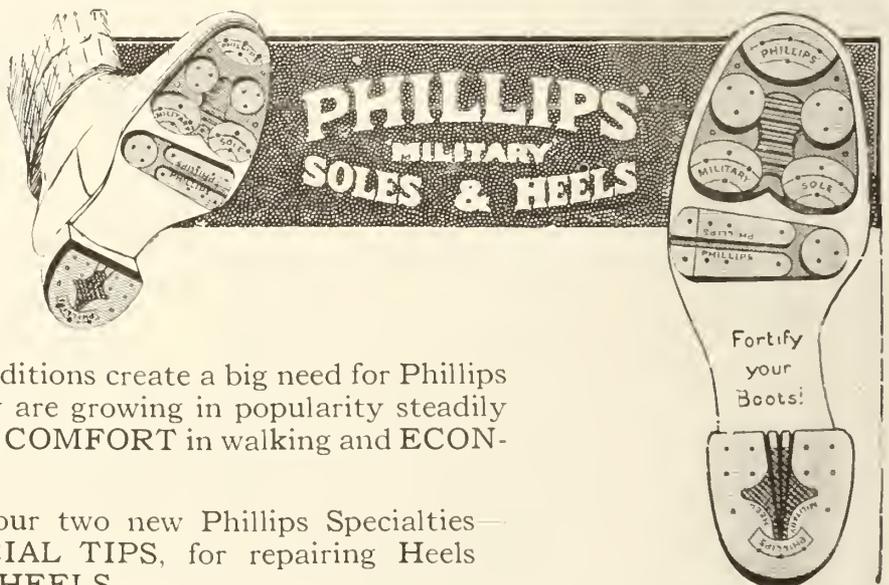
For
every
purpose

FELT TONGUE LINING

Stripped
or by
the piece

KENWORTHY BROS. OF CANADA, Limited
ST. JOHNS - QUEBEC

*Be Ready For
The Fall And
Winter Demand*



Fall and Winter weather conditions create a big need for Phillips Military Soles and Heels. They are growing in popularity steadily because they mean SAFETY and COMFORT in walking and ECONOMY in shoes.

You will be interested in our two new Phillips Specialties—“GLORIA” PHILLIPS SPECIAL TIPS, for repairing Heels and PHILLIPS REVOLVING HEELS.

ALL PHILLIPS PRODUCTS ARE A.1. QUALITY—THE KIND THAT BUILDS TRADE.

SHOE FINDINGS

Our Shoe Findings Service saves you time and money and supplies you with the most RELIABLE lines.

QUALITY LACES

Featuring an exceptionally fine line of high grade British Laces. Every pair guaranteed.

Write or wire for Samples and Prices

R. L. BROWN

60 St. Paul Street East

Montreal

(formerly Canadian Phillips Co.)

Ralston's Polishes

A Dressing for Every Shoe

Also

Complete Line of Shoe Findings includes the following:



Men's, Women's, Misses' and
Children's Overgaiters.
Boudoir Slippers, Felt and Kid.
Infants' Soft Sole Shoes.
Children's Jersey Pantalettes.
Arch Supports, Scholl's Supplies.
Foot Measuring Sticks.
Fitting Stools.
Slipper Trees.
Shoe Trees.
Shoe Stretchers.
Shoe Brushes.
Polishing Mitts.
Buckles or Ornaments.
Heel Grip Linings.
Ankle Supports.
Insoles, Cork, Felt, Hair, etc.
Shoe Laces.
Lamb's Wool Soles.
Pump Straps.
Button Machines.
Lace Tipping Tool.
Foot Rests (Shoe Shine Stand).
Leather or Canvas Leggings.
Shoe Maker's Tools.
Shoe Maker's Stand and Lasts.
Button Hooks.
Shoe Horns.

Mail Orders Filled Same Day As Received.

Robt. Ralston & Co., Ltd.
HAMILTON, ONT.

SEMI-ANNUAL EXAMINATION for RETAIL SHOE MERCHANTS and SHOE SALESMEN

A Practical Test of Efficiency in Salesmanship open to all who sell
Boots and Shoes. These are problems you may have to meet any day.

WHAT WOULD YOU DO?

1. If you are running an absolutely cash store, and a well known customer of good financial standing insists on having goods charged?
2. If a mother with an ill behaved child is being waited upon, and the latter insists on upsetting and handling the goods you are showing?
3. If a customer brings back a pair of shoes two or three weeks after the sale, and asks for the money back, claiming the goods not satisfactory?
4. If you are waiting on a customer, and another interrupts to say "I've been standing here for over ten minutes waiting to look at some shoes."
5. When you have two or three other customers waiting and you have one who will ultimately buy, but insists on seeing every shoe in the shop.
6. What would you do with a customer, who on a busy Saturday wants to tell you all the family's history, and give you the gossip of the town while you are fitting her?
7. What would you do with a customer who acts as though he thought you were trying to put something over on him?
8. How would you treat the "Smart Alec" customer who "knows all about shoes", and who is anxious to tell you all about the materials make, etc., of the goods, and tries to impress you with the idea you can't fool him?
9. When you have shown a customer about a dozen shoes, and tried half of them on, and she says she will call tomorrow, what would you say?
10. What do you do with customers over whom you spend from half an hour to an hour making a sale, and they call next day and wish to return or exchange the goods?

Ten marks will be allowed for each of the above questions, making one hundred in all, and awards will be made as follows:—

CASH PRIZES

Highest Marks	\$25.00
Second Highest Marks	\$15.00
Third Highest Marks	\$10.00

PASS WITH HONORS

All who get over 50 per cent of the possible 100 marks will be given honors, with which will be included a year's subscription to the JOURNAL.

OPEN TO ALL

While this competition is intended to encourage clerks to take an interest in salesmanship, it is open to proprietors as well as clerks, and whether they are subscribers to the SHOE and LEATHER JOURNAL or not. Marks will be given for practical ideas rather than for literary skill. It is the ideas that count. Never mind your style.

COMPETITION CLOSES NOVEMBER 1st.

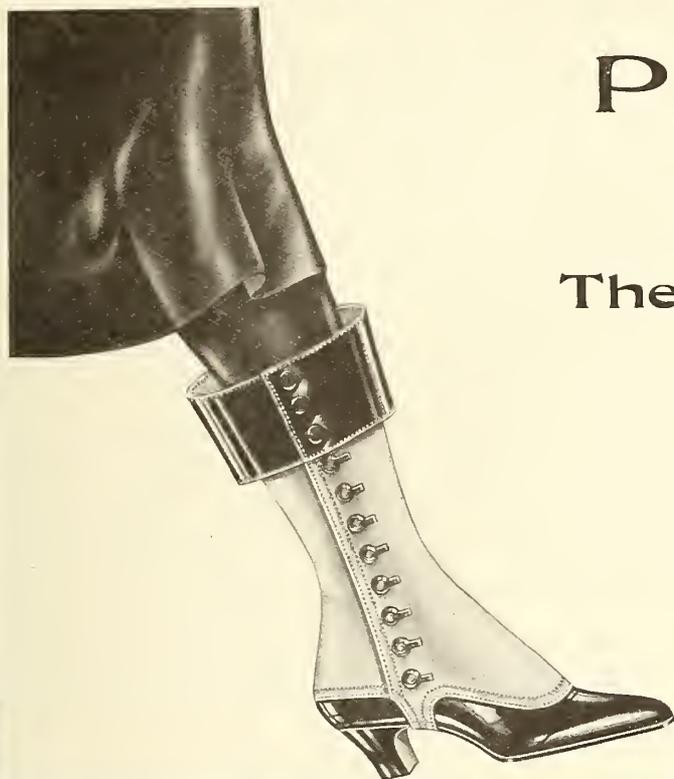
Competition will close November 1st, and awards announced November 15th. The Committee of Award will be three—two retailers and the Editor of the SHOE and LEATHER JOURNAL. Address all papers to:—

Salesmanship Department

SHOE AND LEATHER JOURNAL

545 King Street, West, TORONTO

OVERGAITERS



MADE BY
PACKARD
ARE UP-TO-DATE
OUR LATEST MODEL
The "CAVALIER"

BIDS FAIR TO BECOME

THE SEASON'S
BIG SELLER

ORDERED YOUR'S YET?
NOW IS THE TIME

L. H. PACKARD & Co.
LIMITED

MONTREAL

QUE.

Practical Tanning

A Hand Book of Modern Practice
as applied in the Manufacture of
Leather and Allied Products.

By Dr. Allen Rogers

This book, revised and brought
right up to date, should be in the
hands of every man who is inter-
ested in the manufacture or uses
of leather.

*The Foremost Book on Tanning,
Authoritative in its informa-
tion, encyclopaedic in its scope.*

6¼ x 9¼ inches
760 pages

Cloth Binding
124 Illustrations

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Shanks

WE have an up-to-
date plant devoted
to the production of
McKay, Turn and Welt
Shanks made up in fibre,
steel and combination.

Any inquiries regarding
your shank problems
will be gladly ans-
wered.

Write us for prices

MADE IN CANADA

**The H.W. Steel Shank and Specialty
Company - Limited**
PRESTON

Slipper Makers to the World

Sir H. W. Trickett, Ltd., Waterfoot

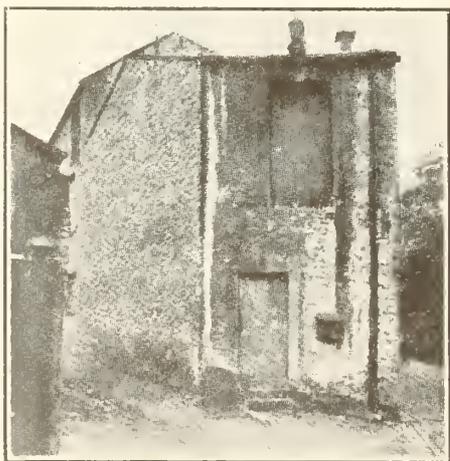
The Story of the Growth and Development of the Slipper Making Business of Sir H. W. Trickett, Ltd., from Small and Obscure Beginnings to Its Present Position as One of the Largest Firms of Slipper Makers in the World.

LANCASHIRE has seen many amazing industrial developments, but few that express themselves a finer tribute to human enterprise and ingenuity than the building up of the slipper making industry of the Rossendale Valley, a few miles to the north of Manchester.

Here was already in existence in the early part of the 19th century, a prosperous industry in the manufacture of felt and druggat. Out of the felt industry began in a very humble way the making of slippers, which to-day is the major industry of the valley, being more particularly centred in the small town of Waterfoot. From very obscure beginnings, when only a handful of people were engaged in it, and their productions were of the crudest type, the slipper making industry has expanded, until to-day slippers that command a ready market in any part of the world are being made by many thousands of pairs daily, in factories that are among the largest and best equipped in this country.

Industrial Romance.

The firm that has done most to build up the slipper making industry of Waterfoot and the Rossendale Valley, is that which is the subject of this



The first Trickett Factory
In this humble building began the business which is to-day
one of the largest in the world

sketch, Sir H. W. Trickett, Ltd. The story of its origin and rapid growth is a veritable industrial

romance, a thrilling record of the triumph of a determined able man, who started life with no special advantages and under many harsh and heavy handicaps, but who won his way right to the front.

Left School at Eight Years Old.

Born in Waterfoot in 1857, the late Sir H. W. Trickett was taken from school and put to work at the tender age of eight years. His working hours were from six in the morning till late at night, but his scanty education was continued by occasional attendance at evening schools. At seventeen years of age he was apprenticed to a druggat printer and stayed at that trade seven years. By that time the felt slipper making industry was established in a small way, and at the end of his apprenticeship Sir H. W. Trickett began travelling for a small slipper firm.

His experience as a seller of slippers convinced him of the great possibilities in the business, and at twenty-six years of age he decided on the audacious step of beginning slipper manufacture on his own account. Few businesses can have begun in a less pretentious way. A single room was taken in a building that was partly used as a mineral water factory and partly as a stable and a start made.

Wise Choice of Helpers.

The original staff numbered no more than six, not one of whom was an expert slipper maker. Among these six, it is interesting to note, were the men who at a much later date became Directors of the Company and are now in full control. Despite the difficulties incidental to such a small beginning, the business prospered, and it was not long before the one room was not nearly large enough, and the whole building was taken over. Soon this was not sufficient to provide room for the steady expansion of the business, and what was then thought a daring move, was made into part of a disused cotton mill in Waterfoot.

Gaghills Factory.

Progress continued and in a surprisingly short time the whole mill was occupied, additions had to be made and at a later date two entirely new buildings adjacent to the old mill were erected. To-day the Gaghills Factory is the largest slipper making works in Great Britain, and one of the largest in the world. It employs over a thousand workers, and has a weekly output of over sixty-five thousand pairs of slippers of all classes, and canvas shoes of varied types.

A Man of Public Spirit.

The memory of the man—Sir H. W. Trickett died in 1913—whose forceful personality contributed most to the building up of this fine business, is held in high honour in Waterfoot. He was a man of rare public spirit as well as sound business capabilities.

and he served the town of his birth in many ways. He was five times Mayor of the Borough, was more than once pressed to stand for Parliament, and by many generous benefactions won enduring regard.

The present Gaghills Factory is in marked contrast with the humble building in which the business started. It is a fine range of buildings with excellent light and ventilation, and in every way admirably equipped for its purpose. In the materials store room one gets a good idea of the diversity of range of modern high-grade slipper production.

Great Variety of Materials.

Felt is of course to be seen in huge quantities, and in a bewildering variety of colours. Other materials largely used are: Satin, Velvet, Brocade, Tinsel, Canvas, Mock Suede, Camel (for arctics) and of course leather. In the sole-cutting room are sixty presses. This gives a clear indication of the volume of work going through. The closing room, one of the largest closing rooms in the country, contains over three hundred machines. In the lasting department is a group of twenty Consol lasting machines in one row, all fully occupied on white canvas machine-sewn work. Another large and well planned department is that for turn shoes and veldtschoen work. This department alone, in a recent week, passed through over seven hundred dozen pairs.

Securing a Fine Finish.

Tricketts' have always been noted for the excellent shape and finish of their felt slippers when delivered. How this result, which tremendously enhanced the reputation of the firm, is secured was for long a secret, eagerly sought after by trade competitors. The process is no longer a secret, but Tricketts' have developed it to perfection and are able to maintain a regularity of standard in finish, which makes the firm's goods an attractive proposition in any market. After leaving the making room the felt slippers are put on to a last, and then passed over a jet of dry steam. This has the effect of drawing

the felt to the last and is in fact a blocking process. The slippers are then dried, and when slipped from the last, hold their shape perfectly.

Throughout all the processes of manufacture Tricketts' aim at a high standard of excellence. This is secured by careful attention to all essential details. The first of these is of course the selection of materials. The firm are proud of the fact that nearly all the material they use is produced in their own neighbourhood. They thus encourage local industry indirectly as well as directly through their own works. Long experience has taught the principals of the firm just the materials that are best suited to their purpose. These are selected with the one aim of producing slippers that shall have about them that "Something different" in character which has made Tricketts' slippers famous throughout the world.

Making Better Slippers.

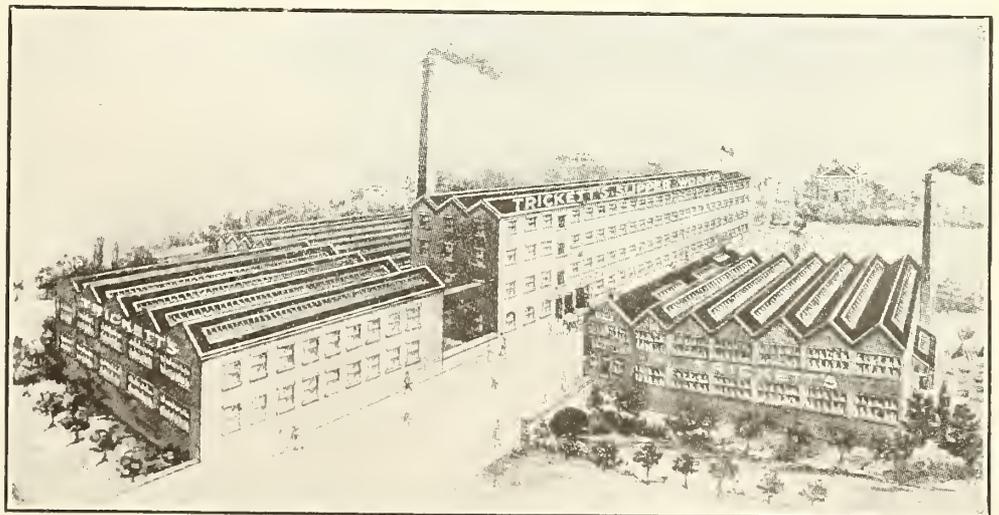
The same care is shown in the carrying through of the many processes of manufacture. All the labour employed is trained in the works, so that the operatives become imbued with the spirit of their firm, which has as its dominating idea the intent to make slippers as well as it is possible to make them.

An essential matter in the manufacture of slippers, many of which are light coloured and dainty in character, is scrupulous cleanliness in every department. Great pains are taken in this respect at the Gaghills Factory with the result that the slippers have many points added to their selling value.

Healthy and Contented Workers.

Tricketts' have realised that consistent good work requires healthy and contented workers. In a variety of ways they have taken steps to stimulate the personal interest of their employees in the factory, and in its productions. In the Factory a Rest Room is provided, to which any of the female work-

The Present Gaghills Factory, Waterfoot.
A good idea of the scope of the firm can
be gathered from this illustration.



ers may retire if feeling indisposed. This room is under the charge of a Superintendent who is competent to render first aid in cases of accident.

A group life insurance scheme is a provision of more than ordinary interest. Under this scheme all employees over eighteen are insured and in the event of their death a sum equal to six months wages is paid to their dependents.

In 1919 Tricketts' delighted their employees by announcing that the annual holiday week would be paid for. This was in a measure a sharing of profits, as the firm's contribution was a percentage of the wages earned during the year.

War Memorial.

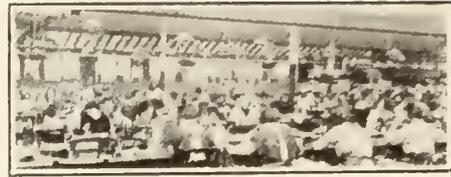
As a memorial to the men who fell in the war, the firm and its employees raised £3,000 as the purchase price of an estate comprising three-and-a-half acres of ground in the centre of the town. This estate was handed over to the Corporation, and is now known as "The Trickett Memorial Grounds."

Among other improvements in general industrial conditions which have been influenced by this firm, may be mentioned the introduction of the eight hour working day. A Sick Relief Fund also has been found a great boon. This embraces all employees in the factory over sixteen years of age, and to the total contributions the firm add twenty-five per cent.

Helping Thrift Among Workers.

A Thrift Fund also has been inaugurated, and the workers are given every encouragement to invest. Small sums are taken and the rate of interest guaranteed by the firm is generous. In every possible way the employees of this progressive firm are encouraged to feel that they have a direct interest in the business, and its continued growth and prosperity, a policy fully justified by results.

Some time ago, owing to the development of the business and the need for additional accommodation, a smaller factory known as the Grove Mills was



The Closing Room.

Over three hundred women workers are engaged in this one room.

taken over at Bacup. This factory is equipped on the same efficient lines as the Gaghill works, and is capable of turning out slippers of the same high standard of quality. The heads of the departments have all been trained at the Waterfoot works and the products of this factory are equal in every respect to those of the parent works.

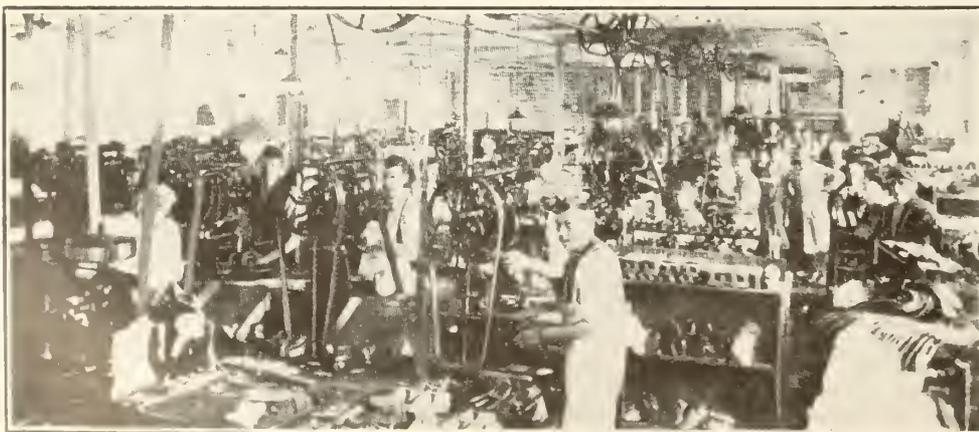
A Good Name.

Tricketts are proving the value of tradition in connection with production. Having established a good name every effort is made to maintain and improve it.

A short time ago the Directorate of the Company was re-organised, owing to the retirement of Mr. Oliver Eatough, J.P. Mr. John Thomas Lord is now Chairman of the Company. Mr. Stephen West and Mr. Albert Ashworth are Joint Managing Directors.

A Board with Experience.

All of these, together with their colleague Mr. S. O. Ashworth, have been in the firm for over thirty years, and have taken a great part in building it up to its present strong position. Mr. Frank Woodcock, for many years the esteemed London Agent of the firm, has also been added to the Board. The experience all these gentlemen have had in the slipper trade, and their knowledge of the requirements of markets at home and abroad, gives every encouragement for the assurance that under their direction, the fame of Sir H. W. Trickett, Ltd., will continue and grow.



One of the Large Making Rooms. Owing to the variety of materials in slipper manufacture high skill in making is required.

The MARYON Shoe



The Wholesalers' Strongest Trade Attraction

Wholesalers will undoubtedly derive unusual benefit from featuring the "Maryon" Line for the Coming Season.

Our Lasts and Patterns represent the newest ideas in the fashions of the day. Exceptionally attractive Strap Effects, with Buttons or Buckles, made up in a full choice of leathers and combinations, are offered—and the moderate prices mean certain popularity and large volume selling.

Our range of Turn Slippers, complete and attractively priced, will prove a rapid seller.

Do not select your new lines before investigating the L. & T. range.

Lachance & Tanguay

70 BIGAOUETTE AVE.

QUEBEC

P.Q.

THE RUBBER SHOE TRADE.

(Continued from page 72)

needs in outing goods. Almost every factory reports a shortage in its supplies, and customers dissatisfied and regretful because they did not get enough goods for their requirements. The time to remedy this condition of affairs is now, and not six months from now. It should be comparatively easy to estimate within a safe distance the demands of your trade in this line for next spring and summer, and as there is not the style uncertainty there is always in leather footwear, a dealer may feel quite safe in making his estimate liberal. The new lines for the coming season, while embracing some important changes, contain no elements that will add uncertainty to the sale of this class of shoe. The various companies have simply endeavored to bring their product up to date, and place it on a running basis with the styles in leather footwear, that promise to be popular for the spring season. There are no freaks or radical departures in either lasts or designs, but many pleasing changes that add force and piquancy to their appeal.

Prices and Prospects.

Throughout the entire range of tennis goods, there is a reduction compared with last year amounting to somewhat less than five per cent. Variations are irregular, some staple lines having been reduced twelve per cent., while slight increases are noted in some of the fancy lines. Manufacturers are faced with stiffer markets for raw materials, while uncertainty of coal supplies will make manufacturing a

bazardous occupation this fall and winter. Placing season opens on September 18th, and five per cent. discount is allowed on orders booked up to December 15th. Terms are two per cent. May 10th, and net May 31st, with prices guaranteed until May 31st.

Covering the general situation, one of the best posted of the rubber men says:

"In my mind there is no question but that we are now on the eve of a general business improvement, in fact in some lines this is well on the way, and we only have to instil some real enthusiasm into our retailers to help the whole situation along, so that he can capitalize the opportunity.

"There is reported a better feeling throughout the west than has existed for some years, and they look forward to a good healthy business this fall and into 1923.

"Prospects for the coming winter are quite bright, and should we run into an early winter quite a scramble for merchandise will develop. The opening up of lumber camps will have a very beneficial effect on heavy lines."

Goloshes are expected to be popular again this year. Longer skirts may affect some styles, but the prospects for extremely long skirts in this country are not immediate, so that the style situation will not feel it this fall to any extent. Meanwhile the golosh has been combined with the Russian boot and cavalier effects to produce some overshoes that will not only be serviceable but really attractive and appropriate.

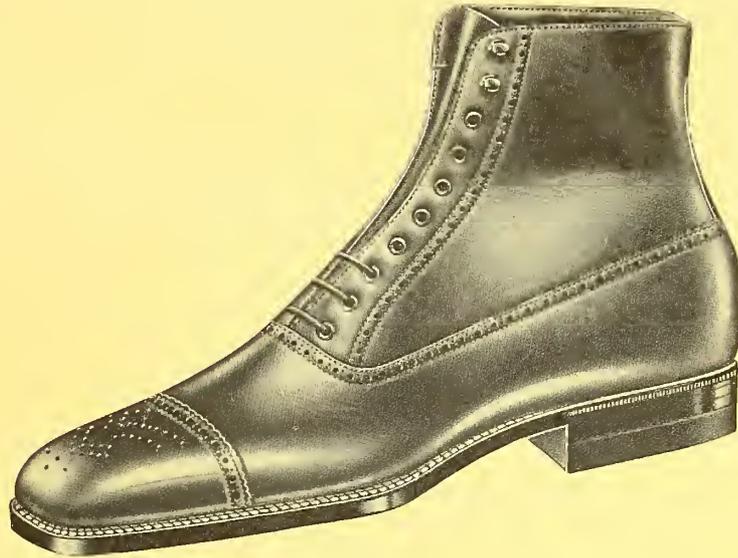
Canada's Premier Shoe For Canada's Favorite Winter Sport.

A look through our complete lines for the coming Season will convince you that the largest volume of sales in Sporting and Staple Footwear are for the merchants who have the wisdom to feature the SAMSON LINE, with its superior shoemaking and better values.



A complete line of McKays
A leading line of Heavy Staples
Unequalled Hockey and Football Boots.

J. E. Samson, Enr.
20 Arago St. QUEBEC.



You can surely figure on increased Men's Shoe Sales if you show shoe quality and style such as this offered at Marois prices.

Our Women's Lines are just as notable, showing new lasts and patterns and featuring particularly attractive strap effects, button or buckle.

Stamped with the mark of good shoemaking and superior value, the entire line is one that will draw business to every wholesaler who features it.

A. E. MAROIS LIMITED QUEBEC

Sample Rooms: Montreal, 137 McGill, O. H. Hyman, Representative
Toronto, 29 Church St. H. S. Ringland, Representative
Winnipeg, Man 21 Hargrave St., D. S. Johnston, Rep.
Shediac, N. B. A. J. Webster, Representative

DEPARTMENT STORE COSTS.

The small retailer has been held up as one of the obstacles in the way of lower prices. We have quoted recently from articles which pointed out that too much money was being spent to keep him in business. It is particularly interesting to note, therefore, that the Harvard Bureau of Business Research has just published its report on the Operating Expenses in Department Stores in 1921. This is based on figures received from three hundred and one stores, with an aggregate business of about five hundred million dollars. They ranged in volume of sales from sixteen thousand dollars to twenty-nine millions, the average being over one million dollars.

The average figures reported are shown in the following table:—

Operating Expenses in Department Stores in 1921—

301 Firms.

Net Sales—100%

	Common Figure
Salaries and Wages	15.4%
Rentals	2.4
Advertising	2.4
Taxes (Except on Buildings, Income, and Profits)	0.6
Interest (On Capital—Borrowed and on Capital—Owned)	2.3
Supplies	0.8
Service Purchased (Heat, Light, Power, Delivery)	0.6
Unclassified	1.2
Travelling	0.5
Communication	0.2
Repairs	0.2
Insurance	0.4
Depreciation—Losses from Bad Debts....	0.2
Other Depreciation.....	0.5
Professional Services	0.1
Total Expenses	27.8

It would appear, therefore, that the retail shoe store at least is not far out of line with respect to operating expenses, if the departmental store is to be taken as a criterion.

An interesting point in connection with this investigation was that the next profit was almost proportional to volume of sales. That is to say that the larger the store the more money it made. It was also noted that the larger stores turned their stock more rapidly. The average stock-turn reported was three times, the highest rate was 11.4 times, while several turned their stock ten times in a year.

CANADIAN SHOES EQUAL TO THE BEST.

Here is a comment that is well worth noting, coming from an Ontario shoe man:—

“From the most favorable comments on the style, workmanship and quality, which were so numerous and noticeable at the shoe exhibits at the Canadian National Exhibition, also the surprise shown by American visitors at the developments in the shoe industry shown in the displays, it is safe to say that the Canadian retailer, to be up-to-date, need not consider shoes which are not made in Canada, nor need the consumer evade Canadian made shoes to get just what he or she wants in quality, style, and fit.”



LUC ROUTIER

Routier Lines for the coming Season, holding first place for Value, sustain their unusual popularity with the Trade.

You will find them safest to buy because they are easiest to sell. Ask to see the complete line.

McKAYS and S. SCREW
For MEN, BOYS and YOUTHS
LUC ROUTIER
 56 Colomb, QUEBEC



Cabinette
Wooden Heels
for
Ladies' Shoes

+++

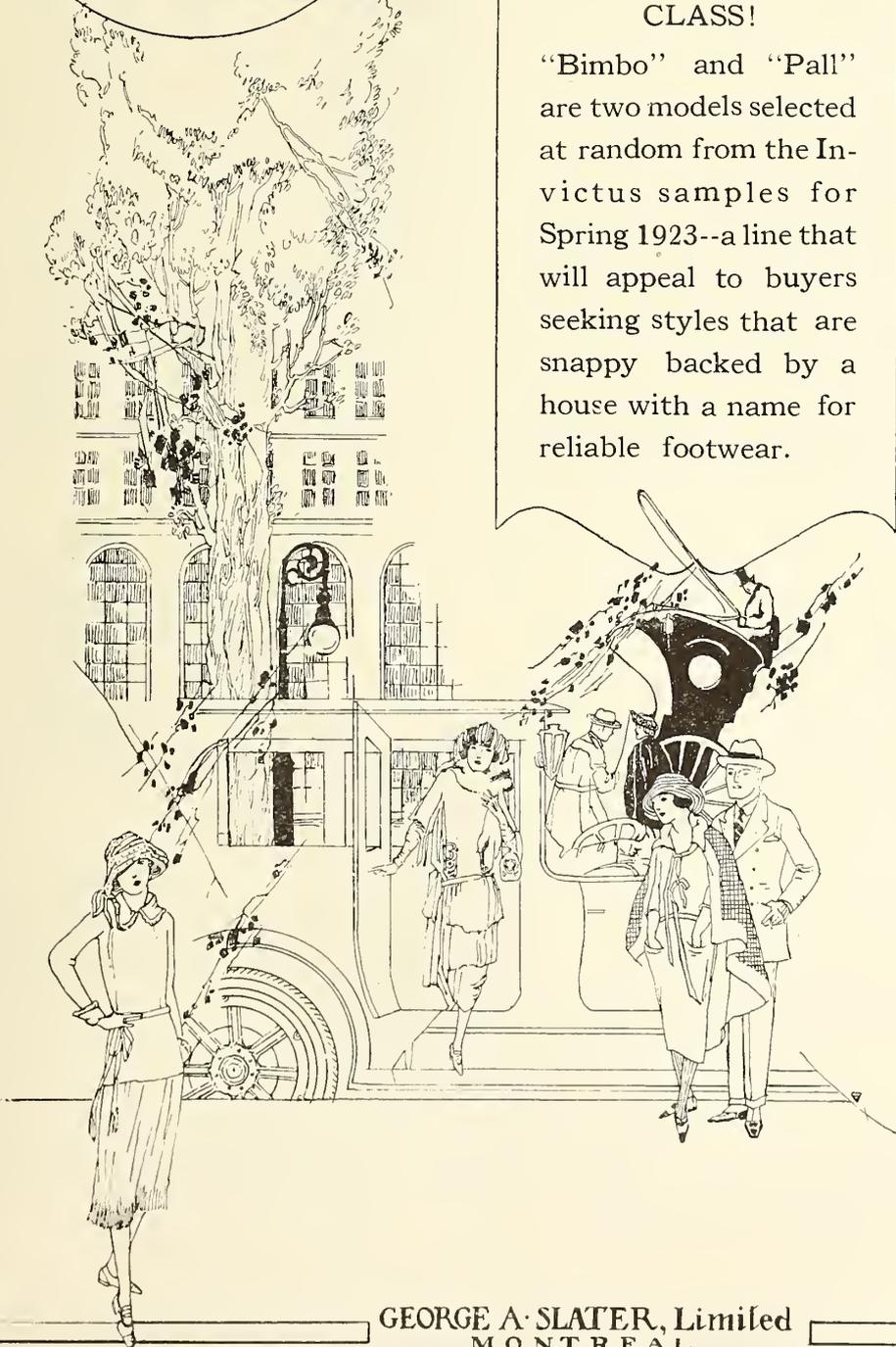
Manufactured by
CANADA CABINETTE HEELS
 Limited

2732-2736 St. Hubert St., Montreal, Canada
 Calumet 1959

Invictus
THE BEST GOOD SHOE



CLASS!
"Bimbo" and "Pall"
are two models selected
at random from the In-
victus samples for
Spring 1923--a line that
will appeal to buyers
seeking styles that are
snappy backed by a
house with a name for
reliable footwear.



373/45-Br. Willow Calf Slip
Sole Bal. "Bimbo" Last.

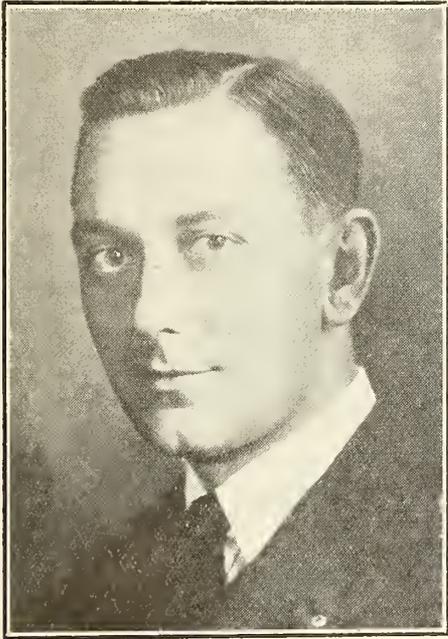
387/128-Br. Willow Calf Saddle
Oxford Single Sole. "Pall" Last.

GEORGE A. SLATER, Limited
MONTREAL

Mention "Shoe and Leather Journal" when writing an advertiser

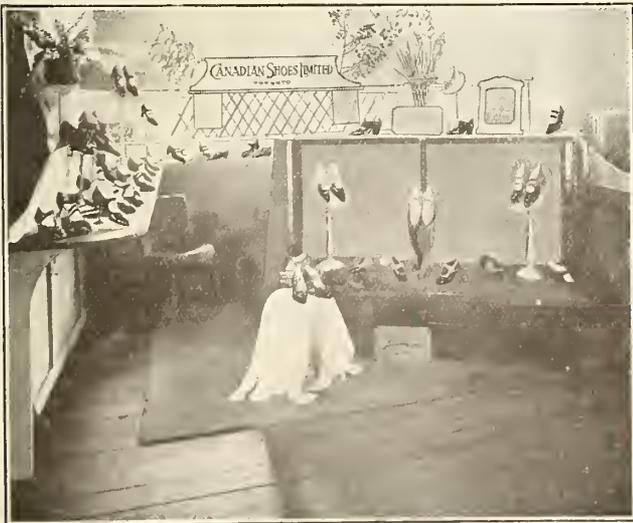
CANADIAN SHOES, LIMITED.

Under the management of Mr. S. T. Stephens, and thoroughly reorganized, Canadian Shoes, Ltd., of 122 Wellington Street, West, Toronto, is specializing in the wholesale distribution of women's novelty, semi-novelty and staple shoes. Their policy of obtaining exclusive lasts and patterns has been extremely successful, and allows them to get business that manufacturers could not handle except out of in-stock departments. Aiming at a medium priced shoe, they are finding an



Mr. S. T. Stephens

opportunity that exists somewhat out of the beaten track. Their fall line includes the latest ideas in straps and oxfords in plain leathers and in combinations, while their policy of handling novelty shoes keeps them right up-to-date with the styles. Much favorable comment was caused by their display at the recent Shoe Show at the Canadian National Exhibition, and many inquiries have been received as a result.



At present they have five representatives on the road, Mr. F. Rousseau, in Western Ontario; Mr. J. McGinnis, in Toronto; Mr. J. Hamilton, in Ottawa and District; Mr. R. B. Young, in Eastern and Northern Ontario; and Mr. S. Clark in the Maritime Provinces.

CHEAP MATERIAL

IN THE FINISHING ROOM IS

FALSE ECONOMY

THE BEST IS CHEAPEST IN THE LONG RUN
BOSTON LEATHER STAIN CO.

Makes only the HIGHEST GRADE of FINISHES

We are

EXCLUSIVE CANADIAN AGENTS.

We carry large stocks of B.L.S. goods at

MONTREAL KITCHENER-QUEBEC

ready to give you real service.

CYCLONE BLEACH, THE ONLY REAL SOLE BLEACH.
MAGIC STAIN, PARAGON STAIN, ALL SHADES:
KING and ULTRA EDGE INKS BLACK and COLORS.
BLACK DIAMOND HEEL and SHANK INKS.
DYES, BLACK and COLORS FOR ALL PURPOSES.
DRESSING and POLISHES
FOR ALL KINDS OF LEATHER, BLACK and COLORS.
BOTTOM POLISHES, WAXES, etc.

You can't go wrong on this line. Every Item is guaranteed twice; by Boston Leather Stain Co., and by us. If anything goes wrong we make it right quick. Don't place your WINTER ORDER until you KNOW what we have to offer YOU.



INTERNATIONAL SUPPLY Co.

Main Office

154 Notre Dame St., W.

Montreal

BRANCHES

37 Foundry St., W.

566 St. Valier St.

KITCHENER, ONT.

QUEBEC

Established 1915

COLUMBUS RUBBER CATALOGUE.

The Columbus Rubber Co. Ltd., of Montreal, have issued an attractive thirty-two page catalogue, covering their Tipperary Shoes for Athletic and Summer Wear, for the season of 1923. The booklet is printed in French and English, and with descriptions and illustrations, displays their line of "Fennis" goods. Work shoes, running boots and shoes in white and brown for men, women and children, outing shoes for women, children and misses in staple and fancy designs are shown, and sandals, oxfords, one and two straps, white, with black trimmings and saddles, imitation welts, and bathing shoes round out a very complete line of goods for next summer.

PETER CHOUINARD JOINS DUFRESNE & LOCKE.

Mr. Peter Chouinard has joined the staff of Messrs. Dufresne & Locke, Montreal, in the capacity of style and sales manager of the women's footwear department. Mr. Chouinard was associated with The Regina Shoe Co. for a number of years, visiting the Boston and New York markets every few weeks seeking the very latest in women's fine shoes.



This announcement would not be complete without stating that Peter goes to one of the best equipped and best organized factories in Canada. The name Dufresne & Locke is known from coast to coast and Peter is to be congratulated on becoming associated with this well-known organization.

Messrs. Dufresne & Locke are adding many new lasts and patterns and in a very short time this factory expects to be second to none in producing women's high grade and staple footwear in welts, turns and McKays.

INTERNATIONAL SHOE AND LEATHER FAIR

The Twenty Third Annual International Shoe and Leather Fair is being staged at the Royal Agricultural Hall, London, England, October second to sixth. While few Canadians have the opportunity of attending this fair, the management have issued a general invitation to the Canadian Trade, and have placed tickets at their disposal in this office.



WHAT you want when you want it
is the satisfaction of acquaintance
with **VAN SCHAAK**. Complete
stocks at Chicago and Boston.

SOLUBLE COTTON
PATENT LEATHER SOLUTIONS
AMYL ACETATE
COTTON SOLUTIONS
ETHYL ACETATE
REFINED FUSEL OIL

VAN SCHAAK BROS
CHEMICAL WORKS
CHICAGO ILL.
BOSTON · CLEVELAND · CINCINNATI · DETROIT

NOTICE TO SHOE MANUFACTURERS, RETAILERS AND THE PUBLIC

The Thomas G. Plant Company, of Boston, Mass., in their development of the manufacture of special forms of Flexible Footwear, have purchased the patent rights, license contracts, and business heretofore carried on by William J. MacFarland and the Mac & Mak Company. These patent rights cover broadly the manufacture of shoes having a so-called "Released" or "Unlocked Shank" portion for greater ease and flexibility in the completed shoe.

All shoe manufacturers, shoe retailers and the public are hereby notified of our ownership of these patent rights for making shoes resulting in an "unlocked," "released" or "free" shank portion, whether made by MacFarland's preferred method or otherwise.

All parties desiring to manufacture flexible shoes of this type should apply at once to us for licenses. All manufacturers now making shoes with an "unlocked" or "released" shank portion, except present licensees, are hereby notified to at once cease infringing.

THOMAS G. PLANT COMPANY, BOSTON 20, MASS., U. S. A.



AMONG THE SHOE MEN.

We like to receive items for "Among the Shoe Men." Send 'em in!

L. C. van Geil, general manager of the Norfolk Shoe Co. Limited, Simcoe, Ont., and of the Tillsonburg Shoe Co. Ltd., Tillsonburg, Ont., spent some days in Winnipeg last week on business.

Mr. Robert Ralston, of the Robt. Ralston & Co. Ltd., Hamilton, accompanied by Mrs. Ralston, is on a trip to the Old Country, combining business with pleasure. They will be absent for some weeks.

Mr. Lister Levy, of the C.S.F.N. Co., Toronto, is on a trip to New York, calling on several of the companies his company represents in Canada.

Mr. Owens, of the Owens-Elmes Mfg. Co. Ltd., Toronto, recently made a business trip to New York.

Mr. T. Y. O'Neill, of the Miner Rubber Co., Limited, Montreal, recently spent some time in the Maritime Provinces on business in the interests of his firm.

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

Mr. John Brouillard has succeeded his father, the late Charles Brouillard, as superintendent of the Eagle Shoe Co., Limited, Montreal.

Mr. David Marsh of W. A. Marsh Co., Ltd., Quebec City, visited Montreal recently on business.

Mr. J. D. Farnsworth of Farnsworth Hoyt & Co., Boston, Mass., came to Montreal to attend the funeral of the late Mr. Horace D'Artois. He afterwards spent some time calling on the trade in Montreal and Quebec.

John R. Evans, Limited, Leather Manufacturers, have closed their Canadian Branch which was situated on Lemoine St., Montreal.

Mr. K. G. Walters, the popular and well known shoe salesman is now representing Geo. A. Slater, Limited, in the Maritime Provinces.

Mr. W. F. Martin of the Kingsbury Footwear Co., Ltd., Montreal, has just returned from an extensive business trip through the Maritime Provinces.

The death occurred suddenly on Sept. 7th., in Montreal, of Mr. Horace D'Artois, who for a number of years was connected with various branches of the shoe and leather industry. His funeral took place on Monday morning Sept. 11th., from his late residence Hutchison St., to St. Viateur Church, Outremont, and was very largely attended by representatives of all branches of the trade. Interment took place at St. Hyacinthe, Que.

Mr. Gordon S. Hubbell is now carrying J. A. Scott's leather lines in Montreal.

Mr. A. L. Dupont of Dupont & Frere, was one of the enthusiastic admirers from Montreal who attended the Canadian National Exhibition at Toronto.

Mr. Jos. Daoust of Daoust, Lalonde & Co., Ltd., Montreal, accompanied by John McEntyre of John McEntyre, Ltd., same city, made a flying visit to Quebec recently.

Mr. J. Tabrett of the Canadian Stitchdown Co., Montreal, journeyed down to Moncton, N.B., and made one of the prominent young ladies of that city his bride. They were married on Sept. 6th.

Mr. J. Des Roches, formerly of the Hartt Boot & Shoe Co., Limited, of Fredericton, N.B., is now specialty salesman for Geo. A. Slater, Limited, Montreal.

The Regina Shoe Co., building on Aird Avenue, Montreal, was on Sept. 5th., sold by auction. It is understood that the sale price was \$82,500. This is exclusive of the machinery which was afterwards sold to various firms.

Mr. W. Hebert of the firm of Gagnon, Lachapelle & Hebert, spent some time in Toronto recently and was very much interested in the Exhibition.

Mr. J. B. Goulet, of O. Goulet & Son, Ltd., has been recently calling on the trade in Montreal and Toronto.

Mr. C. J. Jones, purchasing agent of the United Shoe Machinery Co., of Canada Ltd., Montreal, was one of the many Montreallers who attended the Canadian National Exhibition at Toronto.

Mr. N. Charbonneau, father of F. X. Charbonneau of Charbonneau & Deguise, shoe manufacturers, Montreal, died on Sept. 7th. at Joliette, Que. Mr. Charbonneau was 74 years of age and was well and favorably regarded throughout his section of the country. The funeral took place on Saturday, Sept. 9th., and was very largely attended. Among those present was Mr. W. H. Budreo of Toronto and Mr. J. E. Nickel, Chatham. Among those who contributed to many beautiful floral tributes were the employees of Charbonneau & Deguise, Mr. Oliver Tetrault of the Tetrault Shoe Mfg., Co., The Canadian Footwear Co., Limited, Montreal and Mr. T. J. Murphy of Toronto.

We wish to congratulate Mr. and Mrs. R. D. Ayling, of Toronto, on the new addition to their family, a daughter, born on September 3rd.

F. G. Lockett, shoe merchant, and Mrs. Lockett, recently celebrated the fiftieth anniversary of their wedding. Mr. and Mrs. Lockett were married in Belleville, but have resided in Kingston for thirty-three years.

The premises and stocks of the Yate Shoe Shop, Winnipeg, Man., suffered a loss of \$125,000 by fire recently. Stocks in the basement of the Portage Boot Shop, in the same block, suffered a water damage of \$12,000. The fire originated in an explosion from an unknown cause. All losses were covered by substantial insurance.

Mr. J. E. Wills, who has been conducting a boot and shoe business in the Willis Block, opposite The Expositor Office on Main Street, Seaforth, Ont., for a number of years, this week disposed of the business to Mr. F. W. Wigg, of Tavistock, who has taken possession.

Mr. and Mrs. Jacob Richman, of Toronto, were victimized by confidence men to the extent of \$2,400, recently. Mr. Richman, who owns a repair business, was fleeced of his savings covering a period of years.

Mr. M. Barth, a former citizen of Stratford, has the unique position of being the oldest shoe repairman in the United States. Mr. Barth has been repairing shoes for seventy-one years.

Mr. James Weir, shoe merchant of Toronto, who died last June, left an estate of \$46,984.

Mr. J. B. Goulet, of the O. Goulet and Sons, Limited, Quebec, was in Toronto and Montreal, calling on the trade recently.



New Castle Kid

Noted for its excellent Finish, fine Texture and wonderful Wearing Quality

The Leather for Greater Value

Fancy Colors, White, Black, Glazed or Mat

Canadian Agents

for American Tanners of Calf, Splits, Indias Heavy Leathers, Skivers, Cabrettas, as well as for Cotton and Cloths

WRITE OR WIRE FOR SAMPLES

New Castle Leather Co. Inc.
New York

Canadian Branch—335 Craig St. W. Montreal
Factory—Wilmington, Del., U. S. A.



The Kid That Made Fine Shoes Famous

Ask any of the Shoe Manufacturers using *good kid* and they will tell you that they can always rely upon FAMO.

Henwood & Nowak, Inc.

95 South St. Boston, Mass.

New York Representative
SEIDERMAN-SALMON, Inc.

95 Gold Street -:- New York City

GEO. W. NEWMAN LEATHER COMPANY

Cincinnati and St. Louis

Canadian Representative

R. E. Bennett & Co. Room 32, 70 Lombard St.

Toronto

Phone Main 4016 w

Fire did considerable damage to machinery and stock at a shoemaker's shop, recently. A. Giroux, proprietor of the shoe repairing business, will be several days cleaning up the premises and securing new machinery for his work.

Fire of a serious nature destroyed the premises of the Racine Tannery, on Boulevard St., Montreal, last week, causing a loss of \$25,000.

John Jago, North Bay, Ont., representing D.R.F. in the North Country, is making his home in North Bay. Mr. Jago is known as "Honest John," and is well known in the North, even through to Winnipeg, over which ground he has travelled. One of Honest John's pastimes is fishing. It is said even the speckled Bass know him. He is really not much at hunting big game in winter, but is very good at shooting the bull.

Mr. William Williams, shoe merchant, of Acton, Ont., has sold his two stores to Mr. Norris Brown, of Toronto.

The Penhale Boot Shop, St. Thomas' newest shoe store, located at Talbot street, Engineer's Building Block, was formally opened to the public last week, under the proprietorship of Mahlon Penhale, son of Mrs. M. E. Penhale, a former resident in Gladstone avenue, St. Thomas.

G. P. Farmer, who has been in the boot and shoe business in Perth for over fifty years, has sold out to two promising young men, Messrs. P. E. Smiley, Shawville, and Ivan Thompson, Ottawa, Ont.

The many friends of Mr. Ed. R. Lewis, the well known leather man, will be pleased to hear that Mrs. Lewis, who has been seriously ill for some weeks, is now on the high road to recovery.

Mr. B. F. Ackerman, of the B. F. Ackerman & Co., Peterboro, was in Toronto last week.

Mr. John Myles, General Manager of the Columbus Rubber Co., Montreal, spent a few days in Toronto, recently. Mr. Myles reports that the shoe outlook for the future is bright.

Mr. Kittle, of Kenworthy Bros., Ltd., St. Johns, Quebec, registered at the Walker House during his Toronto visit last week.

Mr. Pickard, Winnipeg, leather buyer for the T. Eaton Co., was in Toronto last week.

Mr. Harry Steele, of the Solid Leather Shoe Co., Preston, was in Toronto, calling on his many friends, recently. Mrs. Steele accompanied her husband.

Mr. Elliott, buyer for the Carriage Factories Ltd., Montreal, was in Toronto, calling on the trade, recently.

Mr. J. A. McLaren, of the McLaren Shoe Co., Ltd., Toronto, spent a few days in Montreal last week.

Mr. Leslie Peters, of the C. H. Peters Sons Ltd., St. John, N.B., called on the trade in Toronto last week.

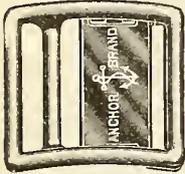
The wholesale shoe firm, Deschamps & Jobin (Reg.), Montreal, was registered recently.

Laberge, Desbiens & Co., shoe manufacturers, located in Montreal, have been registered.

Mr. H. C. Parker, of Parker Irwin, Limited, Montreal, has suffered a bereavement in the death of his mother, which occurred recently at her late residence in Lynn, Mass. Mrs. Parker was the wife of Chandler L. Parker, the well-known lecturer and writer. She was seventy-one years of age and had resided in Lynn for the past twenty-five years, where she was admired by an exceptionally large circle of friends. Interment took place at Georgetown, Mass.



A NEW SLIDE BUCKLE FOR STYLISH FOOTWEAR



No. 1475 (Composition) **No. 1475½** (Iron Cast)

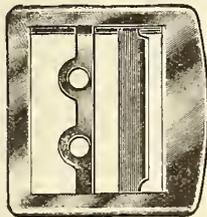
Sizes $\frac{3}{8}$ - $\frac{1}{2}$ - $\frac{5}{8}$ - $\frac{3}{4}$ - $\frac{7}{8}$ Inch
Standard Finishes

A light pattern slide buckle suitable to the present needs of shoe manufacturers, is a brief description of No. 1475-1475½

It is designed to fill a pressing want — a buckle similar to the popular No. 1375 - 1375½ but improved in construction and more attractive in the eyes of those who prefer lighter lines.

This new buckle eclipses all others of this type in appearance and utility. Send for free samples now.

EXCLUSIVE DESIGNS RIVET TYPE BUCKLES



1379
Composition
Size 10 line ($\frac{13}{16}$ Inch)
STANDARD FINISHES

There's a steady demand for buckles which can be attached to straps by riveting. Two popular designs made by us are shown above. They have the advantage of being assembled to the footwear quickly and at minimum cost. Send for free samples now.

Send for Bulletin 135 illustrating the "Anchor Brand" line of Buckles for footwear. It's free.



1419
LAKE PATTERN
Patent Pending
Composition or Iron Cast
Sizes $\frac{3}{8}$ - $\frac{1}{2}$ - $\frac{5}{8}$ Inch
STANDARD FINISHES

ALL LEADING JOBBERS SELL
"ANCHOR BRAND" BUCKLES

NORTH & JUDD MFG. COMPANY
NEW BRITAIN, CONN., U. S. A.

BRANCH SALES OFFICES

ST. LOUIS
608 VICTORIA BLDG.
SAN FRANCISCO
POSTAL TEL. BLDG.

NEW YORK
127 DUANE STREET
CHICAGO
326 W. MADISON ST.

ANOTHER GOLD WATCH.

Mr. Fred Tomlin, of D. D. Hawthorne Co., has forsaken the shoe trade for the automobile business, and is joining his brother in H. Tomlin & Co., St. Clair Ave., Toronto. The staff of D. D. Hawthorne Co., on the occasion of his departure from the firm, presented him with a gold watch. In making the presentation, Mr. A. J. Tipping expressed their regret that he was leaving them and extended their best wishes for success in his new fields.

MR. R. L. (MIKE) STYLES MOVES TO PHILADELPHIA.

On Thursday, Sept. 14th, Mr. R. L. Styles, of the John R. Evans Leather Co., Limited, was the recipient of a presentation from a number of his friends, on the occasion of his leaving Montreal to take charge of his firm's Philadelphia Branch. The party gathered at the Offices of the Company, 214 Lemoine St., taking Mr. Styles completely by surprise. He was given a solid gold watch and chain, with knife attachment, the presentation being made by Mr. Wilfrid Gagnon, general manager of Aird & Son, Limited. Mr. Gagnon's well known eloquence was brought full into play in his well chosen remarks in eulogy of Mr. Styles' many excellent qualities. He expressed the feeling of regret that existed throughout the Trade at the departure of Mr. Styles, and how all would miss the likeable personality that had so endeared him to an ever growing body of friends since his coming to Montreal in 1917. He closed by expressing the wish that this valued friendship would be kept renewed by frequent visits from Mr. Styles to his many Canadian friends. Several others also spoke in terms which showed the esteem in which the honored host is held. Controlling his surprise with admirable skill, Mr. Styles made a most appropriate reply, reviewing the happy associations of his period of residence in Montreal and expressing his deep appreciation of this unexpected kindness. Upon leaving the Offices following the presentation a few of the friends completed the event with a very enjoyable dinner.

In addition to the handsome presentation Mr. Styles was also made the recipient of numerous individual remembrances from various members of the Trade.

DEATH OF MR. WALTER BURNILL.

The shoe trade of Canada lost one of the most aggressive members, and one who might properly be termed a pioneer, in the death of Mr. Walter Burnill, of Toronto. Mr. Burnill left Canada in July for a visit to the Old Country, partially on account of his health, and while in England passed away.

The late Mr. Burnill was widely known as one of the first men in Canada to adopt modern machine methods to the repairing of shoes. And on the basis of sound methods and a thorough knowledge of shoes and their materials developed a successful business in repairing, custom manufacture, and re-tailing of shoes.

Born in Yorkshire, he came to America at an early age, and started business in Toronto more than twenty years ago. He was prominently identified with association work in the retail and repairing fields, having held office in the Toronto Shoe Retailers' Association, the Toronto Shoe Repairers' Association, and was also on the executive of the Ontario Federation of Shoe Repairers.

WELCOME HOME!

After spending over two months away from Toronto, during which time they "did" several countries of Europe, Messrs. Warren T. Fegan and J. W. Jupp, returned home with their parties on Sunday, September 16th. While they report having enjoyed every minute of the trip,—with the exception possibly of a few minutes on the ship during the return voyage—they say that Canada still looks good to them, and, though they may be a bit prejudiced, Toronto is better than any spot they struck during the summer.

They left Canada early in July, and were given a royal send off by brother shoe men in Montreal. Some time ago we chronicled part of their impressions of England, after they landed at Liverpool. After a short stay in England they left with a party to cover Belgium, where they visited the spots made historic during the great war. They were particularly impressed with the industry of the Belgians. Men, women, children and dogs are all at work. Building activity is tremendous, in many cases whole villages being reconstructed. Driving through parts of the country which felt the hand of war heavily, there is not a house to be seen, nor a tree, while debris is piled like haystacks where it has been gathered from the roads and fields. The fields are being cultivated in the intensive fashion characteristic of the country, and crops looked to be bountiful in promise. They visited Brussels, Bruges, Amiens, and among other points saw Zeebrugge, the scene of the British Navy's daring exploit.

Travelling through Luxemburg and Alsace-Lorraine, they came to Switzerland, when several days were spent at Lucerne, Geneva, Interlaken, and other points of interest. That country has not suffered to any extent, is prosperous, industrious, and particularly impressive as to cleanliness. Ab-



Mr. Warren T. Fegan

sence of coal smoke and dust means light work for the laundries.

Swinging back through France, they spent over a week in gay Paris, which they surveyed fairly thoroughly. One of the high spots of the trip was touched when they crossed to London from Paris by aeroplane, the trip being made in little over

three hours. The aeroplanes, equipped with two twelve cylinder engines had seating accommodation for twelve, the trip was made in comfort and quite



Mr. J. W. Jupp

without mishap, yet provided quite enough thrill. To any shoeman who has passed through the hectic conditions of the past few years, however, the odd trip in an aeroplane will furnish only a mild exhilaration.

England, Isle of Wight, and Scotland were thoroughly enjoyed by the party, who sailed for Canada from Glasgow.

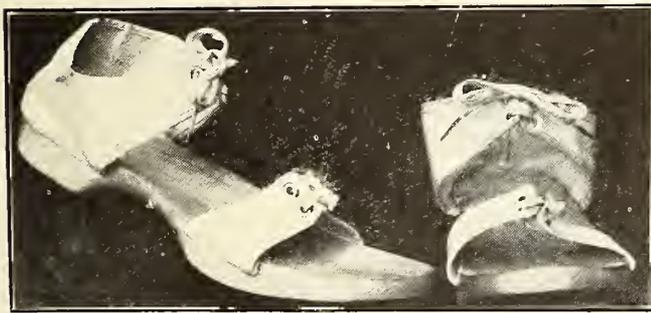
While in London they visited Mr. Walter Bunnell, of Toronto, who was at that time in the hospital. He left the hospital shortly after, feeling better, and it was not until they arrived home that they were shocked to hear of his death.

Although they were not across on business, they could not help but take note of shoes and shoe stores, and with all due respect to our European friends, the Canadian visitors could see little or nothing to be learned in the countries they visited. Methods of doing the shoe business on this continent appear far ahead of those in vogue in Europe.

There are a few very pretentious shoe stores in England, but for the most part the establishments do not compare at all with the average Canadian shoe store in stock, fixtures, appearance or methods.

While European styles are naturally quite different from ours, Messrs. Jupp and Fegan, both told *The Shoe and Leather Journal* that they saw nothing attractive or beautiful about the shoes worn in any of the countries visited. Short vamps, nobby toes, very high heels, all helped to deform feet. The impression they received was that no effort was made to fit the feet, such as is considered a good practice in this country. That in itself helped to detract from the possibility of well shod feet. Their conclusion was that the average woman in Canada is much better shod, and better fitted with shoes than is her European sister. As to shoemaking and materials, it might be granted that they were of a high standard, but the appearance and fitting qualities would not appeal to customers in Canada.

Eighty per cent. or more of the shoes seen in London and Paris were low-cuts, a great many of which were straps of various kinds. Shoes with cross bars at the front and side-gores were noted, as well as the ordinary one strap, cross strap, and other designs to which we are now accustomed. Patent and kid were most largely worn. A considerable number of boots were seen in England, of the short-vamped, high legged variety, not at all neat in appearance. Men's shoes in England are of course of a high standard, and not unlike our own, inasmuch as many of our style ideas along those lines are derived from that country. This, they say, applies to the better class of shoes. The so-called middle and lower classes in England, and the European countries are not nearly as well shod as in Canada. In Belgium quite a number of wooden shoes were noted. In Switzerland Mr. Jupp bought a pair of wooden soled sandals for about seventy cents, which he brought home as souvenirs, and which we reproduce. These were bought in an open street market. While the poorer classes cannot afford better shoes, this is obviously one reason why the shoe industry of the world is held back. For real shoes, they found prices in England were about on a par with those in Canada.



more than proud to acknowledge as his own.

The general impression registered by Mr. Fegan and Mr. Jupp, and expressed to The Shoe and Leather Journal, was that we Canadians do not realize how fortunate we are. We have problems of depression and unemployment, but they are nothing in comparison to the poverty, unemployment, and generally deplorable situation that exists in Europe as a direct result of the recent conflict.

LONG SKIRTS AND STOCKINGS.

There seems to be nothing to it but that for evening and afternoon wear, skirts will be materially longer, and for tailored suits somewhat longer than we have been accustomed to seeing during the last year. The women of America, with their boasted independence, are making protests against the changing fashion, but it begins to look as if it is like the weather "We all talk about it, but nothing is ever done." So the dressmakers of Paris and other centres will lead the gentler sex along by the nose, and make them drop their skirts towards the ground.

Whereupon we get all sorts of views from shoe and hosiery manufacturers and dealers. Where one takes the stand that longer skirts will be ruinous to style effects in clothing for feet and legs, another says just the opposite. As to hosiery, the opinion is advanced that with legs normally hidden by skirts, stockings will be something to show as a "treat." For that reason the women will devote even more attention to that portion of their attire. That is, to say the least, a novel view to take of the situation.

Undoubtedly, however, the fact that shoes and stockings have been clearly on view for such a length of time, has caused women to regard them as an important adjunct to proper costuming. And the education along these lines will not be forgotten in a day. Nor will manufacturers of hosiery allow the ground they gained to be lost. Women have become accustomed to the finer classes of stockings, in silk, near-silk, and sports effects. That their minds should be kept on this class of goods is up to the manufacturers and dealers. Long skirts or short skirts, hosiery must be worn. And under present day conditions it must be seen, and therefore must be attractive and presentable. Women have lost most of the old false modesty with regard to legs. They have been visible for so long, and the hosiery on them has been so useful in carrying out the effect of the costume, that it may be concluded that they will still be used for that purpose, as well as for locomotion.

Another souvenir of interest to shoemen, which was brought back by Mr. Jupp was a man's patent bal with chamois upper, which was exhibited in 1895, and took first prize from thirty-five entries. The shoe was exhibited by a Mr. Adams, who showed twenty-six shoes, nineteen of which took prizes. This particular shoe is a welt, made entirely by hand, and is a wonderful example of shoemaking by hand. The sole is extremely light, and the welt hardly distinguishable; the stitches on the sole are thirty to the inch. The heel is made up of a large number of thin lifts of sole leather, which had been skived and hammered smooth and firm. The fitting is of a quality that any shoe maker of to-day would be



Morton Double Bottom Flange Tubes for Lasts

Made in all sizes straight and flange

"The strongest Last Tube in the World"

E. S. Morton & Co.



Pat. Feb. 29, '70
Pat. Sept. 14, '15

13 Bay St., Brockton, Mass.

Pat. Feb. 26, '07
Pat. Sept. 14, '15

H. HANDELAN and STAFF of ARTISTS



SHOE ILLUSTRATION
TEL. CENT. 8232
WOODS BLDG.
CHICAGO



SERPENT SHOE
H. Handelan & Staff
We do not carry stock cuts

YOU WANT THE BEST

WHILE THEY LAST!

This isn't a mark-down sale. It's a chance for the retail shoe men of Canada who are most interested to get a copy of Frank P. Taylor's

Book Of Shoe Window Displays

Mr. Taylor is an authority on window display methods, who has compiled this book specially for the shoe trade. It covers window methods, giving reasons and examples, store-fronts, backgrounds, fixtures, cards, hints on seasonal displays—the whole works, in fact. The original price was \$2.75, and was low at that.

Our Special Offer

We have a limited number of these books on hand, and will send them out on the basis of "First come, first served", with a year's subscription (new or renewed) to the Shoe and Leather Journal.

The Two For Three Dollars

Isn't that fair? We'll go further. If, when you get the book, you are not satisfied, send it back to us, and we'll call the deal off. That's how much we think of the proposition.

Fill in the coupon and send it in.

Shoe & Leather Journal

545-549 King Street West

Toronto, Ont.

Dear Sirs—Enclosed find Three Dollars, for which please send me the Shoe & Leather Journal for one year, and one copy of Frank P. Taylor's Book of Shoe Window Displays. If I don't like the book when I get it, it is understood I can return it to you and we'll still be friends.

Wickett and Craig, Limited

Makers of

Fine Side Leathers

Bag--Case--Strap--Belt--Bookbinder's

Finished Splits of all Kinds

Goodyear Welting

There is no better welting made than what we cut from specially selected sides.

Toronto

Canada

The Shoe Repair Man

Co-operation

Repair Trade Should Use Team Work to Advantage.

WITH the slack season of the summer behind us, and the better times of fall and winter in sight, the shoe repairers are getting themselves lined up to take care of the public needs, and to build up business to the point of profit and prosperity. While each individual can make his plans to suit his own business and locality, there is much to be gained from concerted action by the members of the trade in the different communities. The Associations which now exist in many centres throughout Canada are renewing their activities for the season of 1922-23. In the summer, when evenings are long and days are warm, it is very difficult to persuade men of the advantages to be gained by being cooped up in a hot room threshing out problems. The time can be more profitably and comfortably spent in the open with one's family or friends.

But from September on, more time is spent indoors, and what is more worth while than to pass an evening a month discussing mutual problems with fellow craftsmen? Hence this word advocating the advantages of co-operation amongst the members of the repair trade. In some localities no Association exists, but would it not be worth while for the few repairers who are located there to get together, if not in an Association, at least in an informal manner, to get thoroughly acquainted, to talk over their problems and to devise ways and means of bettering their own condition and business?

In the cities where Associations already exist, the weight of every member of the trade is indeed behind the efforts of those who normally carry the load. Try as they may, it is impossible for any two or three men to effect any real progress if the trade, as a body, is not with them. It is probably true that every member of the craft is to some extent interested in the plans and progress of the Association. But if this interest falls short of carrying the individual to the meetings, when he can put

in his own word, then the chances for the success of the Association are slim. Questions of costs, profits, methods, unfair competition, hours of closing, and working conditions can only be settled by the fullest and widest discussion. The extension of repair activities by means of publicity is a question of prime importance that can be handled most cheaply and effectively by group action. The cost of the membership in any of the Associations is nominal, and does not constitute a fraction of the actual monetary advantages to be gained.

Playing the Game.

The shoe repairer has many angles to consider in the game he is playing, and which he is supposed to be playing fairly. Many men regard their primary duty as to themselves and to their families. That is all right, in so far as it goes. But from the broadpoint of view, the repairer's duties go beyond that. As one man says:—

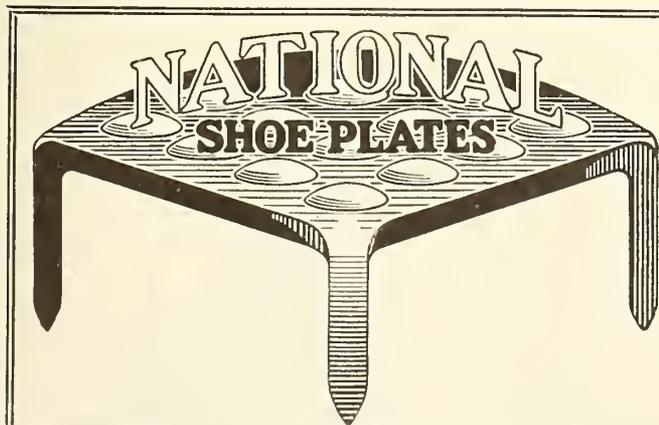
"If we use poor materials, poor workmanship, slovenly or careless methods, we are not playing the game fairly with the public.

"Give the world the best you have, and the best will come back to you. Give value for value received, the cheapest may be the dearest. Right in this connection, be sure that you do not fool yourself.

"Do not let your friends fool you. The friend who comes into your office and pats you on the back and tells you you are doing the best work in town, is not doing you a kindness. He is not the person to be the best judge of your work. The best judge of your work that you can possibly have is the public; the people who pay you good money for it. They will pass impartial judgment, a verdict which you simply cannot get away from.

"The best capital in business is sincerity of purpose.

"I once knew a repairer who thought he was very clever, and who started in to cut down his quality. He thought thereby to fool the public; that his customers would not notice the difference. But he had forgotten that homely old adage of our friend Barnum, who said, "You can fool some of the people some of the time, but you can't fool all the people



They are MADE Right and PACKED Right!

Just as the "National" Shoe Plate leads both for style and service, it also sets a new record for efficient, convenient packing.

"National" Shoe Plates now are packed first in neat one-gross cartons and then in heavy cardboard telescoping boxes as follows:—

Size No. 1:	Packed 10	one-gross	cartons	in	box
" " 2:	" 10	" "	" "	" "	" "
" " 3:	" 6	" "	" "	" "	" "

Furthermore, the boxes are neatly re-wrapped in stout paper with plain markings as to description and size of contents.

NATIONAL SHOE PLATE MFG. CO.,
160 NORTH WELLS STREET, CHICAGO, ILL.

all the time." He had forgotten something else. It is this: Your reputation will be just what you make it. Have you ever noticed the fact that the road is lined with clever tramps?

"Again, I would ask you to play the game fair with your inside staff.

"You expect your men to give you good work. Then give them good materials, good equipment, good shop, and pay them good wages. Never buy a machine because it is cheap. Here again the cheapest may be the dearest in the end.

"Continual cutting of prices without regard to cost, means the poorhouse in the end. Successful business means not only turnover but a fair profit, so that the selling price of repairs should bear a definite relation to the cost.

"It is one thing to be known, and another thing to be well and favorably known. Make your advertising tell your story. Talk about your equipment, your work, your modern methods of repairing. Talk about your materials. Talk quality, not price, and you will get proper results.

"Play fair with your competitor. Do not believe everything you hear about him that is bad, even if told to you by your own men. Get to know him personally. If you have trouble with him, try the milk of human kindness. Do more than play the game fair in his case. If he is in trouble, be the first to offer him help. Go out of your way to help him.

"Harry Lauder says, 'If you want a friend you must be a friend, and be friendly.' What does it profit a man if he gain the whole world and loses all his friends?

"There was an old saying in Yorkshire that went: 'If you want to do anything for nothing, do it for yourself.' Thank God that things have changed! We are trying to turn that saying inside out, and make it read, 'If you want to do anything for nothing, do it for your Competitor.'

"Another old saying that we are trying to turn inside out: We used to say 'God helps them who help themselves.' Now let us make it read, 'God helps those who help each other.'"

A TALK TO SHOE REPAIRERS.

That the English shoe repairers are up against similar problems to our own is shown by an address to the Coventry Boot Repairers' Association by Mr. H. J. Stone, as reported in the Shoe and Leather News. Some of their ideas and methods may seem quite different from what we are used to, and for that reason the address makes interesting reading.

He said to be successful they must start in getting their business premises into first-class order and condition. It would pay boot repairers to spend a few minutes each day in clearing up all scrap. He should have the window smartly dressed, and in it a few pairs of his finest repairs, so that customers could see the class of work he could do if they cared to pay the price. He should vary them so as to make a fresh attraction in the window. The repairer should exert himself to the utmost to make his work attractive, so that people would take notice and talk about it. As to the system of working, they must have a clean bench, kept for tools and nail boxes only. All scrap the benchman should make it a rule to drop on the floor, and the floor should be kept swept up. Skiving and levelling should be kept in a box under the bench. His advice was to use as much machinery as possible, and not for repairers

to kill themselves with hard labour by hand work. He did not mean to say that machines would do work better than by hand, but at the same time machines would do the work as neatly and reliable as any customer could wish. It was important to study the most profitable work, and to obtain this they must give their customers extra reliable leather. If the repairer would go carefully into his costings, he would find that the higher-priced qualities would show very little difference with other tannages, though at first sight the cost might appear high. Another point to study was comfort in boot repairing. Customers prized old boots for the comfort they gave, and it was important to retain the impression made upon the insole. If a boot had a middle sole, he stripped and levelled down with a rasp instead of knocking down with a big hammer, and taking out all the impression of the sole. By levelling down with a rasp it was an advantage in many other respects. They could finish with a more solid edge because they had a solid foundation. It was also much easier to re-sole, because if they used 18 or 19 gauge rivets it was a simple matter to strip and make a nice easy job to put the new sole upon. The boots would stand more new soles, because the old sole took a portion of the length of rivet. If they were not in the habit of repairing on those lines, he strongly advised them to give it a trial. The customer gained in comfort by the retention of the shape of the boots, and the repairer gained when the boots came to be repaired again. For finishing he advised either a drag or a sole plane, but if they used a cutter they should keep it sharp, and sharpen it in a proper manner or it would rag the edge. Then, after putting into "quick black," he set with a cold iron, using only a little wax when there were any cracks. He wanted to see men making their work more a pleasure than so much slavery. They did not want to see work done by a repairer that

Quick Profits

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HE CANNOT SUPPLY YOU WRITE—US

CLEVELAND
SHOE
PROTEC-TOE
MFG CO.



2406 E. 79th Street
CLEVELAND OHIO

Actual Size.

could hardly be distinguished from that of a "home ruler." They often found a man satisfied with doing his work as good as those about him, when perhaps the others were all poor workmen. His idea was that a man should not be satisfied with doing his work as well as anybody, but be keen to turn out the best work in the district. They were also out to make a profitable job of their trade, and they could only do this by turning out skilful work, and they would find it was high-class work that paid. The common work would drift down to those men who were not in an association, because the men in an association gained added knowledge transferred to them at their association meetings.

CALL AND DELIVER.

Rebuilding over thirty thousand pairs of shoes in one year, with a turn-over of twenty-two thousand dollars is quite a feat for a repair establishment. That is what Nanser & Jackson, of Seattle, Wash., have done. Their business consists almost entirely of goods for which they call, and which they deliver. It has always appeared as if this method of building business was not stressed as heavily as possible by Canadian repairers. The story of this Seattle firm, as related in *The Shoe Retailer*, should be of interest.

"Ninety per cent of the calls for work come to the firm over the telephone. And nobody need bring his shoes to the shop or call to carry them home. Nansen & Jackson keep two speedy light automobiles constantly on the go calling for and delivering shoes. Inside the shop between nine and ten persons are always at work, and so systematized is the method of handling the shoes that the shop is able to do much more work, and better work, than many of its competitors. It is a standing rule in the shop that shoes called for one day must be delivered the next. And they always are.

"Not content with this speedy and complete ser-

vice the firm also loans shoes while others are being fixed. In fact when it comes to service there is practically nothing Nanser & Jackson won't do for a customer. Yet the firm, with its 24 hour service, is able to make a profit charging \$2 to \$2.35 for half soles and \$3.50 to \$4 for full soles. The slightly higher prices are not only represented by service but by quality. Nanser & Jackson never use the word "repair," but instead on all their signs and advertisements appears the word "rebuilt." Nor does the word repair pass their lips when answering the 40 to 50 telephone calls that come in daily.

"The Nanser & Jackson claim to quality is readily admitted by shoemen when it is explained all their work is channel work and that the bottoms are finished nicely, the shoes properly blackened and always polished before allowed to leave the shop—in fact they can hardly be told from new.

"The firm covers all the high class residence districts of Seattle, and when calling or delivering shoes makes a practice of advertising itself by leaving tags on the front doors of residences. One of these tags says "Good Morning" and then explains its purpose. These particular tags are always put out in the morning and they explain that Nanser & Jackson are the originators of the "call and deliver idea."

VANCOUVER NOTES.

Slight improvement in business owing to change in climatic conditions, and the resumption of school duties after the holidays, has been a welcome factor these last two weeks.

The Quality Shoe, Number Three Branch are opening up on Fraser Avenue South, Vancouver.

The stock of the Edward Stark Shoe Limited, on Granville St., which was lately offered for sale by tender was purchased by J. Rea at 52½ cents on the dollar.

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

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Shoe Stocks for Spot Cash

— Send samples, particulars and prices to —

L. M. BARNETT

Wholesale & Retail Shoe Dealer
10 Market Square Hamilton, Ont.

References—Dun's and Bradstreet's.

Mr. R. M. Abbot, who has been visiting his relations at Ipswich, England, during the last two years, has returned, and taken over his store, that has been operated by Mr. J. Marshall during his absence.

The Vancouver Exhibition which was held during the last week, proved the most successful since their inception. Fine bright weather and record attendances during each day. The management estimate that between five and ten thousand dollars were made in profit.

Messrs. Leckie and Co. had their usual display of footwear, and upper leather of their own manufacture.

Mr. Pierre Paris also had an attractive display of footwear and machinery with two workmen employed making hand welted work.

The Vancouver Bag and Trunk Co. had a large display of trunks, bags and cases of their own manufacture.

Mr. W. J. Heads of Water St., was a successful prize winner with his poultry, taking two firsts, one second, and two other prizes with his exhibits of White Wyandotte.

Mr. W. G. Langdon took second prize for exhibit of vegetables.

CONVENTION OF WESTERN FINDERS.

The Fourth Annual Convention of the Western Canadian Leather and Shoe Finders' Association was held on Monday and Tuesday, September 11th and 12th, at the Palliser Hotel, Calgary, Alta. Some 15 members and a number of Associates were in attendance.

The convention was a success from every angle, and the members are enthusiastic as to the results already obtained by the Association, particularly in bringing all the different units and sections of the trade closer together. The scope of the work is indicated by the fact that members were present from Vancouver, Winnipeg, Edmonton, Victoria, Regina, Calgary and Saskatoon.

Many of the delegates arrived on Sunday morning and the local committee met the visitors on arrival and took them out to one of the local Golf Clubs, where a most enjoyable time was spent.

On the Convention being opened up on Monday morning, by the President, Mr. R. B. Francis, Mr. R. J. Hutchings, Vice-President of the Calgary Saddlery Company, addressed the meeting, welcoming all visitors to the City of Calgary, whilst Mr. F. R. Freeze, President of the Calgary Board of Trade, offered the privileges and use of the Board of Trade rooms to the visitors.

Monday morning was chiefly taken up with the business of appointing committees and listening to reports.

Members of the Convention had lunch together at the Palliser Hotel at noon, and, on the meeting coming to order in the afternoon, the chief subjects dealt with and discussed at considerable length were, "How we can aid our customers in the necessity of selling the idea to the public more generally of having shoes repaired."

On Tuesday morning, on the Convention coming to order, the chief business was the report of the Nomination Committee and there being no other nominations, the following officers were unanimously elected:—

Honorary President: Mr. R. B. Francis, Vancouver, B.C.; President: Mr. C. M. Adams, Winnipeg, Man.; 1st Vice-President: Mr. George Wheeler, Winnipeg, Man.; 2nd Vice-President: Mr. D. J.

Hutchings, Calgary, Alta.; Treasurer: Mr. F. W. Eastwood, Calgary, Alta.; Secretary: Mr. Walter Wait, Calgary, Alta.

Board of Governors: Mr. A. E. Spriggs, Winnipeg, Man., Mr. E. M. Dowdall, Winnipeg, Man., Mr. S. H. Adams, Regina, Sask.

District Secretaries: Mr. R. B. Francis, Vancouver, B.C., Mr. Charles Tripp, Edmonton, Alta., Mr. S. H. Andrews, Regina, Alta., Mr. A. E. Spriggs, Winnipeg, Man., Mr. W. J. Whittaker, Saskatoon, Sask., Mr. D. J. Hutchings, Calgary, Alta.

Edmonton was selected as the Convention City of 1923, it being decided to hold the Convention in that City on the second Monday and Tuesday in September.

At noon the delegates were invited to attend the Rotary luncheon and an enjoyable time was spent.

At the afternoon session, the reports of various committees were received and the business of the Convention concluded with a hearty vote of thanks to the retiring officers.

At the annual banquet, which took place at the Palliser Hotel in the evening, Mr. J. K. Studholme, of Victoria, gave a splendid address to the members, dealing with "The Leather Situation—Raw Hides to the Finished Product."

Suitable gifts were presented to Mr. S. L. McCracken for the splendid work he had done during the early stages of the Association, also to the retiring President, Mr. R. B. Francis, as a token of appreciation of the members for the splendid results which had been accomplished during his term of office.

BRITISH CONDITIONS.

The following is a statement issued by H. M. Trade Commissioner at Toronto, dealing with conditions in Great Britain:—

The improvement which began in February in the shoe industry is still maintained and everywhere a more optimistic tone is apparent. In the Northampton district it is reported that the volume of orders received during the past month has been greater than at any time since the slump, and there is, fortunately, no reason to anticipate a set-back in the near future. Retailers have effected more sales recently and are, in consequence, more generally disposed to launch out than for many months past, though in many cases they are still content with a "hand to mouth" policy. The progressive policy of many manufacturers in regard to new styles is having its reward, and there are not wanting signs that the smart light shoe which long ago captured feminine fancy is now appealing increasingly to men, who no longer regard boots and shoes as leather foot coverings and nothing more.

Everything considered, the boot trade has so far weathered the period of depression well, and the confident predictions that many manufacturers would find themselves in severe financial difficulties has been falsified. Some of the smaller firms have fallen by the wayside, but there have been none of those heavy crashes which some thought to be inevitable. This is a decided tribute to the inherent stability of the boot and shoe industry in the United Kingdom.

The changes which have taken place in the leather industry during the past month are all of a more or less unimportant nature. The tendency is for prices to harden, following a similar movement in the prices of raw hides. During the trade depression the main object of the tanners has been to keep their businesses going

CLASSIFIED ADVERTISEMENTS

EXPERIENCED SALESMAN WANTED, on Commission Basis, for North Western Provinces. We manufacture Women's Misses', Children's, Infants', Boys', Youths', and Gents' Boots and Shoes. Apply with references, Dominion Shoe Limited, 2302 Chabot St., Montreal, Que.

MANUFACTURER'S AGENT Requires Line of Ladies' or Children's Shoes for Ontario territory, commission basis. Address, for particulars, to Box 53 SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

POSITION WANTED by experienced Foreman Shoe Cutter & Pattern Cutter, at present holding similar position but wishing for Change. Good Refs. Box 55 SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

MANUFACTURERS' AGENT. Experienced Shoeman with established connection in Ontario territory, is desirous of a Ladies' & Children's line on a commission basis. Address for information to Box 54 SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

EXPERIENCED SALESMAN WANTED, on Commission Basis, for Western Ontario. We manufacture Women's, Misses', Children's, Infants', Boys', Youths', and Gent's Boots and Shoes. Apply with references, Dominion Shoe Limited, 2302 Chabot St., Montreal, Que.

WANTED:—For Western Ontario, good experienced shoe traveller to represent firm on commission, manufacturing a full line of Men's, Boys', Youths' and Gents', McKay and Standard Screwed shoes. Box 50, Shoe & Leather Journal, 545 King st. W., Toronto.

FOR SALE:—One Progressive Finisher approximately 14 ft. long. One Champion Finisher approximately 14 ft. long. One Bench Finishing shaft approximately 6 ft. long. One Champion Straight needle outsole Stitcher. One Fleming type Landis Curved Needle Stitcher. The above machines are guaranteed in good running order and condition and have been rebuilt by us. We will sacrifice these machines at a very low figure. UNIVERSAL SHOE MACHINERY LIMITED, 128 Queen Street, Montreal, Telephone Main 6233.

IMPORTANT:—Are you worried keeping books? Are collections slow? Worry no longer. Write or phone me. Immediate relief given. J. Pascoe Beel, Emergency Accountant, 545 King St. W., Toronto. Phone Ade. 6507

SALESMAN WANTED for Western Canada to carry a side line of women's novelty shoes on commission. Box 51, SHOE & LEATHER JOURNAL, 545 King St. West Toronto.

EXPERIENCED Shoe Salesman with office in Montreal, selling high grade ladies' and men's welts and turns in Montreal and Maritime Provinces, established wholesale and retail connections, is open to tackle boys' and children's line, sandals and other stitchdowns, felt slippers and shoe findings. Address Box 10, SHOE & LEATHER JOURNAL, 510 Coristine Bldg., Montreal.

SALESMAN for Winnipeg and the West to handle sheepskins for shoes, Saddlers Russetts, Suedes and coat leathers. Must have best of references and with good connection with the shoe trade and leather industries. Box 52, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

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Established 1852

Tanners 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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A Big Thing
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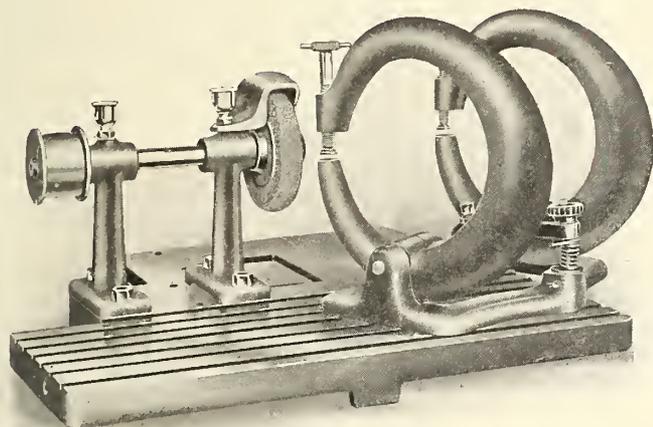
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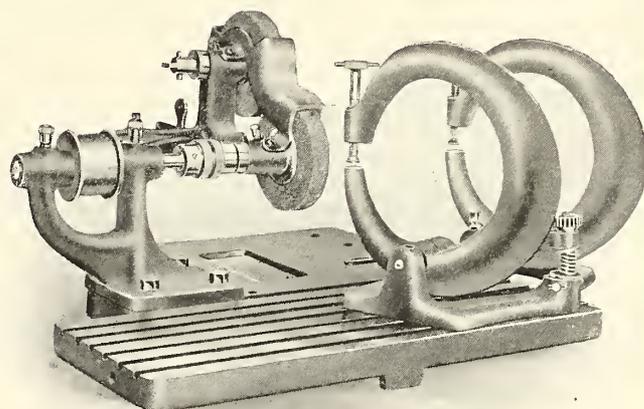
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Install one of these famous skate sharpeners
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during the slack season of shoe repairing

Simple to install

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Will operate on any shoe repairing outfit—or separately.

Now is the time to place your order to assure early delivery

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Dressiness is but one of the many virtues of Clarke's Patent Leather. Shoes manufactured of this dependable tannage give the wearer that well shod look, that distinguishes the well dressed person. Clarke's Patent Leather is a quality leather assuring perfect shoe satisfaction.

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“THE WEAR Is THERE”



Heavy Sole Leather

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All Selections and Weights
is very scarce and higher in price.

Sole Cutters are therefore turning to lighter weights.

Stocks of light & medium weight leathers are therefore being reduced.

Further advance on these weights in the near future seems inevitable.

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Producers of the Standard of Canadian Sole Leather

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D. & P. COUNTERS

When once you know the uniform superiority of D. & P. FIBRE COUNTERS, and how much they improve the quality and increase the value of your shoes, you join permanently the ranks of D. & P. users from Coast to Coast.

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"GUTTA PERCHA"

Canvas Shoes



Place Your Order Now

Make plans and preparations now regarding your stock of Canvas Shoes. The salesman will soon be there to show the improvements in the old models and the new additions to the line. If you have not yet received your copy of our interesting new catalogue, write your nearest distributor.

And Rubbers Will Soon Be Needed

Soon the fall of the year will be here. When the red and yellow leaves litter wet sidewalks and the first chilly winds send the twigs splashing into roadside puddles, then people turn into your store for "Gutta Percha" Rubbers--is your stock complete?

Gutta Percha & Rubber,
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Branches in all Leading Canadian Cities



Patent One Strap, Colored Inlays, medium Toe, 14/8 Heel.

The Charm of the "Chateau"

The Trade everywhere is voicing its approval of the judgment of our designers in creating this beautiful last and pattern as a vogue that best represents one of the strongest tendencies in to-day's footwear fashion

Only shoes that express Shoe Style with the absolute accuracy of the new Bell Lines deserve the place of prominence, as popular Style Features, in your Fall and Winter displays.

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C. E. Fice, Representative

Manufacturers for Canada of Dr. A. Reed Cushion Sole Shoes

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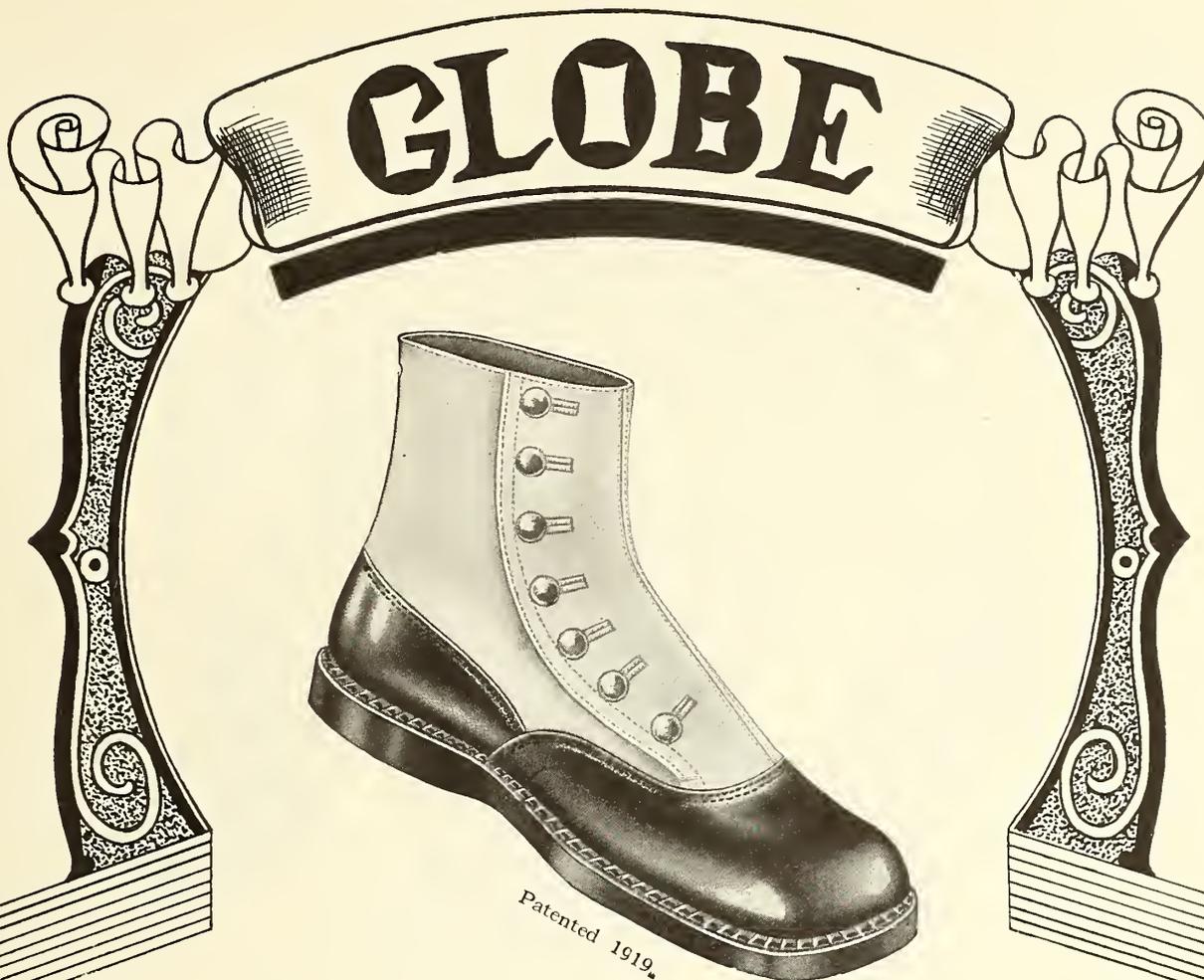
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Black Beauty

Chrome Patent Sides



Once you let GLOBE "PILLOW WELT" and "BABY PILLOW WELT" SHOES prove to you how they actually create more and quicker sales, you will entrust your Children's Trade to none other but these popular shoes that fit correctly, look better and wear longer.

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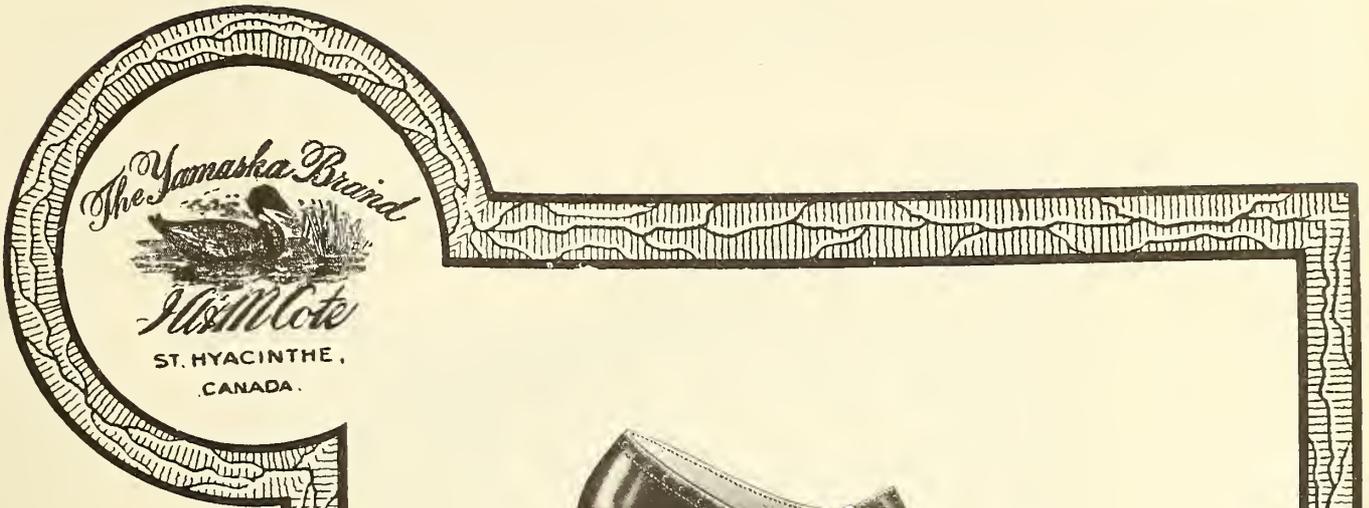
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Made in Brown and Black Calf, with heavy single sole or double sole.

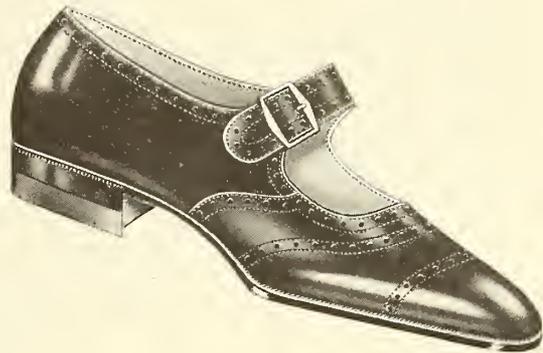
Another shoe originated by Tetrault to fill a SPECIAL need. Don't be without it this Fall and Winter.

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Largest Makers of Boots and Shoes in Canada.



These
Staples
Lead
All Over
Canada



*It's The Yamaska Line
You Need*

to increase your sales this Fall and Winter.

Because it is the Yamaska Line that stands at the top in staple footwear as the line of popular style, as the above sample shows.

And it is Yamaska shoemaking that gives customers the biggest value return for their money in well made, long wearing shoes.

Sufficient ordering of styles and sizes NOW will supply you with your season's requirements in these shoes direct from the factory at money-saving prices.

Yamaska
'Staples
for
Value!



La Compagnie J.A. & M. Cote
ST. HYACINTHE, QUE.



The Spaulding Counter is a QUALITY Counter

Shoe manufacturers who have tried Spaulding's Fibre Counters know that "Spauldings" stand for Quality of the highest degree.

Extreme care used in the manufacture of our own high grade fibre-board assures perfect fit, uniformity and dependability.

Write for samples or better still send us lasts you have difficulty in fitting and let us fit them free of charge with the correct Spaulding Fibre Counters.

J. SPAULDING & SONS CO., Inc.

Main Office and Factory
NORTH ROCHESTER, N.H.

Boston Office
203-B ALBANY BUILDING

PHILADELPHIA
John G. Traver & Co.
141-143 No. 4th St.

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

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

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

SEVEN FACTORIES
Tonawanda, N. Y.
No. Rochester, N.H.

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

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

Townsend Harbor, Mass.

Canadian Agents: International Supply Co., Kitchener, Ontario, and Quebec City
V. Champigny, Montreal.



This is a fac-simile of Marsh's **MEDICO** Label. Used only on cartons containing **MEDICO** Shoes, and all live retailers should have this label shown in their fixtures. For **20** years this **MEDICO** viscolized Full Double Sole Shoe has stood the test for Fall and Winter wear. **WHY?** Because both Uppers and Soles are made from Choicest Materials.

MEDICO

Shoes made only by

THE **W^M A. MARSH COMPANY, LIMITED**

QUEBEC, CANADA

TORONTO DISTRIBUTORS

D. D. HAWTHORNE & CO.

WHITE SHOE CO. LTD.

Mention "Shoe and Leather Journal" when writing an advertiser



Good shoemaking plus extra value brings increased trade to the merchants who feature

THE DOMINION LINE

A COMPLETE LINE OF FINE McKAYS

for Growing Girls, Misses and Children, as well as Boys, Youths and Gents.

DO NOT FAIL TO SEE OUR SAMPLES WHEN LOOKING FOR SPECIAL VALUES FOR THE COMING SEASON.

DOMINION SHOE, LIMITED

2298-2302 Chabot St.

Montreal

To Visit Our Plant Take Papineau Avenue Street Car Going North And Get Off At Bellechasse Street



“And in Cleveland you can reach me at the

Hotel Cleveland”

Where courteous service to the guests surpasses your every expectation.

Where this supreme service is rendered under singularly auspicious circumstances.

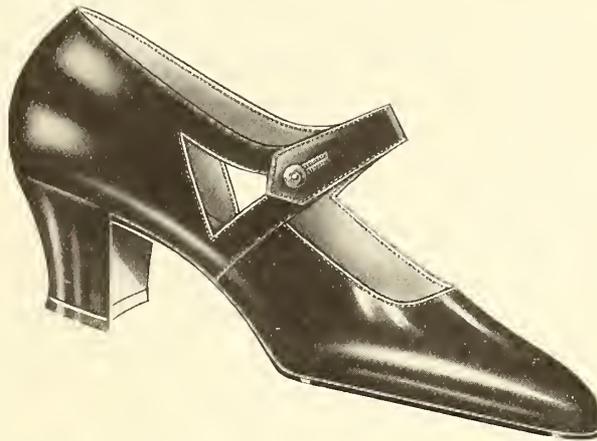
Where the atmosphere is homelike.

Where quiet refinement surrounds every move made by every employee.

1,000 Rooms

1,000 Baths

Hotel Cleveland
CLEVELAND, OHIO.



THREE
 —fifty
THIS IS REAL VALUE

- | | | |
|------|--|--------|
| 1434 | Wos. All Patent, One Strap, One Button, Turn Sole,
14/8 Covered Wood Heel. | \$3.50 |
| 1464 | Wos. All Black Kid, One Strap, One Button, Turn
Sole, 14/8 Covered Wood Heel. | \$3.50 |

If you want to be sure of getting in on a good thing, get your orders in on this Special now.

Both lines are of equally good shoemaking, the Patent model of full chrome Patent Leather, the other of high grade kid, both have pearl Button, French Cord Vamp, solid Counter, aluminum Heel Plate and No. 1 heavy gauge Oak Sole.

*IN STOCK—IMMEDIATE SHIPMENT
 WRITE, WIRE OR PHONE YOUR ORDERS*

We will be glad to send sample pairs.

James Robinson Company
 Limited
 184 McGill St. Montreal

"If Looking For Novelties Think Of Robinson First"

“Torn Advertisement” Reconstructed

WESTON SHOE COMPANY, Ltd.,
CAMPBELLFORD, ONT.

Established 1875

Incorporated 1902

For nearly fifty years we have been manufacturing shoes for the women and children of Canada. During that time we have not attempted to make the most in quantity, nor the cheapest shoes, but have endeavored, and with some success, to make shoes that combine the four E's --- Ease, Elegance, Endurance and Economy. Or in other words to furnish shoes that will “Fit, Wear. and Please at a Fair Price”.

We thank you for your generous patronage in the past, and solicit its continuance. If you have not formed the habit of asking for Weston's Shoes we would suggest that you do so, and refuse all substitutes. We know you will appreciate the good style and good service they give. It should be possible to purchase them in any reliable store.

Weston Shoe Company, Limited

Campbellford, Ont.

City Sample Room
F. J. Weston & Sons
53 Wellington St. West

MANUFACTURERS (OF)

Women's Misses' & Children's Shoes

Mention “Shoe and Leather Journal” when writing an advertiser

“Frank W. Slater’s Strider Shoe”

A LINE YOU CAN TRUST

Many of the country’s best retailers—men who can take no chances in letting lines of unknown or doubtful merit endanger their patronage—place Strider Shoes first in meeting their customers’ demands and holding their trade.

MEN’S AND WOMEN’S FINE WELTS

The unusual interest being created by the range of samples our travellers are now showing, indicates how we have succeeded in producing exactly what the Trade needs in new lasts, new patterns and worthy values.

Our men will also show you our complete In-Stock Lines, and tell you all about our In-Stock Department—one of the best money-making propositions before the Retailer to-day.

IN-STOCK LINES AS WELL AS A FULL RANGE OF SAMPLES CARRIED AT ROOM H, YONGE ST. ARCADE, TORONTO. PHONE MAIN 3960. COMPLETE SAMPLES AND IN-STOCK LINES ALWAYS READY FOR INSPECTION AT OUR FACTORY SHOWROOMS, 587 BEAUDRY STREET, MONTREAL.

“By every standard of comparison Strider Shoes are better.”

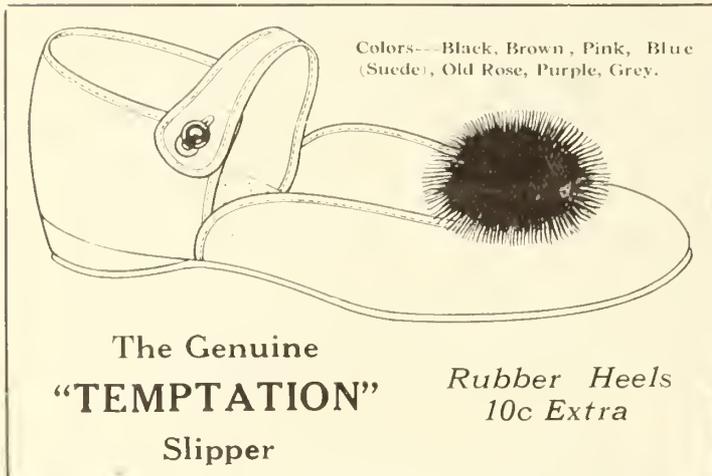
EAGLE SHOE CO., LIMITED

587 Beaudry St.

Montreal

Our Prices On Slippers

We can take care of rush orders if placed



In-Stock Service

30 Pair Lot

\$1.15 net.

No Charge
For Cartons

Under 30 Pair

\$1.25

Every Color

We have the latest Rhinestone Buckles, and Colonial Tongues, making old styles into new.

Terms: 2 1/2 %

10 Days

Net 30 Days

CANADIAN SHOES-FINDINGS

2 Trinity Square, Toronto, Canada



JOBBERS

IN-STOCK

A search through the entire market will not reveal to you shoes so well adapted in quality and price to your most important needs today as RELIABLE SHOES.

Reap the benefit of our In-Stock Service in buying your Fall and Winter Lines—Shoes of immense popularity in Style and Value available at shortest notice.

The RELIABLE SHOE CO., Limited

1666 Papineau Ave.

Montreal

Jos. Lacasse, Manager

Have Caused a Sensation

at once --- [Samples Gladly On Request]

(Samples and quotations supplied on all Shoe Findings-Send a Card)

INSOLES--LAMB WOOL SOLES

Every Grade of Shoe Lace

"Griffin" Polishes, Dyes and Creams

Lamb Wool Polishers, Suede Brushes, Non-Slips, etc.
Scholls' Complete Line. We save you 2¼% tax.

Order To-Day

*Everything in Shoe Findings
Slippers and Overgaiters*



Griffin Lotion Cream

Black, Tan,
Dark Brown and White
for
PATENT,
KID
and
KANGAROO
LEATHER

TWO
WAREHOUSES

-NOVELTY COMPANY,
153 Peel St., Montreal, Quebec

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, 252 Notre Dame St. West, Montreal, P.Q.

RICHARD FRERES, 553 St. Valier St., Quebec, P.Q.

A. DAVIS & SON, LIMITED

KINGSTON, ONTARIO



IT'S HERE-!

THE COSSACK BOOT



**IN
STOCK**
SIZES
2½ to 8
Packed 12 Pairs to Case



2.75
LIST PRICE

This (rubber) RUSSIAN BOOT is built especially for FALL, WINTER and SPRING wear, and is made to pull over any style of shoe.

It is extremely light in weight—White lining that will not soil the most expensive footwear.

The COSSACK BOOT will be used extensively for—EVERY-DAY WEAR in slush or rain—

WARMTH in COLD WEATHER for walking or motoring—THEATRES and DANCES.

BUILT for STYLE-COMFORT-WARMTH and HEALTH.

Can you imagine a more practical Boot for Women?

The Russian Boot --- In Rubber Footwear

D. D. HAWTHORNE & CO.

Wholesale Dealers in

FINE BOOTS SHOES RUBBERS

TORONTO CANADA

SOLE DISTRIBUTORS FOR CANADA

In the Market Place

Note and Comment on Conditions in Retail, Wholesale and Manufacturing Fields.

BARRING some few exceptions, the various branches of industry continue to register a regular movement in a forward direction. With labor troubles of a major character behind us, this continent was all set for a fall and winter of unusually favorable conditions. The European situation has upset some markets and caused a feeling of uneasiness, but with every prospect of an early and peaceful settlement of the difficulties, the effect should not be lasting or harmful. Agricultural districts will not feel the benefits of the almost uniformly good crops for some weeks yet, and on this account business in those districts has not developed to the extent that was hoped for, and is still expected. Nevertheless increased buying power is being felt in every direction, and a rise or firmness in prices of many commodities tends to impart confidence to traders and manufacturers. The general business situation is indicated by traffic movement which has assumed large proportions. Purchases of rolling stock by railroads will tend to correct gradually the congestion and difficulties that may stand in the way of freight movement during the next few months. In those parts of Canada which are dependent on lumbering activities, business has been very quiet, but there is a feeling that prospects are better than they have been for a long time.

Retail Trade.

The protracted spell of fine weather, with which the country has been favored, has been rather a mixed blessing. While those of us who can see the bottom of the coal bin, have been congratulating ourselves on there being no necessity to use up the black diamonds, and praying for frost to hold off a while longer, the country has been put in shape for disastrous conflagrations.

So far as the retail shoe trade is concerned, a dry warm September and October cuts down sales materially. The dress consciousness of men and women has spread to shoes to quite an extent, but they are still among the last articles of apparel bought to complete the outfit. So long as the footing is dry, and the shoes can be kept in fairly decent shape so far as outward appearance is concerned, the policy of the man or woman on the street seems to be to let well enough alone. Consequently, the shoeman and the shoe repairman look forward to cool, wet weather to stimulate business. Nevertheless there has been in the aggregate, quite a volume of business passing. Nearly all dealers report trade for September as better than August, and in many cases better than the same month a year ago. The latter is true, particularly of the larger cities, as those districts dependent on the agricultural community have found the going more affected by fine weather conditions. Opinions as to prospects for the next couple of months vary, but for the most part the retailers are looking forward to good business

during the balance of the fall. Straps are still selling more freely than any other style. Patent holds its place in the lead, and for dress wear satin is well regarded. Oxfords are moving in increasing numbers, and browns are becoming more popular than they were. A few boots are moving, as usual, but the volume of the high cuts may be expected to increase as weather becomes cooler. Some city stores report an excellent call for brown calf walking oxfords.

Men's trade has shown some improvement, and should show more as winter draws near. The improvement in the unemployment situation has undoubtedly had some effect on this trade. In the larger centres sales still run to oxfords, mostly black, but boots are selling more freely in the cities in black and brown, while in the smaller centres the sales consist largely of boots, with quite a proportion of browns.

Manufacturing and Wholesale.

Shoe manufacturers and wholesalers still find business to consist largely of immediate orders. These aggregate a respectable volume, and most factories while not taxed to capacity are comfortably busy finishing up the fall run. There has been some business placed ahead, but for the most part it is not possible to see farther than two or three months in advance. Makers of men's shoes have received gratifying orders for spring, and are busier than for some time past, but even in this field there is the tendency to buy very close to actual requirements. The style situation remains fairly stable, with here and there a new touch added of a minor character. Straps, largely of the button variety, cross straps, wish-bone patterns and oxfords constitute the bulk of the goods going through. Larger quantities of kid and calf in black and brown are being cut. Patent still constitutes a big factor in the output, either alone or in the combination with suede, satin, calf, or kid.

Prices show evidence of firmness and advance. In this country fifteen cents has been about the advance per pair in some quarters. Reports from large makers in the United States indicate increases of from twenty-five cents up. Canadian makers can only hold prices steady to the extent to which they have been covered on raw materials. After that they have two alternatives, viz., to absorb the increased costs, or to pass them on wholly, or in part. Obviously, it would be folly for them to raise prices in the face of public opinion were they not forced to do so. It is to the best interests of the trade that all branches should make a reasonable profit. It is only under those circumstances that the trade can be put on a sound basis. Tanners, faced with largely increased prices on hides and skins, with volume not any too heavy, cannot be expected to sell indefinitely at a loss. No more can manufacturers or retailers. A certain number of shoes will be sold to the public, and it is up to the various branches of the trade to co-operate with a view to seeing that they all receive adequate return for the service they render.

The style situation is to be discussed jointly by retailers, wholesalers and manufacturers in Montreal very soon, and out of that conference it is to be hoped will come something of immediate and permanent value to the trade.

Stray Shots From Solomon

There is a lot of lost or wasted labor that comes from lack of proper preparation. "If the iron is blunt, and we do not whet the edge,

WHET then must he put to more strength; IT. but wisdom is profitable to direct."

There are many people who spend too much time getting ready to do things but there are far more who use up unnecessary energy and miss countless opportunities through neglecting to sharpen their axes or file their saws. There are thousands of dollars wasted in advertising campaigns that might be made profitable if a little more time and thought were given to preparation. There are hundreds of stores that do only half the trade they might if their proprietors would only give a little effort to systematize and concentrate their efforts. The man in business needs sharp tools even more than the house builder. Give yourself a chance by using the whetstone.

* * * *

A sanctimonious countenance that would stop an eight-day clock or curdle a bowl of buttermilk is no guarantee of inward piety. If we were to go

A QUESTION OF LIVER. by appearances, "a new heart and a bad liver" would often

be a more appropriate Scripture apothegm than "a clean heart and a right spirit." It is the same in business. There are some men who imagine business sagacity is best evidenced by what they are pleased to call bluntness, but which other people interpret as ill-nature or bad breeding. There is no excuse for a man being ungentlemanly in business except the possession of a diseased liver, and with the drug store competition of today, calomel is so cheap that very little allowance should be made on this score. If one is to believe the reports of travellers, there is more need throughout the country for liver sanitariums than for jails.

* * * *

Many people have literally died for want of a kind word, and many more have atrophied mentally, and spiritually, because they have

SAY IT. never been encouraged to put red blood into their daily task. "With-

hold not good from them to whom it is due, when it is in the power of thine hand to do it." Never get so old and case hardened that you can't take off your hat and cheer when you see something that is worth spending wind on. Don't let those around you struggle on day after day, without letting them know someone

appreciates their efforts. The yellowest dog on the street will respond to a kind word or a bone. There are people who imagine that recognition of employees or kindly acknowledgments at home are wasted. These modern Scrooges, not only miss the real good of life, but are out of pocket hundreds, if not thousands of dollars by their wrong headed notions, about spoiling people by praise.

* * * *

The cult of psychology has thrown a good deal of light on some of the wise sayings of former days. It is one of the axioms now generally accepted that "The lib-

SHED YOUR SHELL. eral soul shall be made fat, and he that watereth shall be

watered also himself." If you want to be happy, make things brighter for someone else. If you want to be helped yourself, give some other fellow a lift. It is astonishing how some of our modern organizations are taking up, and applying the philosophies of millenniums ago. If you have been one of those old hide-bound, hard-fisted, narrow minded grabbers, who preach and "adorn" the doctrine of looking out for number one, get out of your shell. Join the Rotarians or Kiwanians, if your miserable disposition keeps you from connecting with some religious body. Crawl out, or you will snuff out.

* * * *

The man who looks for trouble wastes his time. Unless he be one of those fools over which Providence seems to exercise particular

YOU WILL GET IT. wakefulness, he will get his nose full several times in the twenty-four hours. "He that seeketh mischief, it shall come to him."

We get what we look for in this life, and have not long to wait. The man who goes down to the shop or warehouse expecting to find everything awry, may be absolutely certain that he will find trouble waiting for him on the doorstep. There is an old saying "never trouble trouble, till trouble troubles you," which like many such sayings represents only half the truth. It is like the interpretation often given to the words in the Sermon on the Mount: "Take no thought for the morrow," which means "Have no anxiety for to-morrow." Meet trouble when it comes, but don't invite it to enter your premises by raising distress signals.

Solomon

In A Lighter Vein

The Viewpoint.

"How do you like my new dress, dad?"

"I don't think much of it as a dress. As a hosiery ad, it's fine."

* * *

Comprehensive.

An Irish constable in an outlying district telegraphed to headquarters: "Motor just passed at furious rate in direction of town; killed heifer containing four gentlemen and two greyhounds, one of which was a clergyman."

* * *

The Big Show.

"Gentlemen, gentlemen, step right up and get your tickets for the Grand Prize Fight. Step right up, only a few left. For the small sum of \$2 you will see the biggest fight that was ever put up for the money. . . ."

"Say, mister, don't be too sure about that. I only paid \$2 for my marriage license."

* * * *

Calling His Bluff.

The crowd at the curb hung upon every word that the fiery street evangelist uttered.

"I tell you, my brothers, that the woman of to-day is all wrong. Take our young girls—what are they doing? Their hair is bobbed, their noses are powdered and their lips—what of their lips? Their lips, my brothers, are painted, painted with red paint, paint which will eventually eat the skin and . . ."

Just then a flapper came along.

"Don't take it so hard, old fellow; I'll put my lips up against yours any day!"

* * *

The Prodigal Son.

A teacher in a Western School was accustomed to tell the younger children stories from the Bible.

One day, on asking them if there was any story which they would like to hear again, a little fellow, whose vocabulary was not very scriptural, waving his hand to attract attention, eagerly called out: "Tell us about that silly guy who wanted his father to give him all the money that was coming to him, and then went off to the country and lived on pig-feed."

Dissipated Creature.

Passenger—"I say, driver, what is the average life of a locomotive?"

Driver—"Oh, about thirty years, sir."

Passenger—"I should think such a tough-looking thing would last longer than that."

Driver—"Well, perhaps it would, sir, if it didn't smoke so much."

* * *

Canonical Law.

Speaking on the marriage laws at a meeting presided over by an archdeacon, a curate remarked that it was not generally known that a man could not marry his widow's cousin.

"Widow's sister, you mean," corrected the president.

"No," replied the youthful cleric, "I mean widow's cousin."

The archdeacon was on his feet in an instant. His law must not be challenged by a curate.

"I tell you," he rejoined, "that a man may marry his widow's cousin, but not his widow's sister. You must really allow me to know."

"But," persisted the curate, "how can a man do anything in the way of marrying when his wife is a widow?"

* * * *

What This Country Needs.

What this country needs is not a new birth of freedom but the old-fashioned \$2 lower berth.

What this country needs isn't more liberty but less people who take liberties with our liberty.

What this country needs is not a job for every man but a real man for every job.

What this country needs isn't to get more taxes from the people but for the people to get more from the taxes.

What this country needs is not more miles of territory but more miles to the gallon.

What this country needs is more tractors and less detractors.

What this country needs isn't more young men making speed but more young men planting spuds.

What this country needs is more paint on the old place and less paint on the young face.

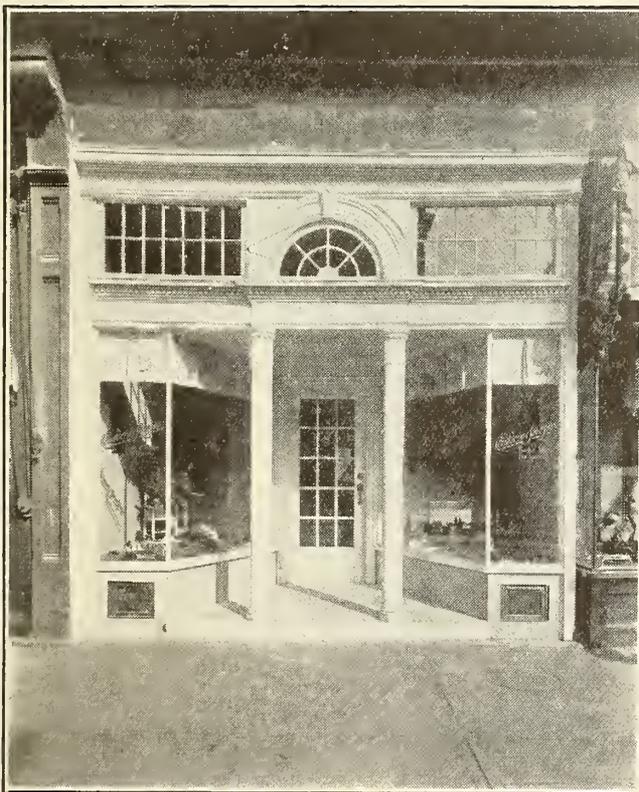
What this country needs isn't a lower rate of interest on money but a higher interest in work.

What this country needs is to follow the footsteps of the fathers instead of the footsteps of the dancing masters.—Dry Goods Economist.

Catering to the Kiddies

New Shoe Store for Children Exclusively

The Toronto shoe trade is watching with interest, the introduction of an exclusive children's shoe store to the city. This new venture in shoe retailing is under the management of Mrs. Mabel R. Serrurier, and is located at 705 Yonge St., right in the heart of the busy uptown shopping district. Mrs. Serrurier, who by the way, held an executive position with the Natural Tread Shoe Co., Toronto, for over three years, has some interesting ideas on children's shoes and the best methods of selling them. She believes that the children's shoe department in the average shoe retail store, is woefully neglected. That clerks who handle men and women's



with a base and step of tile. The windows are nicely laid out, and quietly decorated with ferns, and mirrors. On the inside a stucco wall paper in medium grey has been used, while the ceiling has been done in a light paper with a drop border tastily decorated with colored turkeys, lions, dogs, cats and other figures that would appeal to the child. On the left hand side of the store is a raised dais on which stand in children's size, four wicker armchairs, and a settee. These are done in brown with a blue stripe, and are upholstered with a light colored material showing a further array of animal figures. Towards the rear of the shop may be found a kindergarden set, composed of a small table and two small chairs, while a pair of rocking-horses bring chuckles of delight from small customers. Swinging over to the right side of the shop, a Kent McClain shoe-case displays many shoes to the interested, also adult size wicker chairs of more conservative design are placed here for the use of waiting parents. There is, of course, the usual supply of foot rests and mirrors. The reader will see that everything has been done and arranged for the pleasure of the child. Recently, while the writer was there, a young girl came in with two younger kiddies, it might be more correct to say that they brought her in, for they were no sooner in, than there was a mad rush for the rocking horses, running from there to the armchairs where they sat with all the dignity of an adult. Those children were at home in the store, everything they saw was in

(Continued on page 43)

lines as well as kiddie's cannot have the time and thought, so necessary to the correct fitting of the child's foot. In other words, the regular sales people are merely order takers, while Mrs. Serrurier is a children's shoe specialist.

Mrs. Serrurier, has two children of her own, therefore, she finds it easy to get the mother's point of view on the question. Referring to departmental store selling; Mrs. Serrurier, remarked that children's shoes in this type of store were usually sold by young girls of sixteen or seventeen, who knew very little about shoes and less about feet. She is of the opinion that the youngster's foot should be measured every time, and not left for the kiddie to decide, who, tickled with the idea of something new, would say it fitted him, even if it really hurt.

Mrs. Serrurier is calling her store the Children's Shoe Shop, the name being attractively lettered across the windows. The store front, which is a double one, was designed by Mr. R. Hutton of Hamilton. There is something about this front that takes the eye, and makes you want to look still more. It is painted a light cream,



Dancing Slippers
ON SPECIAL SALE



\$4.85
Pair

These are all good slippers at less than makers' cost. Call today sure.

YALE Shoe Store

1

Let Us Fix Them

And you will go "SMILIN' THROUGH" 1922 with a smile of satisfaction if your shoes are repaired here

YOURS FOR SATISFACTION.

SUPERIOR Shoe Repair

115 ONTARIO STREET. PHONE 724.

4

BRADLEY'S HIGH GRADE SHOES

For general wear and dress occasions have no superiors



STRAPS
Straps, profuse, with signs and patterns are arriving daily



STREET SHOES
Our most excellent range of black, brown and grey goods for business and street wear are of the highest type



BABIES
The little folks who always arrive in Western Canada barefooted, will be much more restful by having their feet planted in a pair of our new fitted strap shoes. Complete range now in stock.

BRADLEY'S RELIABLE FOOTWEAR

811 First Street West
Grain Exchange Bldg

2

A NEW ARRIVAL
Smart Tailored Mode in Patent Leather

Featuring the new and very fashionable Oxford, Beadell. Made of finest quality of patent leather on smart tailored toes, with new high heel as illustrated.



Especially appropriate for street or for dress is fitted in very serviceable model. All sizes in stock at **\$6.95**

Now showing a great variety of new fall styles in strap affairs and Oxfords. Styles that will satisfy the most particular.

HOSIERY TO MATCH ALL OUR SHOES

MAGUIRE & FRASER
THE SHOE STORE WHERE YOU BUY FOR LESS
Phone 4225 10119 102nd St., 4 Doors North of Jasper

3

This sale is a family affair



LOOK! LOOK!!

We are opening our Autumn fashions regardless of cost, \$5.00 Oxfords for \$4.95
Women's Strap Oxfords and Oxfords at \$1.95
Hosiery also for the holidays

See The Windows—Week-end Sale
OUR STOCK IS ALL NEW

Harry Harrison, the Shoe Man
Box 454 Phone 53 Mill Street, Acton

5

Hartt

The Hartt Boot & Shoe Co., Limited



Invite you to inspect their footwear for Autumn and Winter 1922-1923, at their store, 467 St. Catherine St. West.

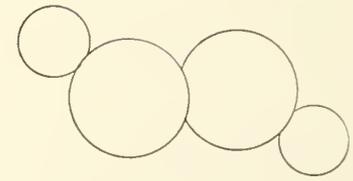
Styles are exclusive and bear the mark of quality and individuality



The Hartt Boot & Shoe Co. Limited
467 St. Catherine St. West
Makers of Women's Fine Shoes
"Made in Canada."

Hartt

6



Shoe Values

EXCEPTIONAL VALUES FOR WOMEN AN OPPORTUNITY TO GET MORE FOR YOUR MONEY.



Women's Black Kid Strap Slippers, military heel	All sizes	\$4.50
Women's Patent One Strap Slippers, military heel	All sizes	\$4.50
Women's Patent Saddle military heel	All sizes	\$4.50
Women's Buckle Call one-strap, military heel	All sizes	\$4.50

Paddock & Simpson's
Boot Shop, Corner 11th and Cornwall St. Phone 3972

7

Our Ad. Critique

Some Comments on Current Newspaper Advertising

We were at some pains to spread our "critique" over various parts of the country for this issue. During the selection of the advertisements for criticism we were struck by the fact that in many papers examined there was not a shoe advertisement to be seen. Then one would come on an issue replete with advertisements of shoe retailers. That leads to the thought of one of the basic principles of successful advertising—note the "successful." That principle is consistency. The men who have made a big success of advertising, who have realized the results to be obtained from it, are those who have been seized with the necessity for continuous and consistent advertising. They regard it, not as an expense, but as an investment. It would appear, not only to the casual observer, but to one who examines into it closely, that this policy does not pervade the retail shoe field. Many a retailer takes a stab at advertising; his store, for one or several of many reasons, is not thronged forthwith with eager customers—and he concludes that advertising is a waste of time and money. It has been demonstrated time and again that the soundest and largest returns from advertising do not come immediately, and are often hard to trace, but that a policy of continual hammering will get the results—always provided price and quality are there.

It might be asked "Is it better to have advertised badly, than not to have advertised at all?" Offhand we would say "Yes." Even a poorly constructed and laid out advertisement is better than none at all. At any rate, the public have been advised that you are in business. So if we might take the liberty of making a suggestion—for the ninth time—it is that the shoe dealer should sit down with the question of advertising and make up his mind to become a consistent advertiser. Formulate a definite program of advertising, arrive at a definite objective. Be seen in your local paper, or by means of letters, circulars, three times a week, once a week, or twice a month, though the last is spreading out pretty thin. But make it at regular intervals, so as to become a familiar figure to your customers, actual and potential.

Before turning to the examination of the advertisements shown across the page, let us just say, by way of explanation, not necessarily of apology, that in our criticisms each month, our idea is not necessarily to pull the advertisements to pieces. We may take a rap at them, but our endeavor is to provide constructive criticism, and we would ask you to read between the lines considerable complimentary things which we would like to say about the efforts.

Several of the samples this month are from the west. **No. 1.** is of this number. May we ask first why the advertiser allowed his printer to ruin a dancing slipper, and incidentally the advertisement, by having the lady dancing on her heel? A good cut, of a nice shoe, deserves better treatment. In the city from which this advertisement hails there must be typographers who could lay out an advertisement with substantially the same wording, but which would give the impression of "class", which is lacking in this case. The advertiser has not overloaded him with reading matter, has provided a heading, signature, and cut, from which could have been built up an attractive picture. But the newspaper fell down.

No. 2. is an example of a single column advertisement which in many respects is high class. Signature and headline are well brought out. Appropriate cuts are used. Reading matter is restrained, dignified, and

yet high class. As a general advertisement it is good, if it fits in with our consistent plan mentioned above. But no prices, or range of prices are mentioned. It is a debatable point as to whether this advertisement would not have been more attractive and carried more weight if made two column width.

No. 3. Also hails from the west. It has the virtue of featuring one line, and using it as a leader to introduce the rest of the stock. Head line, signature, slogan, price and cut are all present, and some white space. They also take the opportunity of mentioning hosiery. In general a high class advertisement, with the exception of an attempt to say too much in the space available. The reading matter could have been cut down to advantage.

No. 4. Is the advertisement of an enterprising shoe repairman. He states his business in a loud tone of voice, and also his name. To attract attention, what more is necessary? It is not dignified, but the tone is friendly and the attack—as we musicians say—is good. He probably figures that once they get to his store, he'll do the rest.

No. 5. Is another sample of the friendly or jovial type. And in a small community it would doubtless be effective. Rather too much space, however, is devoted to the "Bally hoo" and not enough to the show he is "barking" for. A fuller description and emphasis of the articles on sale would be of advantage even in this type of advertisement.

No. 6. Is from Montreal, where a lot of the good shoes and shoe advertisements come from. This is not necessarily one of them. The desire seems to be to impress the name of the advertiser and the quality of the goods. The way the cuts are brought out, the type-face used, and the size of the type in the centre panel, however, do not make for elegance or dignity. At least half the money spent on the large space used, we would say, was wasted, where by a slight change in layout, a different type, and almost the same wording, a really high class invitation and announcement could have been made. The only virtues the advertisement possesses are that the space is large enough to attract attention, and the firm's name is brought out.

No. 7. Is from the Pacific coast. We have not much criticism to offer. It would attract the desired attention to shoes, to the firm, and to the price. The cut used indicates attractive shoes, while the figure of the woman brightens up the picture. The sentence dealing with "value for women" etc., might have been changed to a tune that is not played so often, to show a bit more originality.



A new model made by Columbus Rubber Co. Limited

Some Appropriate Hallowe'en Displays

By Ernest A. Dench.

HALLOWE'EN, like Christmas, comes but once a year. It is an event of fleeting duration, but while it lasts, it is made a great deal of.

Every merchant, no matter the nature of the goods that he sells, can cash in at an event like this—the first of the three end-of-the year festival occasions.

The easiest way of getting into the spirit of Hallowe'en is via the show window route. Your Hallowe'en displays can be as simple or as elaborate as you please, depending upon the facilities at your disposal, but so long as the trims contain the true Hallowe'en atmosphere, along with timely sales suggestions, they will yield very satisfactory returns.

Last year, while returning from a tour of Canada, over the Canadian Pacific Railway, I stayed long enough to write up a few of the Hallowe'en displays that particularly impressed me at the time they were arranged.

The Masked "Chauffeur".

Locke Brothers, Montreal, executed a Hallowe'en trim in orange and black, crepe paper in these two colors covering the background. Orange crepe predominated, with narrow ribbons of black crepe hung down the orange background. Seasonable articles were attached to this appropriate background. The central exhibit was a boy's automobile, seated at the steering wheel of which was a boyish wax figure. The boy was dressed up in a Hallowe'en costume and was masked.

Effective Use of Crepe Paper.

Phelan's, Montreal, curtained off the rear with alternate black and orange crepe paper ribbons. These ribbons, suspended perpendicularly from the ceiling, were covered with orange and black crepe paper, with here and there a pumpkin cut-out serving as a mat. More orange and black crepe paper ribbons were festooned from the ceiling.

The Squash Exhibit.

The K. and S. Store, Montreal, attracted attention by displaying a huge squash, which was cut to resemble a boy's Hallowe'en pumpkin, with the letters "K and S" carved on the same. The squash occupied the central location, on a black draped pedestal. The remainder of the display was devoted to merchandise with a timely appeal.

The Unique Broom.

Binghams, Ltd., Toronto, Ont., injected the Hallowe'en atmosphere by means of a unique broom. The straws of the broom were simulated by strips of orange tissue paper, caught in at the proper place. There was a handle on the broom, the whole being suspended in the middle of the trim by a thin wire. Orange and black tissue paper ribbons ran from this central feature to the different articles comprising the display.

The Hobo Setting.

The Woolworth Co., Toronto, took particular pains to make their Hallowe'en window central exhibit an unusual one. This assumed shape in the dummy figure of a tramp—posed in the attitude of sitting on an up-turned packing case in front of a fire. The fire was made of charred twigs, with red tissue paper underneath, through which an electric light gleamed. The fire certainly was most realistic. Corn on the stalk formed the background, with cardboard pumpkins,

lit up by electric lights, placed here and there among the corn. Down in front an effective display of merchandise was made.

The Pumpkin Man.

The Tip Top Tailors, Toronto, had an unusual pumpkin exhibit. The pumpkin was carved to represent the face of a man, with an electric light bulb inside the pumpkin. A flashing attachment was employed so that the face kept lighting up and darkening. In this way attention was attracted to the window, which contained an attractive array of goods.

A Hallowe'en Drawing Stunt.

Ye Kodak Shop, Toronto, put across a Hallowe'en stunt that can be copied by most any store, no matter whether cameras are sold or not. The figure of a pumpkin man was placed in the window, with a card at his feet to the effect that two prizes of cameras were offered to boys and girls of twelve and under for the best drawing of the pumpkin. Ribbons ran from the window glass to the two prizes offered in the contest, while some of the drawings which had already been entered in the contest, were exhibited in all parts of the trim.

The Goblin Setting.

The Woolworth Co., Winnipeg, Man., devoted the central part of a show window to a faggot fire, about which were standing goblins with pumpkin heads. The fire effect was produced by arranging broken twigs over red tissue paper, which concealed a lighted electric bulb. Above the fire, supported by four posts, was a steel rack, upon which some marshmallows were in the process of being roasted. Articles suitable for the Hallowe'en party were set out in other parts of the show window.

The Hallowe'en Party.

A progressive Vancouver store arranged a Hallowe'en party. The rear and side walls were covered with orange crepe paper, with little black witches on brooms pasted around the edges of the orange paper. Corn husks and sheaves of wheat, all tied with orange and black ribbons were stacked around the sides of the rear. In front of the corn husks were three groups of garden implements. Each group consisted of two rakes and a hoe, which were crossed and tied together, with orange and black raffia, attached to the middle of the central group with a cardboard cat's head, with an electric light inside. A pumpkin head was attached to the centre of each side group. The setting at the center was that of a camp fire, with a large black kettle suspended over the rough twig fire. An electric light bulb gleamed through some red crepe paper in the heart of the "fire". Over to the right of the fire was the figure of a witch sitting on a three legged stool. She was gazing at a deck of cards in her hands, as though telling someone's fortune. In her other hand she wielded a black wand with a gold star at the extreme end. Forming a semi-circle around the fire were several little boys and girls in masquerade attire. All the characters had removed their half-masks, but were holding them before their faces and looking at each other with shy expressions. At the far right side was a girl in an old fashioned dress, trying to bite at an apple that her male companion attired as a tramp, was dangling before her, behind a bench. Black crepe paper covered the window floor, with an orange crepe paper border. Black plaster cats with lights inside were placed along the front in single file. Strips of orange crepe paper, about four inches wide were festooned across the ceiling, with miniature witches riding brooms and bats, suspended at intervals from invisible wires.

Calf Leather

Third of a Series of Articles Dealing with Leather and Its Manufacture.

FOR various reasons the leather produced from the skin of the calf has come to be regarded as the best material for the uppers of shoes where comfort, durability, and appearance are all required. Consequently it ranks as one of the most important of the raw materials from which shoes are made. It is light, pliable, strong, close-grained, and takes a good polish. Obviously it would be impracticable to use heavy leather for the uppers of shoes; and if the heavy leather is split, the product, while it can be used on cheaper shoes, has not the appearance of the calf leather.

In describing the process of manufacture of calf leather, it is not possible for us to do anything more than touch the fringes. The description will be sufficient, however, to indicate the basic differences and similarities in the production of calf leather and sole leather. It may be noted that practically all calf leather is tanned by the chrome process, in which mineral tanning agents are substituted for vegetable. Some sole leather is also chrome tanned, but by far the greater part is vegetable tanned. The chrome process is quicker, and inasmuch as the leather is nearly always dyed, it is in many ways more satisfactory than the vegetable process.

Calf leather is of course produced in a variety of styles and finishes, such as glazed, dull boarded, grained, suede, etc. Treatment with embossing dies, irons, or buffing wheels is employed after the tanning to produce the effect required. But the method of manufacture remains substantially as follows:—

The first process in the manufacture of calfskin leather is soaking. This softens the skins and removes from them objectionable material such as salt, blood and dirt. In order to obtain clear-grained leather, it is important that the skins should go into the limes clean. The soaking should be carried out in as short time as possible, because soaking for a long time makes the leather loose and porous, without fullness or plumpness. This is because much gelatine has been lost, which ought to have been retained in the skins. Softening may be facilitated by adding a little dissolved sodium sulphide to the water. Borax is often used in the soaks to dissolve the dirt and dried blood and to make the grain soft and silky. It is then an easy matter for the lime liquor to attack the hair sheaths.

After soaking, the skins are put into the limes in order that they may be got into the desired condition for chrome tanning. The skins may be put in arsenic limes or they may be prepared with lime and sodium sulphide. Treatment for several days in liquors of varying compositions and temperatures makes it possible to remove the hair from the skin very easily. After the removal of the hair the skins are washed in warm water; then they are refreshed, and the fine hair is worked out.

Bating is the next process after liming, to which the skins are subjected. The objects of bating are to get rid of the lime and sulphide in the skins, and to cleanse and soften them to receive the tanning materials. The skins should be entirely free from lime, for otherwise this lime would be changed into sulphate of lime, which would close the pores and shrink the skins, making the grain rough and the leather hard and close. Both the lime and any skin substance, which may have been dissolved by the lime, are removed by bating. Furthermore, the hard and swollen condition of the skins, which was brought about by the liming process is corrected

by bating, and the skins are made thin and soft to receive the tanning substances. Skins may be bated with lactic acid, with a fermented acid bate, with bran, or with manure. The modern method is fermentative bating with an agent such as lactic acid. The process is carried on in a paddle wheel at a temperature around 95 degrees, which is ideal for putrefactive or fermentative action, but naturally requires close supervision to prevent spoilage of the skins themselves.

After bating, the skins are washed in warm water and then pickled. A paddle vat is used for this purpose. The agents employed are common salt and sulphuric acid and the process occupies about two hours. After this the skins are taken out and placed over horses, and allowed to drain for at least twelve hours before tanning.

When pickled, skins can be kept indefinitely, without becoming mouldy or spoiled. Furthermore pickling bleaches and cleanses the skins. It also opens up the pores and prepares the skins for tanning.

In chrome tanning either a one bath or a two bath process may be used. The process consists essentially of treating the skins in revolving drums for several hours with reagents which include salt, chromic acid, carbonate, aluminium sulphate and other materials. Tanning can be completed in a day or less by this process. The skins are then drained over horses for twenty-four hours and then washed.

Aniline and alizarine dyes will colour chrome-tanned calfskins any desired shade, if the skins are correctly prepared for receiving the dye and if the work of colouring is correctly carried out. A vegetable material, which gives up tannin to act as a mordant is used to prepare the leather to receive aniline dyes. The best substances for this are gambier, sumac, hemlock, palmetto, fustic and peachwood. No mordant is needed for alizarine dyes, as these can be applied directly to the skins. Before proceeding to colour, it is necessary that the skins be entirely freed from all salts and acids obtained through tanning, by thorough washing and neutralization. After washing the skins must be shaved and made of as nearly unvarying thickness as possible and smooth and clean upon the flesh side.

After the skins are coloured and washed, they are treated with an emulsion of soap and oil. This is known as "fat-liquoring". This is done in order that the skins may be finished into soft and well-nourished leather. Some tanners prefer to fat-liquor the skins before they are coloured. Nothing must be used in fat-liquors, which would streak the leather or make it spotted or greasy. Neither should anything which would have any effect on the colour be used. Fat-liquors are used hot, (temperature 120°F. to 160°F.) If there is only a small amount of water in the leather the fat-liquor is taken up more rapidly, than if there were a larger amount present.

After fat-liquoring, the skins are placed over horses and are left for some hours. This is done to enable the grease to combine with the fibres. After this, the skins are struck out. They are then given a coat of warm oil. A mixture of neatsfoot oil and paraffin oil, in the proportion of one of the former to three of the latter may be used for glazed finish. Equal parts of neatsfoot and paraffin should be used for dull finish. After oiling, the skins are hung up to dry in a fairly warm room with good air circulation. When the skins are quite dry, they are dampened and staked.

After staking, the skins are tacked out smooth on the tacking boards to dry. They are then ready to be trimmed, acidified and finished. The final processes are modified according to the special style of leather required.

It's the Man That Counts

Personality as Against Machines and Mechanical Methods.

IT is perhaps hard to imagine how a man talking to a bunch of bakers can address shoe and leather men at the same time. We were so impressed, however, with an address made to a convention of bakers in Chicago by Mr. H. C. Spillman that we are reproducing it with the suggestion that you read instead of "bakers" and "bread," "shoemen" and "shoes". Mr. Spillman said:—

"Every problem when reduced to its ultimate analysis is a problem in personnel; whatever the enterprise, we are dealing in human lives, in human hopes, in human deficiencies. What we need is for men of the race to perfect the manhood strength of the race. What is government, what is industry, what is commerce but the scaffolding upon which we build our men! The earth lifts up to her master no fruit like the finished man. Forty of these great United States have no scrubby cattle, no scrubby swine, no scrubby sheep; but we have not a state in the union, not a city in a single State, not a village in America that does not have an alarming quota of scrubby men; men scrubby intellectually, scrubby morally, scrubby financially, scrubby physically. If by science and education we can breed a superior run of cattle and hogs why not make a real effort to produce a race of better men.

But you say, bread-making is largely a mechanical process. I'll admit the exhibits I have seen at this convention are inspiring and nothing short of marvelous. I wouldn't belittle their power or discourage their use. But, mark you, I've seen no perpetual motion here. Somewhere about every machine there is a button to be pushed or a lever to be pulled. Man is the only agent that gets power of attorney from God. A mogul engine standing dead upon the track is valuable only as junk, but put an engineer and fireman in the cab and that same engine is worth \$100,000. Your horse power is necessary, but your man power is indispensable. I can take the most superbly equipped bakery in America mechanically speaking—A No. 1 machinery throughout—sprinkle a few B No. 2 men over the floors and ruin your bread and your business.

In the vocabulary of business "personality" is the magic word. For around the positive side of that word are grouped the heroes of the ages and around its negative side impinge the ne'er-do-wells and the tragedies of life. What is personality? Did you ever contrast marble with limestone? The first sells by the inch and the second by the ton. Why? Marble takes polish; limestone does not. There's the same difference in quarter-sawed oak and Georgia pine; also we have the same difference with men. Some men take polish without much educational rubbing; others are so rough and full of knot-holes that figuratively speaking we have to go over them with No. 1 sandpaper and putty before there is any prospect of a shine. Personality then is to some extent a matter of polish or atmosphere that is radiated by the individual.

The Intellectually Indolent

I would speak first of the mental atmosphere. One of the rarest acquisitions of the man is straight thinking. If straight thinking is rare what shall we say of original thinking? To men by and large an original thought is the event of a season; to some, it is the event of a lifetime. The Great American Desert is not out in Utah

or Arizona but under the hat of the average man. The average man's mind is a digest of second-hand opinions and prejudices. He is almost without intellectual independence. He has no proprietary interests in his thought for they have been, for the most part, inherited. He thinks in quotation marks; he reads books that other people recommend, visits theatres that are popularized by conversational advertising. He would almost rather lie down and die than attempt a constructive thought for he is intellectually indolent. Why was it necessary for one man, without a college education to perfect three of our basic inventions—the electric light, the phonograph and the moving picture—although all of the college and high school teachers for a generation had taught the laws underlying these inventions? Why did we have to wait from the year one until the summer of 1921 for a piece of Eskimo pie? No, speaking for the crowd, we do not think; we just readjust our prejudice. How true it is of politics and religion. Down in Texas they don't have to make Democrats—they are just born one generation after another, and the same is true of Republicans in Pennsylvania. And I am a Methodist. Why? Not because I love John Wesley or understand his theology. I'm a methodist because it runs in my family like snoring and obesity. There is no factor in the high cost of the baking business today comparable to the high cost of your failure to make people think. It is a universal law of Psychology that whatever people fail to think about they fail to understand, and whatever they fail to understand they oppose. Many a divorce started with the "bread mother used to make," and yet 40 per cent of the people are still buying that kind largely because you haven't made them think of your kind.

Language Paupers

Next, I would mention the language atmosphere. Man does not live by bread alone, but by every word that proceedeth out of his mouth. "So shall my word be that goeth forth out of my mouth; it shall not return unto me void, but it shall accomplish that which I please and it shall prosper the thing whereunto I send it." How much of your personality is in your tongue! Language is to the man what bloom is to the bread—the complete and perfect flowering of all his effort. The poorest man is the language pauper. That is no more revealing symbol of one's character than one's style of speech. It will be recognized by discerning men more quickly than a Roman nose or a cauliflower ear. I would rather undergo a major operation on my body than to suffer an operation on my language; I would prefer to give up my appendix than to part with the adjectives and adverbs that are necessary to the clarity of my expression; I'll take a lame body in preference to a lame language; weak eyes rather than weak words, and I wouldn't mind having a tin ear if I might have a silver tongue.

Now, the remedy for this universal weakness in the personality lies in reading. You are today the same person you were the hour you were born plus the people you have met and the books you have read. Some of the people whom we would like to meet in the flesh are no longer here. Shakespeare is gone, Macaulay is gone, Goldsmith is gone, Poe is gone, Riley is gone, Roosevelt is gone; but they are all still here in the written page. So I ask who and what and how do you read? The Apostle Paul and King Solomon were wonderful salesmen as well as writers. How long must we live before somebody will write a saner philosophy or a sounder salesmanship than the King of the Jews, and I think the Apostle Paul was one of the greatest men of all time. I am not thinking of him now as a great preacher; I

(Continued on page 43)

Book-Keeping

**Is It Essential that the Retailer Should Keep Proper Account Books?
By A Commercial Traveller.**

THIS is one question that should be dealt with, and something more should be written, or said on this very important subject, and I feel that it could not be done better, than through your valuable paper, if you have the space available.

From my experience as a commercial traveller, I have been amazed to find, that the average retailer takes so little interest in the keeping of proper books. Probably he may think his business is not big enough to make it worth while. If so he is making a grave mistake.

It is just as essentially necessary for the retailer, large or small, to keep proper accounts, as it is for the large manufacturer or wholesaler.

Why should the retailer keep proper accounts? The first reason is, that it is for his own personal benefit. He should know exactly from month to month what his purchases are, his accounts payable, his expenses, and turnover.

From this he would at a glance be able to tell whether he was increasing, or decreasing his stock; what his overhead expenses were, and after deducting same see what profit he is actually making.

He should also be careful and keep a correct analysis of his expenses, he should draw a proper salary, and not as is so often done by many, take a few dollars as he may see fit.

He should also make a note of all incidental expenses, and tabulate every cent, and at the end of the month or year see what it has cost to run his business, he would then be able to tell, whether or not he is making a profit equivalent to his investment, time and ability.

The most important thing, however, is to be in a position to present a proper statement if called upon for same.

This, of course, applies more to the retailer with a limited amount of capital, and is seeking credit from the manufacturer or wholesaler, and there is nothing to be afraid of in giving such a statement when properly called upon to do so.

In these times when the banks are more parti-

cular than ever in discounting paper, and trade in such a precarious condition, it is only fair and just for the manufacturer or wholesaler to ask for same, and expect a true and accurate statement on which to base his calculations, as to the amount of credit they are prepared to extend.

This is going to be a great advantage, not only to the creditors, but to the customer.

The retailers who keep proper books and whose statement can be relied upon, are going to be the ones to receive that assistance and credit which will enable them to build up a sure and profitable business.

I know some will say, that they have no knowledge of bookkeeping, and would not know exactly the proper system to adopt, and the kind of books to procure.

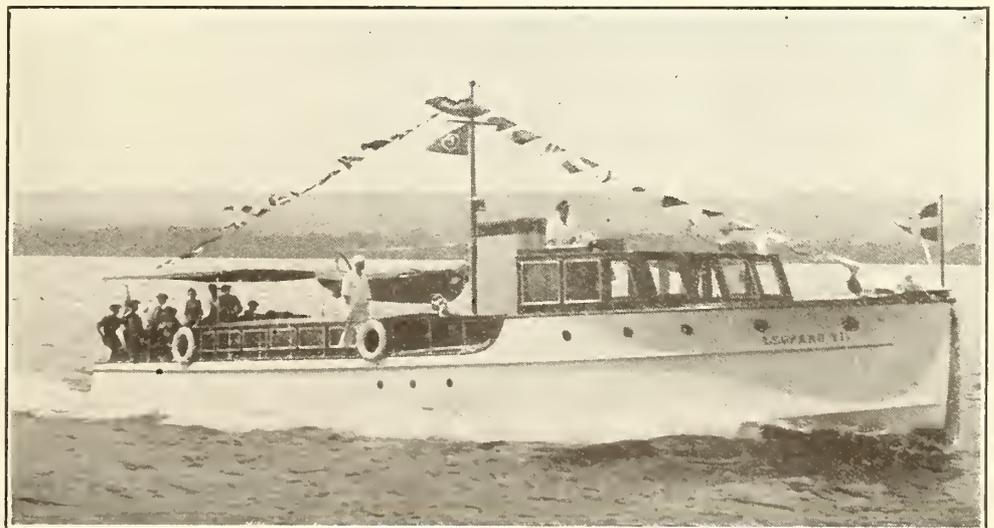
May I suggest to those who feel so consult the accountant of your largest creditor, and I feel sure he would give all the advice and assistance necessary; don't look upon the credit man as a Bear. Sometimes he does things one does not approve of, but, don't forget, he is first of all occupying the position he does, for the benefit of his firm, then also for your benefit. He is not there to pull down businesses but to help build them up. The firm wants your business and you want the confidence of the firm. One could also if necessary and more convenient, call in an accountant, and, who would for a small fee put one on to the most simple method, and it would prove to be a few dollars well spent.

There is also another most important question, and that is the retailer should see that he makes an average profit of say 33 1/3 on sales (not cost) and a memo should be made when goods are sold for less, so that an accurate deduction of same from sales will help him determine actual gross profit, then after deducting all expenses, one could easily see by a monthly statement what progress was being made.

This subject of profits is another question I should like to discuss more fully on some future occasion.

For the present the vital question is for the retailer, is to see the advisability of at once adopting a proper system of bookkeeping, get your business on a sound basis, give the time necessary, it will not only be profitable, but will be a great advantage in securing the necessary credit to carry on and extend one's business.

Leopold VII--Mr. Griffith B. Clarke's
New Cruiser



Methods of Modern Management

Number 1
The Value of Quick Stock Turnover.

By G. W. Hafner, Auditor and Industrial Engineer.

THE interest of every business man is, naturally, to make his capital do as much work for him as possible. That means letting a given dollar rest in a given lot of material for as short a time as possible. And doing this means moving stock as rapidly as possible. And, the one word that covers all this is "turnover."
Definition of Turnover.

It is never possible to make money on dollars that are tied up in commodities that will not move. And when prices are falling, it is easy to lose a great deal of money by holding onto merchandise or materials that move slowly, while the price for which they can be sold becomes constantly less and less. Because of this every manufacturer and merchant ought to have information on the movement of goods in and out. It is this movement in and out, not only of the merchandise itself, but also of that which the merchandise represents, money, to which the term "turnover" has been applied.

In any business there are two things that are disposed of, replaced, and disposed of again; or, in other words, "turned over." These are:

1. The stock of merchandise.
2. The money invested in such merchandise.

And the turnover of these items has a very definite effect upon the profits which the business makes during a given period. Hence an analysis of this effect is necessary in order to plan properly and conduct the business so as to:

1. Secure the maximum profit with a given capital, or
2. Secure a given profit with a minimum capital.

Quick Versus Slow Turnover.

Perhaps the easiest way to state the case for a rapid rate of turnover in business is as follows:

A certain business, we will say, has annual sales of \$50,000.00 and makes a gross profit of \$17,500.00 (or 35% of the sales). If we take off \$12,500.00 for expenses (25% of the sales), the net profit would be \$5,000.00 (or 10% of the sales). But if the annual sales of that business is increased to \$100,000.00, and a gross profit of 35% is still realized, the amount of gross profit would be \$35,000.00. Suppose expenses of the business are doubled because of this increased business—a very liberal margin—there would then be \$25,000.00 in expenses to deduct from the gross profit of \$35,000.00, leaving a net profit of \$10,000.00.

Now it is at once evident that, having increased the sales to such an extent, the same percentage of profit is not required. The tendency in any business should be to increase the turnover and thereby decrease the percentage of profit. Under these circumstances the nation as a whole would benefit, and the individual engaged in the business would certainly not suffer.

Another illustration: Two men are engaged in building construction. John Smith, the first contractor, finishes twelve jobs a year, making \$1,000.00 net profit on each job. He earns a total of \$12,000.00. Jim Jones, the second contractor, finishes eighteen jobs a year, making \$750.00 on each job. He earns a total of \$13,500.00. Moreover, he gets business away from Smith because his price is more attractive. When there are none too many jobs to go around at best, this last consideration is of great importance.

Making Your Dollar Attractive.

If a dollar earns 10 profits for its owner in a year, the owner can afford to take a smaller profit each time than on another dollar which earns him, say 5 profits during the same length of time. And yet the dollar which returns the smaller rate of profit will bring in the larger volume of profit, simply because it is so much more active.

Now, this is precisely the point that most business men seem not to understand. They do not seem to be able to grasp the fundamental principle that even though the percentage of profit on merchandise or service be but, say, 5 per cent, if it is earned often enough, say, 10 times in a year, the annual turnover on money or rate of profit on investment will be 50 per cent.

Too many merchants overlook the fact that their cost of doing business of, say, 25 per cent, cannot correctly be used to demand a 15 per cent margin of profit on each and every kind of merchandise sold, because it is the percentage of profit on one sale, and not on the year's investment. A larger margin of profit needs to be added to the slow moving materials and a smaller margin to the quick moving.

The vital point of comparison is how much profit can you make a dollar earn selling a given article. Any business man can get rich earning a 5 per cent margin of profit on one certain commodity, if he sells it often enough; on the other hand, he may go bankrupt on merchandise offering 100 per cent profit, if he rarely makes a sale. Quantity selling is the greatest modern profit policy. The profit on any one article or commodity is not much, but when this profit is multiplied by 1,000, or 5,000, or 10,000, the profit on the volume becomes considerable.

Lazy dollars, unnecessarily high profits, and sluggish business, all tend to go together. The business man who makes money in spite of conditions—and there are many such—are those who go out aggressively to make their dollars active.

How to Find the Rate of Turnover.

The rate of turnover for a given time depends on just two things:

1. The average amount of money invested in the merchandise.
2. The sales of the merchandise in the period

Both amounts must be stated in the same terms in order to get a correct result. That is, the average amount invested and the sales must both be figured at the cost price, or at the selling price. It does not matter much which way they are figured, so far as the accuracy of the result goes; but it does make a decided difference if one of the elements is figured at one price, and the other at the other price. The result in that case is a figure that means precisely nothing.

It is obvious, then, that since these two elements only are involved, the problem of increasing the rate of turnover depends on these two, and no others. Hence one or both of two things must be done:

1. The average amount of money invested in merchandise must be decreased, relative to the volume of sales; or
2. The sales must be increased, in a greater ratio than the increase in the merchandise investment.

The rate of turnover may be found by dividing the yearly net sales by the equivalent merchandise investment.

By "equivalent merchandise investment" is meant a constant yearly investment in merchandise which is equivalent to the actual merchandise investment over a period of one year.

This means that the "equivalent merchandise investment" must be expressed in terms of time as well as of money. The fundamental unit in which equivalent investment is expressed is the dollar-year. It may also be expressed in some related unit which is reducible to dollar-years, such as dollar-months or dollar-weeks.

In explanation of this, one dollar invested for one year is a dollar-year. Two dollars invested for six months, or three dollars invested for four months, or fifty cents for two years, are all exact equivalents of a dollar-year.

Thus, if you invest \$500.00 in a certain article or commodity twice a year, you have an equivalent investment in that particular article of \$250.00. Suppose your sales of this article for the year to be \$1,000.00. By dividing the equivalent investment of \$250.00 into your sales of \$1,000.00, you find that your rate of turnover is 4. If you invest \$500.00 in a given article every three months, you have an equivalent investment of \$125.00. If your sales of that article for the year amount to \$2,000.00, your rate of turnover is 16.

A business man pays a certain amount for the goods he sells, and he sells them for a certain other amount usually greater than the first. It is the difference between these that determines the success or failure of a business. The merchandise itself is only a means to an end.

For certain reasons a merchant may want to invest as little money as possible in stock. The turnover of this investment, then, becomes of great importance, for he must get his original investment back before he can invest it again. This turnover is dependent largely upon the movement of the goods, but the unit profit and the extension of credit also play an important part. An analysis of the turnover will largely determine the advisability of extending more or less credit and the amount of unit profit necessary with the given investment and the probable sales.

A knowledge of stock turnover by lines enables the business man to segregate the fast moving lines from those that move slowly. It indicates the commodities for which there is a ready demand, and those for which a demand must be created. This shows him where to concentrate his advertising and sales effort. It enables him to apply different sales methods particularly adapted to the conditions. He can perhaps increase the percentage of profit on the slow moving lines to compensate for the slowness of movement, or possibly by decreasing his margin of profit the movement can be speeded up. His buying can be scheduled, so that his stock is always kept at the minimum.

In the final analysis, it must be remembered that turnover is not an end in and of itself, but merely a means to an end, namely, yearly net profits. The banker can pay his overhead expenses and declare dividends only by daily turnover of cash on hand. The same problem confronts any business man. His stock must turn a given number of times a year in order to yield a profit.

To exemplify further the close relation between turnover and profit, it is necessary only to refer to the ordinary vegetable and fruit market. The proprietor of such a market must turn his stocks daily, or they become unsaleable. His stocks must sell and sell quickly, for therein lay his profits. Adopt the fruit vendor's methods, make them applicable to your business, and then watch the result.

An Eastern retailer asks:—

"Why isn't the retail shoe trade favored with terms such as apply in the dry goods, clothing and other trades? Our terms are on a par with the grocery line, whose margins are much smaller."

RE. PRICES.

The increases in the prices of shoes, which some of the manufacturers already have put into effect and which others probably will have to make, are being forced upon the producers by the hide and leather situation, according to Mr. Joseph Daoust of Daoust Lalonde & Co. Ltd., President of the Shoe Manufacturers' Association of Canada, who has been visiting the principal shoe manufacturing districts.

Speaking to a representative of Shoe & Leather Journal Mr. Daoust referred to the advance which has taken place in the hide market and said that calf skins and cow hides were costing the tanners from 50 to 100 per cent more than the prices which prevailed a few months ago. The abundant hay crop and the tariff on exports to the United States were certain to reduce the number of cattle slaughtered. "Hides are a by-product of the meat industry", he said. "The export demand for meat products has been greatly reduced and, with ample feed, the farmers will carry a much larger proportion of their cattle over the Winter than they would do if the harvest had been less abundant. There does not appear to be any sign of weakness in the hide market and the tanners are being obliged to buy at present high values. Leather prices naturally have been forced up. Still further increases in the cost of leather are inevitable unless the hide market breaks and there is no indication of any such happening.

"Shoes are being sold today at prices below what it would cost to replace them from leather purchased at present costs. The manufacturing firms which had some leather on hand or under contract have been giving their customers the benefit, but in the face of increasing costs for both sole and upper leather, some advance in shoe prices is being found necessary. Any such advances to date have been very moderate, but further increases appear to be unavoidable. Price advances already have been made by many of the shoe manufacturing companies in the United States.

"Although leather is the factor principally responsible for the upward move of shoe prices, certain other items in the manufacturers' costs have increased. Coal, for example, is costing more. Labor costs have not declined to any appreciable extent during the last year, and taxes, which are a larger item in manufacturing costs than most people realize, are higher than ever before, since the last advance of sales tax rates."



Exhibit of Chas. A. Ahrens, Ltd. at Western Fair, London, Ont.

Making Profit in the Shoe Business

Some of the Problems Facing Shoe Retailers and Their Solution.

ADDRESSING the convention of the Mountain States' Association, Mr. F. P. Meyers, a well-known American shoe man said:

"The big businesses that succeed are the ones that worked according to the law of average. They know what their expenses and losses are, and they add enough on the average article to make up for their losses and to give them a profit besides. The insurance companies are excellent examples. They know, as well as they know that the sun will rise, how many men in a thousand of a certain age will die during the year. They charge in each premium for all the men who will die as related to the number insured, and then take as risks only the ones who are the most likely to live. Here is one source of sure thing surplus. They know almost to a gnat's eyewinker the cost of doing business, and then in their loading or estimation of expense they add enough percentage of excess to take care of all possible losses.

"Where is the shoe man who figures on such a basis? If you can name one, you have me beaten. Yet big businesses figure on practically the same basis as do the life insurance companies; that is why they are big. I have been a neighbor to a department store for many years and every spring and every fall they have a beautiful bonfire of hats. Crate after crate goes up in smoke. How would you shoe men like to be able to get enough profit for your shoes to enable you to burn up the dead ones at the end of each season and start the next with an entire new lot? I have come to the conclusion that every time I pay for a hat that my wife buys I also pay for one or two that were offered on the pyrotechnic altar of a wide selection in style. But I never grumble for I am accustomed to this procedure, and I bow to the common law in millinery profits which permits of these yearly bonfires.

"The Harvard Bureau of Business Research tells you that in 1921 it cost the shoe men of this country an average of almost 29 per cent to do business and that there was an average loss in the retail shoe business of almost two per cent. This is a bad business condition, a dangerous one, and it demands a remedy. I do not believe that an increase in the stock turn is the remedy. I personally think that the conditions of the shoe game are such that any general increase in stock turn is impossible. Analytical survey has shown that the shoe man who turns his stock three times is out-averaging the average. Is it a reduction in the expense of doing business? I hardly think so. I do not believe that the average portion of expense to business will lower for some time at least. Rents are about as low as they will be, the item of sales expense may be lowered some, but I do not think it practical. Whenever you lower the wages of the worker you also lower his morale and reduce his efficiency.

"To me the solution of the present shoe problem is the application of profit percentage sufficient to insure against all probable loss and cover all probable expense. Let us charge for everything we sell, even as the druggist, the doctor and the lawyer. Heretofore we have never asked remuneration for knowledge of buying and fitting that has taken years to acquire. We have never asked pay for service no matter how great the service we give. One pays a dollar more for a meal in a fine hotel than in

an ordinary restaurant. The difference is the price of service. We have never charged for a wide range of style selection. Here is where the milliner and the modiste have it on us. Let's think these things over.

"To merely sell a multiplicity of pairs of shoes will not properly solve the shoe problem. Women can and should be educated to regard shoes as they now regard hats and dresses to esteem it necessary to wear the shoe properly built and styled for the particular occasion for which it is to be worn. It should not be our aim to sell a woman shoes just for the sake of saying that she has many pairs, the main function of which is to gather dust in her closet. Through educational means we should sell milady shoes for the occasion even as the milliner and the modiste sell their wares. Thus we will not only increase the consumption of shoes but will also provide our customers with better footwear service."

NOTES FROM THE SHOE MANUFACTURERS' ASSOCIATION OF CANADA.

Arrangements have been almost completed for the removal of the office of the Association to Montreal as originally planned. It is expected that in the next few weeks the change will have been made, and Mr. S. Roy Weaver, the manager and treasurer, and Mr. Lionel Theoret, the secretary, will be located in Montreal.

It is not definitely known where or when the annual convention of the Shoe Manufacturers' Association will be held. Under normal circumstances, it was to have been held in Quebec. But the N.S.R.A. are holding their convention in Montreal in January, and have invited the manufacturers and wholesalers to meet with them in that City. Definite announcement will be made shortly.

The week of October 9th will see quite a gathering of shoe men in Montreal. Executive meetings of the Retailers', Wholesalers', and Manufacturers' Associations will be held during that time, and also meetings of the Joint Style Committee.

The success of the Shoe Shoe at the Canadian National Exhibition was such that already there is considerable discussion as to plans for next year. It is safe to say that a greater number of manufacturers will exhibit, while larger space will be taken by some who exhibited this year. Quite a number of the tanners will also be on hand.

A circular sent out to the trade reads as follows:

"The suggestion has been made that a number of the wholesale shoe houses may care to participate in a big display of Canadian-made shoes and allied products at the Canadian National Exhibition next year. An exhibition on a considerably larger scale than that held this year is planned. It is probable that the United Shoe Machinery Company of Canada Limited will instal a working exhibit and the tanners may make a group display as well as taking space for individual booth exhibits. Tentative arrangements for space will have to be made at an early date and any wholesale houses which may be interested are asked to notify this Association, in order that a rough estimate of the space required may be made."

Playing Safe.

Mrs. Slim (meditating)—"I wonder why fat men are always so good-natured?"

Mr. Slim—"Because nobody loves them."

Blachford "In-Stock" Service.



9606—Kid Lace Oxford, Whole Qtr., Code Swansea.

SIZES A 4½ to 8
 B 4 to 8
 C 3 to 8
 D 3 to 8

In Stock Now.

TERMS—Net 30 Days.

Blachford Shoe Manufacturing Company Limited

MAKERS OF

Onyx—Archgrip—Georgina

SHOES FOR WOMEN

90 TO 94 SHERBOURNE ST

Toronto

Diplomas from the School of Experience

GOOD printing is not the product of a night. Years must be spent in study and experience, if the printed page is to have that fine appearance so necessary, when seeking your customer's attention.

We have studied hard in the great school of experience. That is why we feel confident that we can print your booklets, catalogues, box labels, letter heads, and so forth, in such a way as to gain and hold the respect of everyone who sees them. Your name on a postcard will bring complete particulars of the Acton method of better class printing.

Sell by the Printed Word.



FRANCIS & DANE

SUCCESSORS to J. LENNOX & CO.

We are glad to inform our friends that we have purchased the Lennox Shoe business, which includes their well known
FELT FOOTWEAR

The terms of sale make it possible for us to offer it at exceedingly attractive prices.

Men's Slippers from 50c. pair

Women's " " 40c. "

Misses' & Children's Slippers 35c. pair

Samples gladly sent on request.

The quantities of some of the snaps are limited—we therefore recommend quick action.

Selling Agents For:

Mount Royal Brand

The Rubber Footwear that satisfies

Representatives

C. Legg, London & Western Ontario.

M. Dodman, Northern Ontario

A. Ronson, Niagara Falls to Windsor.

W. J. Jardine, Toronto & District

C. Smith, Hamilton & District.

FRANCIS & DANE

20 King St. E.

Hamilton, Ont.

SEMI-ANNUAL EXAMINATION for RETAIL SHOE MERCHANTS and SHOE SALESMEN

A Practical Test of Efficiency in Salesmanship open to all who sell
Boots and Shoes. These are problems you may have to meet any day.

WHAT WOULD YOU DO?

1. If you are running an absolutely cash store, and a well known customer of good financial standing insists on having goods charged?
2. If a mother with an ill behaved child is being waited upon, and the latter insists on upsetting and handling the goods you are showing?
3. If a customer brings back a pair of shoes two or three weeks after the sale, and asks for the money back, claiming the goods not satisfactory?
4. If you are waiting on a customer, and another interrupts to say "I've been standing here for over ten minutes waiting to look at some shoes."
5. When you have two or three other customers waiting and you have one who will ultimately buy, but insists on seeing every shoe in the shop.
6. What would you do with a customer, who on a busy Saturday wants to tell you all the family's history, and give you the gossip of the town while you are fitting her?
7. What would you do with a customer who acts as though he thought you were trying to put something over on him?
8. How would you treat the "Smart Alec" customer who "knows all about shoes", and who is anxious to tell you all about the materials make, etc., of the goods, and tries to impress you with the idea you can't fool him?
9. When you have shown a customer about a dozen shoes, and tried half of them on, and she says she will call tomorrow, what would you say?
10. What do you do with customers over whom you spend from half an hour to an hour making a sale, and they call next day and wish to return or exchange the goods?

Ten marks will be allowed for each of the above questions, making one hundred in all, and awards will be made as follows:—

CASH PRIZES

Highest Marks	\$25.00
Second Highest Marks	\$15.00
Third Highest Marks	\$10.00

PASS WITH HONORS

All who get over 50 per cent of the possible 100 marks will be given honors, with which will be included a year's subscription to the JOURNAL.

OPEN TO ALL

While this competition is intended to encourage clerks to take an interest in salesmanship, it is open to proprietors as well as clerks, and whether they are subscribers to the SHOE and LEATHER JOURNAL or not. Marks will be given for practical ideas rather than for literary skill. It is the ideas that count. Never mind your style.

COMPETITION CLOSES NOVEMBER 1st.

Competition will close November 1st, and awards announced November 15th. The Committee of Award will be three—two retailers and the Editor of the SHOE and LEATHER JOURNAL. Address all papers to:—

Salesmanship Department

SHOE AND LEATHER JOURNAL

545 King Street, West, TORONTO

CATERING TO THE KIDDIES.*(Continued from page 29)*

accordance with their age, therefore, they could make themselves at home at once. Upon entering the shop for the first time, one might gather the impression that he was in a nursery, not a shoe store. This is largely due to the lack of stock in the store, and the entire absence of shoe boxes, that usually greets the customer in the average shoe shop. All boxes and cartons are stored in the stock room at the rear, which keeps the shop tidy and attractive.

With every sale, Mrs. Serrurier is at present giving a whistle, this eventually is to be changed to a balloon stamped with her store name, or a stamped ruler according to the size and age of the child. The name and address of every child is taken, and when a suitable mailing list is established, seasonable literature will be mailed to the parents. Although Mrs. Serrurier has been opened for business over a week now, she has not yet completely outfitted her store. Her stock which is entirely of Canadian made goods will eventually comprise a wide range of shoes, besides rubbers, socks and stockings. We feel sure that the trade will join the Shoe and Leather Journal in wishing Mrs. Serrurier and her Children's Shoe Shop the best of success. The devotion of a store entirely to shoes for children is rather unusual in Canada, and its progress will be followed with great interest.

IT'S THE MAN THAT COUNTS.*(Continued from page 34)*

am thinking of him as a tent maker and a business man, who went down into Athens when that city had twenty-eight kinds of religion and sold them Christianity. He was the first great letter-writer the world ever knew. He

had a follow-up system working on the Corinthians, the Hebrews, the Romans, the Galatians. I sometimes wonder if the apostle Paul lived today if he might get wrought up over the flapper question and write an epistle to the Goloshians. The Bible is the paragon book of all books for vitalizing your language. Any man can afford to spend much time in studying a book that represented 50 per cent of the education of Abraham Lincoln.

In the last place and briefly may I say a word of the co-operative atmosphere. For after all a man's culture is his philosophy of life which finds expression in his contact with people. Our actions are either centripetal or centrifugal—every man wears a "come hither" or a "go yonder" expression in his face. The final question is are you your brother's keeper or your competitor's enemy? Fifty years ago a merchant only had to be slick or clever to get on. All the responsibility was on the buyer. Today the man who sells as well as the man who buys must beware. The tradesman who speculates with his good will is doing business on the margin, which means a large turnover of customers and an infrequent turnover of capital.

AMERICAN PRICE ADVANCES.*(Extract from Boston Herald, Sept. 20, 1922.)***International Shoe Advances Prices.**

St. Louis . . . Prices announced by International Shoe Company for Spring for 1923 and balance of selling season for Fall of 1922, show advances of 30 to 45 cents per pair over Fall of 1921.

Prices are not guaranteed for any stated time, and there is a possibility that those for Spring will rise, as selling for that season advances. Three-fourths of the lines have been repriced to go into effect at once.

Be Ready For The Hockey Shoe Trade

And being ready means having a well selected stock of Samson Hockeys on hand.

Every skater and hockeyist wants shoes with the exclusive improved fitting features and the longer wear service obtainable only in Samson Shoes.

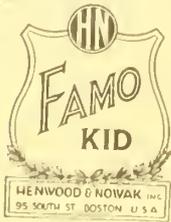
Always offering leading values in Sporting and Staple Footwear.



A complete line of McKays
A leading line of Heavy Staples
Unequaled Hockey and Football Boots.

J. E. Samson, Enr.

20 Arago St.**QUEBEC.**



The Kid That Made Fine Shoes Famous

Ask any of the Shoe Manufacturers using *good kid* and they will tell you that they can always rely upon FAMO.

Henwood & Nowak, Inc.

95 South St. Boston, Mass.

New York Representative
SEIDERMAN-SALMON, Inc.

95 Gold Street -:- New York City

GEO. W. NEWMAN LEATHER COMPANY

Cincinnati and St. Louis

Canadian Representative

R. E. Bennett & Co. Room 32, 70 Lombard St. Toronto Phone Main 4016w

WOMEN'S EASY SHOES



A flexible McKay cushion Sole shoe with rubber heels and made of Dongola Kid. In Oxfords or High Cuts. Bluchers or Bals.

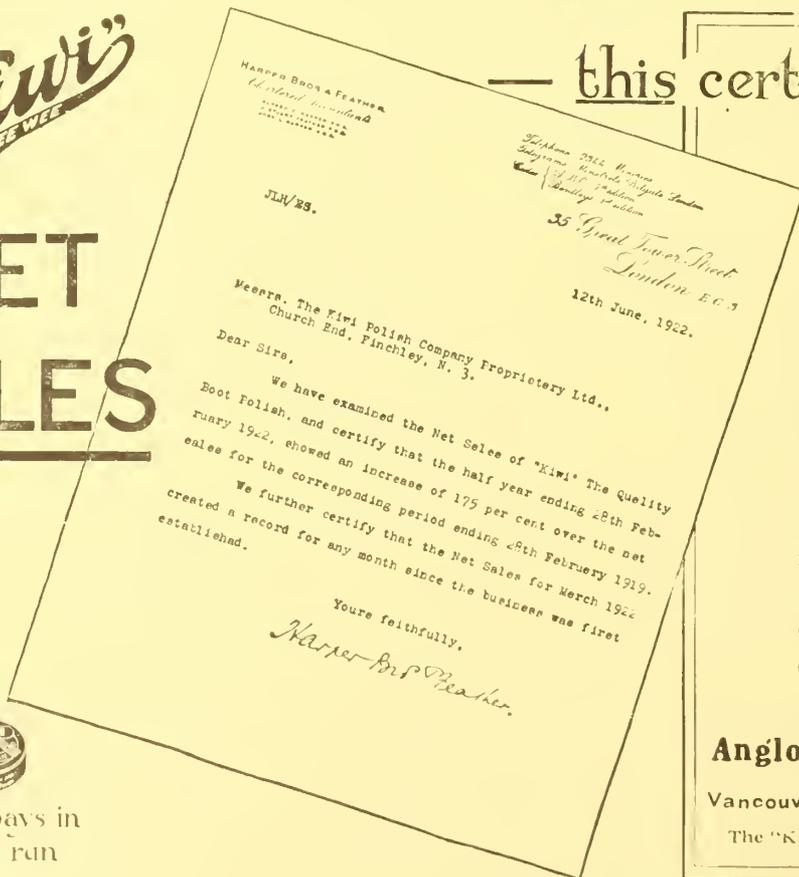
We specialize to the jobbing trade.

Samples on Request.

B. & M. SHOE & SLIPPER CO., Ltd.

126-128 GARDEN AVE. - TORONTO.

Kiwi's
ALL WEAR
NET SALES



— this certificate proves

that "KIWI" is the selling line in Shoe Polish.

Better a sixpence that works than a pound lying idle.

Keep up your stock of "KIWI" and maintain an ever increasing quality trade — it pays.

Anglo British Corporation Ltd.
Mercantile Bldg.
Vancouver, B. C.
MANUFACTURED BY
The "Kiwi" Polish Co. (Pty.) Ltd. London N.3


Quality pays in the long run

CANADIAN AGENTS
J. W. Price & Co., Lombard Bldg. Toronto, Ont.

THE POWER OF DISPLAY.

That the power of suggestion is too often overlooked by the merchant because he fails to make suitable display of goods in his store has been demonstrated in several lines by tests conducted recently. While these tests did not include shoe stores, it is safe to say that the same rules would apply to quite a degree. Sales were followed through in certain stores for six weeks on certain articles. For the first three weeks no attempt was made to display the goods; for the second period of three weeks the goods were kept well displayed before customers. The increases in sales noted were as follows:—

Extract.....	126 per cent.
Soup.....	71 per cent
Soap.....	194 per cent.
Candy.....	180 per cent.
Auto Supply.....	74 per cent.
Haberdasher.....	233 per cent.

The investigator remarks:—

“These tests would indicate how advantageously display material can be used when the sales force is properly sold on it.

“Too many merchants and manufacturers simply sit back and rest on their oars after a few sweeps and expect the natural momentum and the economic currents and eddies to carry salesmanship into safe harbor.

“It is safe to say that on the average the mere fact of dealer display will show a sales increase varying from 25 per cent. to 200 per cent.”

What is there in this for the shoe and findings manufacturers and dealers?

LOST SALES.

One merchant reports the following reasons for 192 lost sales, according to an American authority:—
47 sales were lost through indifference on part of clerks;

- 18 by offering substitutes;
- 18 through errors;
- 18 through trickery;
- 17 slow delivery;
- 16 over-insistence;
- 14 through insolence on part of clerks;
- 13 poor service;
- 11 through tactlessness;
- 9 through bad arrangement of stock.

The other 20 were lost through ignorance

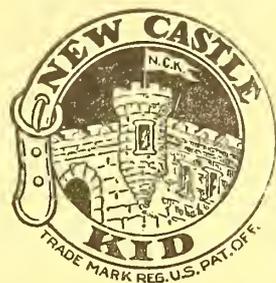
FREE CASES.

According to the Shoe Wholesalers' Association of Canada “Many of the wholesale houses are planning to discontinue, with the Spring of 1923, the charge for cases for shipments from their warehouses. The National Shoe Retailers' Association of Canada has asked that there be a uniform no-separate-charge-for-cases-and-laces policy.”

A change of policy such as this cannot be brought about overnight, as it is attended with many difficulties. As one man says:—

“If it becomes understood by the retailers in a general way that there will be no charge for cases, and that laces will be supplied with all shoes, this might be the means of stirring up quite a little bit of trouble, because all wholesalers will have some hundreds of pairs in their warehouses which do not contain laces and these will have to be shipped to somebody. We would not care to go through all the shoes in our warehouse to put in laces.”

Obviously it is a case of “give and take.”



New Castle Kid

Noted for its excellent Finish, fine Texture and wonderful Wearing Quality

The Leather for Greater Value

Fancy Colors, White, Black, Glazed or Mat

Canadian Agents

for American Tanners of Calf, Splits, Indias, Heavy Leathers, Skivers, Cabrettas, as well as for Cotton and Cloths

WRITE OR WIRE FOR SAMPLES

New Castle Leather Co. Inc.

New York

*Canadian Branch—335 Craig St. W. Montreal
Factory—Wilmington, Del., U. S. A.*

**Distinctive Decorations
for Fall & Xmas.**

Window and Store Decorations

—Made in Canada—

**Josephine De Witt
110 Adelaide St. W.
Toronto**

Man's of artificial flowers, vines and novelty stands.

A beautiful line of Fall & Xmas novelties are being shown.

Let us help you with your displays.

Our prices are reasonable and the quality is the best procurable.

*Write for Catalogue or Suggestions
Dept. B. for Interior and Window Display.*

ABOUT HIGH HEELS.

Word is already passing around among the women-folk that as to low heels "Them days is gone forever." And the thought of high heels is pleasant to some but not so pleasant to others. One of the chief difficulties in a discussion of that kind, however, is what really constitutes a high heel. A great many women cannot wear comfortably heels such as have prevailed amongst the flappers this summer. Others have always worn a one inch heel, and will continue to do so on walking shoes, in greater numbers. A Montreal daily has been gathering opinions on the subject from various sources, and says that many women of that city are opposed to high heels. The opinion of the trade, as we have had it, however, would indicate that certain sections of Montreal never really took to the extremely low heel. The newspaper quotes Dr. Harvey, of McGill University who says:

"They weaken the anterior arch of the foot," "and lead to falling arches, one of the commonest causes of foot-trouble. The position taken by the foot in a high-heeled shoe is a difficult one to retain for a length of time, so much so that the ankle joint loses its flexibility, and this stiffness affects the circulation of the leg. The throwing of the foot forward is a fertile cause of callosities and corns, and similar foot deformities. It isn't only the high heel itself, but the narrow pointed toe that accompanies it."

In regard to the claim made by opponents of the high heel that it did injury to the spinal column, Dr. Harvey said it was true to some extent, since the position on the stilt-like heel threw the centre of gravity forward and caused the spine to alter position slightly to counteract the change. The gait resulting from the high-heel was an awkward one, slouching and ungraceful.

Some physicians in Paris, where the high heel is apt to be exaggerated, go to great lengths, Dr. Harvey remarked, in denouncing the fashion.

The President of one of the largest women's clubs in Montreal declared that in her opinion, "Women are simply fools to wear high-heeled shoes." She had hoped that they were gone for good, and would never come back again. If they were ever in place it was possibly in the ball-room. Anywhere else they were inappropriate and consequently ugly.

Hobbling on Stilts.

"You have only to go along St. Catherine Street and watch women hobbling along on their 'stilts' to see how unsuitable high heels are for walking," she said.

"A girl wearing shoes with rational heels on her way to business, looks more efficient,—whether she is or not," he said. "A man finds it difficult enough to navigate among the cobbles and hummocks of our streets on his flat-heeled boots. I don't see how girls on high heels get along without twisting their ankles."

It may be said in conclusion, however, that there is no doubt that the vogue of the extremely low flapper type of heel is gone. The pendulum is not swinging to the opposite extreme, but a medium high heel holds the centre of the stage. That women are leaning to sense in shoes is evidenced by the wide distribution of the so-called orthopaedic shoes, which are being offered by many manufacturers under various names and descriptions.

"They're pretty, but awfully hard to walk any distance in," said a successful business girl. "Tiring, if one wears them for a length of time, I think the new heel, an inch or less high, is much more comfortable. Then, although high heels are pretty while they're perfect, once they begin to look a little 'down at the heel,'

so to speak, they're awful."

The verdict of a man who is not generally given to criticism of feminine things sartorial was that "high heels look fantastic to a man used to a good solid foundation." To see a girl pirouetting on high heels in a ball-room was rather pretty, but to see her pirouetting on the same along St. James Street was quite another thing.

"If we had been intended to have high heels our feet would have grown in an adaptable position."

Lover of Sports.

A woman who is fond of sport and the outdoor life says that she always wears a moderately low heeled shoe on the street, no matter what the fashion may happen to be.

"When I go for a walk," she said, "I want to enjoy walking, which I can't do if I have to think of my feet all the time. I find that a shoe with a heel about an inch high, and a vamp that allows room for the ball of the foot without cramping the toes, permits me to walk with a feeling of elasticity, very different from the stiff tread in high heels."

Another woman, who is always what is called "well turned out," said: "The difficulty about low-heeled shoes, until recently, has been that one couldn't get a shoe of that kind that wasn't rather ugly. For a long time one simply had to take a high-heeled shoe in order to get the quality of material and workmanship one wanted. It has been different latterly, of course."

Not Too Low.

"For myself," she concluded, "I don't find a really low heel comfortable: it doesn't give a high enough arch to suit me. I should say a Cuban heel for street boots, and anything you like for house wear."

ABOUT STYLES.

An Ontario dealer writes us as follows:—

"Business could be put on a better financial footing by reducing the number of styles. At present they are so numerous that they stagger the prospective buyer and she is in constant confusion trying to make sure she's getting the latest. We think it would be better to establish a style for a season and work it hard instead of giving us so many that one never knows what's new. We find, in some cases, that manufacturers themselves don't know what way to turn next. They come back season after season with the same lasts and perhaps, if it is a white shoe, a dab of black in a different place than it happened to be last season. Except in very exclusive lines this practice is prevalent throughout, and the result is that there is no congruence in lasts or styles of different manufacturers. They have conventions each season: why not vote on a certain style and ride it through for a definite period without trying to bring every known last and pattern into play simultaneously?"

To Miss Flapper.

Blessings on thee, little dame—
Bareback girl with knees the same,
With thy rolled down silken hose
And thy short, transparent clothes;
With thy red lips, reddened more,
Smear'd with lipstick from the store;
With thy makeup on thy face,
And thy bobbed hair's jaunty grace.
From my heart I give thee joy—
Glad that I was born a boy.—Chicago Tribune.



Monarch-Knit Silk Hosiery

for Women and Men

The ideal range for shoe merchants because the exceptional values assure easy sales at good profits and the superior quality assures satisfied customers. If you are not selling Monarch-Knit Hosiery you are missing an excellent opportunity to get extra sales and profits. Write us for samples and prices of our Nos. 412 and 485 for women, and Nos. 500 and 420 for men.

The Monarch Knitting Co., Limited
Head Office: Dunnville, Ont.

Factories: Dunnville, St. Catharines and St. Thomas, Ont.

BRANCH WAREHOUSES:

TORONTO
Ogilvie Bldg.
Bay & Wellington Sts.

MONTREAL
Dubrule Bldg.
Phillips Square

VANCOUVER
408-409
Mercantile Block

PACKARD'S DANCING SLIPPER

This is the Season When You should stock this Slipper

Made
in
WOMEN'S
MISSES'
and
CHILDREN'S
SIZES

SEND FOR
SAMPLE PAIR



THIS POPULAR
SLIPPER
is in
GREAT DEMAND
for
DANCING
and
GYMNASIUM WORK

L. H. Packard & Co., Limited
MONTREAL

WHILE THEY LAST!

This isn't a mark-down sale. It's a chance for the retail shoe men of Canada who are most interested to get a copy of Frank P. Taylor's

Book Of Shoe Window Displays

Mr. Taylor is an authority on window display methods, who has compiled this book specially for the shoe trade. It covers window methods, giving reasons and examples, store-fronts, backgrounds, fixtures, cards, hints on seasonable displays the whole works, in fact. The original price was \$2.75, and was low at that.

Our Special Offer

We have a limited number of these books on hand, and will send them out on the basis of "First come, first served", with a year's subscription (new or renewed) to the Shoe and Leather Journal.

The Two For Three Dollars

Isn't that fair? We'll go further. If, when you get the book, you are not satisfied, send it back to us, and we'll call the deal off. That's how much we think of the proposition.

Fill in the coupon and send it in.

Shoe & Leather Journal

515-519 King Street West

Toronto, Ont.

Shoe & Leather Journal
515-519 King St. West
Toronto, Ont.
Dear Sirs— Enclosed find Three Dollars, for which please send me
the Shoe & Leather Journal for one year, and one copy of Frank
Taylor's Book of Shoe Window Displays. If I don't like
the book when I get it, it is understood I can return it to
you and we'll still be friends.



AMONG THE SHOE MEN.

We like to receive items for "Among the Shoe Men." Send 'em in!



The Humberstone Shoe Co. Ltd. will erect a shoe manufacturing plant in Port Colborne at an early date.

Mr. & Mrs. F. Wigg, of Clinton, Ont., have moved to Seaforth, where they have purchased a large and enterprising shoe business.

The Hurlbut Company, Limited, Preston, Ont., manufacturers of shoes, are at present erecting a branch plant in St. Mary's, Ont. The building is 40 ft. by 72 ft., two storeys mill construction, and it is expected that it will be completed and ready for occupation on October 1st. The plant will be devoted to the manufacture of infants' soft sole shoes and will have a capacity of 1,200 pairs. About 100 hands will likely be employed. The cost of the plant is placed at \$22,000.00. A new company, So-Cosy Limited, with C. E. Hurlbut, president, F. H. Smith, vice-president, and C. A. Hurlbut, secretary-treasurer, will operate the plant.

It is reported that a new tannery is to be established in Collingwood, Ont. It will have an output of 2,400 hides weekly, and will be the first tannery in Canada to employ the Nance tanning process.

A new retail shoe store to open shortly in Calgary, will be the Marshall Boot Shop, in the Blow Block on Eighth Ave.

Mr. W. H. Walker, who has successfully operated a boot and shoe business in Dartmouth, N.S., for many years, has decided to retire and is selling his entire stock at greatly reduced prices.

Thieves entered the shoe shop of Mr. A. Fields, London, Ont., and stole several pairs of men's shoes and women's rubbers, recently.

Norman H. Mitchell, the shoe repair man at Broadview Ave. and Gerrard St., Toronto, wishes it known that he is not the party referred to in the Riverdale Park assault case.

Mr. W. J. Duncan, of Seaforth, Ont., was in Toronto, recently.

Mr. R. W. Craskery, who has been managing a boot and shoe business in Perth for the last 30 years, has sold out to Mr. Lloyd H. Kirkland, an expert in boot specializing and arch fitting.

Mr. W. B. Fryer, representing Scott-McHale, Ltd., of London, had a sample room in the King Edward last week.

Mr. A. A. Ordendorff, of the Talbot Shoe Co., St. Thomas, registered at the Queen's during his recent visit to the Queen City.

Mr. Harry MacKellar, representing the Great West Felt Co., and the Oscar Rumpel Felt Co., stayed at the Queen's during his recent visit to Toronto.

Mr. Narcisse Gagnon, of Aird & Son, Reg., Montreal, accompanied by Mrs. Narcisse Gagnon, Mrs. Emile Gagnon and Mr. and Mrs. Geo. Latourelle, returned to Montreal last Sunday on the Cunard Liner, Andonia, from an extensive trip to Europe. The party covered considerable territory, both on the continent and in England, the points of interest visited including Paris, Brussels, Ostend and London. While Mr. Gagnon reports a most enjoyable time and that he was much impressed with the wonderful sights of Europe, these, he says, are not sufficient to lessen his regard for Canada, and Montreal in particular. In other words, to Mr. Gagnon, there is no place like home.

Mr. Jules Payan, with a party of friends, has returned from a very successful and enjoyable hunting trip. Mr. Payan's happy hunting ground on this expedition was a very extensive territory in Northern Ontario in the vicinity of James Bay, his trials taking him over endless portages and no less than sixty-two lakes. He says that the woods are full of game, and to know that he was as usual successful in getting more than his share, one has only to hear him go over the list of beast and bird that fell his prey. Among these the real hunter's prize, of which Mr. Payan is most proud, is a big bull moose.

Mr. H. W. Algeo, of the United Shoe Machinery Co., of Canada, Limited, Montreal, has gone on an extended trip through the Canadian West in the business interests of his firm. As Mr. Algeo's standing as a shoe machinery man is almost equalled by his reputation as an agriculturist, he is looking forward to this trip with keen anticipation as it will take him through what is conceded to be one of the finest farming countries in the world. His many friends who have been in the habit of receiving from Mr. Algeo valuable pointers on the ins and outs of successful farming can be prepared to reap another crop of good ideas upon his return.

Mr. George Lloyd, for seven years salesman with the Toronto Branch of the Miner Rubber Co. Ltd., has severed his connection with that firm. Mr. Lloyd was succeeded by Mr. C. A. Callaghan.

Mr. W. G. Simpson, manager of the Toronto Branch of the Miner Rubber Co., Ltd., recently called on the trade in Haileybury and other Northern Ontario points.

Mr. Peter Doig, sales manager of the Tetrault Shoe Mfg. Co., Montreal, recently spent two weeks among the Ontario trade. Mr. Doig was well pleased with the steady improvement shown in the shoe and leather trade, and is very optimistic regarding future business.

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.



Mr. Wilfred White, who recently joined the sales organization of the Blachford Shoe Mfg. Co., Ltd., is spending a considerable part of his time in the City of Toronto.

PRIZE WINNERS IN CONTEST OF WESTON SHOE CO., LTD.

On page 20 we published the solution of the "Torn Advertisement" contest given by the Weston Shoe Co., Ltd., which excited so much interest at Toronto Exhibition and also appeared in our September 1st. issue. The prize winners names and addresses are as follows:—

1st. prize, \$50.00, Mrs. W. Hamilton, 492 Summerhill Ave., Toronto; 2nd. prize, \$20.00, Mrs. F. W. Banford, Hawkesbury, Ont.; 3rd. prize, \$10.00, D. H. Currie, 50 Dupont St., Toronto; 4th. prize, \$5.00, S. F. Ballachey, Paisley, Ont.

5th. to the 9th. prize, \$2.00 each, D. V. Schiller, 15 Palmerston Ave., Toronto; Miss E. M. Glasgow, 3 Woodycrest Ave., Toronto; Miss J. Collins, 202 Spadina Ave., Toronto; H. W. Cowan, 675 Shaw St., Toronto; Gilbert Tripp, 22 Coady Ave., Toronto.

10th. to the 14th. prize, \$1.00 each, Miss L. C. Matthews, 73 Wroxeter Ave., Toronto; H. G. Minhinnick, 69 Galley Ave., Toronto; Miss R. E. Trace, 139 Walmer Rd., Toronto; Miss Margaret Green, 474 Dupont St., Toronto; Miss K. Saunders, Brougham, Ont.

As was to be expected none of the solutions were entirely correct. But there were over a hundred that came so closely together that the work of the judges was one of considerable difficulty. It was remarkable how many used the same phrases and guessed wrongly. For instance in the fourth line a majority had the words "to the best of our ability". The prize winner had "valuing our reputation" and only one of the fourteen got the right idea and used the words "with much success". Not one had the phrase "formed the habit". Nearly all made it "been in the habit" which is much weaker. Most affirmed "you can purchase them in any reliable store" this is unfortunately not accurate. The nearest to correct had it "you should be able to purchase" etc. The firm are much pleased with the interest taken in the contest and the kind words of appreciation expressed by many of those who took part and intend writing each of them personally. Cheques are being forwarded to prize winners immediately.

SELLING GOODS.

The following pointers for sales people were culled by an authority from sales talks of a wide range:—

Always make it a fixed rule to greet your prospect cordially, even if each time your sales effort is non-productive. Some day the goodwill you assemble will serve you in good stead. Also you cannot afford to be impolite even if your prospect is.

Never argue with a prospect, no matter if you are in the right, as arguing will not help to make your position secure and truth will prevail in the end.

Always leave your prospect with a cheery good-bye, even if your visit has been unproductive. Next time you may have better luck.

Do not fail to thank your prospect if a sale is made or not, as these two words have a very important meaning in the business world today.

Watch your personal appearance, as a clean shaven face, spotless linen and polished shoes go a long way toward creating a favorable impression—a salesman's main asset.

Never deem it too much trouble to show goods, even if you know no sale is possible. Next time you may be more fortunate.

Never give the prospect the impression you are in a hurry, as you must forget time when another person is willing to give you theirs.

Make your prospect feel the small sale is just as important to you as a huge order, as small sales multiply and grow to large ones if properly nourished.

Do not assume too familiar an air with your prospect, even if it will not be resented. Some people do not welcome familiarity and resent the overstepping of the bonds of reserve.

Do not air your views too forcibly at any stage of the game, also abstain from talking scandal, politics or religion. Your object is to sell goods.

Abstain from giving the impression you know it all. Let the prospect do the talking and you inject your knowledge, but don't try to force it. Many a man has made himself a bore by so doing, and the buyer avoids the bore whenever possible.

Cultivate a pleasing voice. Use good English, eliminate slang and high-sounding words.

Don't knock another store's goods as it is like waving a red flag in front of a bull. Every knock is a boost, and you will make more friends by saying nothing than to ridicule and knock.

Keep on trying, keep on doing. Don't let your energy wane and you will make progress whilst others stand still, for "the man who wins is the man who tries, who never falters, never lies."

Approach the customer with a brisk, businesslike air instead of a slouch.

Talk quality instead of price when closing a sale.

Interest yourself in the customer's problems even if you do not feel inclined to do so.

Treat every "looker" as a buyer.

"Jot" down the names of your customers instead of resorting to memory for names and faces.

Say "thank you" every time a sale is made instead of allowing the customer to carry away a wrong impression as to the store's appreciation.

The shoe manufacturing plant owned by the Corporation of Milton, has been sold to the Milton Worsted Yarn and Spinning Co.

A spark from one of the machines caused an outbreak of fire in a dust conveyer at the Tetrault Shoe Manufacturing Co., Ltd., Montreal, recently.

What is the Selling Price ?

34	.515	47	.887
35	.538	48	.923
36	.563	49	.961
37	.587	50	100

Mark Up of Goods.—Mistakes that Dealers Make in Percentage Figuring. Some Hints as to Their Correction.

W. B. H. Please tell me what I shall have to mark as selling price on a shoe that costs me \$4.50, so as to give me a clear profit of 10 per cent? I do a business of about \$20,000 a year, and I figure my selling expenses, including overhead and personal salary, cost me about 25 per cent.

What the Mark Up Should Be.

Our retail friend has struck a very fruitful subject, but from the way he puts it, we should judge that he has a very clear view himself of the problem of "mark up." The average merchant, however, would say almost immediately, if he agreed at all about adding ten per cent. to his settled method of fixing his selling price, that it would be accomplished by adding thirty five per cent. to his factory cost price, which way of figuring lands many merchants on the street.

For instance this merchant says he does a business of \$20,000 a year, which costs him 25 per cent. of this amount to handle, so that his merchandise costs him \$15,000. Now his mark up must not be 25 per cent. on his cost, but 33 1/3 per cent., as may be seen from a glance at these figures. The writer does not say that he wishes ten per cent. on his selling cost, but we presume that he does, so that in all his mark up must be about 59 per cent. Thus the \$4.50 shoe should be marked at \$6.93 or say \$7.00 to give a net return of ten per cent. on the investment.

The way to figure per centages at any time is to deduct the percentage desired from a hundred, and divide the remainder into the cost of the article. Thus if I want to find the price of a \$4.50 shoe, to give me a selling cost of 25 per cent., and a net profit of 10 per cent. on my selling price, I deduct 35 from 100, which leaves 65, which is cost per centage of the goods. Dividing 65 into \$4.50 allowing for decimals, we get \$6.93.

Here is a handy table which every merchant should keep convenient for reference or should tack up on his desk, for use on goods, as they come in. Make up your mind what your profit must be, and apply the scale accordingly.

Table of Profits.

Per Cent on Selling	Per Cent on Cost	Per Cent on Selling	Per Cent on Cost
25	.333	38	.613
26	.351	39	.639
27	.370	40	.666
28	.390	41	.695
29	.410	42	.724
30	.430	43	.754
31	.450	44	.786
32	.471	45	.818
33	.493	46	.852

A PROGRESSIVE FINDINGS MAN.

Numbered among Montreal's progressive shoe findings men is Mr. R. L. Brown. About four years ago Mr. Brown established the Canadian Phillips Co., distributors of Phillips Military Soles and Heels. Some six months ago this name was abandoned, and since then Mr. Brown has been carrying on business under his own name, acting as distributor for the Phillips products for the territory of New Brunswick, Quebec and Ontario. In addition to these lines Mr. Brown also handles a full range of findings, and at the present time is having the credit of introducing to the trade what are considered some special lines of British laces.

MARRIAGE OF MR. LEIGHTON S. CLARKE.

Mr. Leighton Starr Clarke, younger son of the late Mr. Fred G. Clarke, of Clarke & Clarke, Ltd., was married on September 30th, to Miss Gertrude Edith Stark, of Toronto. Only a short time ago it was our pleasure to announce the marriage of Mr. Norman Clarke, of the same firm. Mr. Leighton Clarke is associated with his brother in his late father's company, and, while he is not widely known



in the trade personally, there is no doubt that, following his father's footsteps, he will make a definite place for himself in the industry. Mr. Clarke was one of those whose entry into business life was delayed by the more pressing activities of the great war, but the experiences gained there should stand him in good stead in the business world. The trade will join us in tendering our best wishes in his new venture.

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

MR. GEORGE FORTIN MOVES TO TORONTO.

The shoe manufacturing fraternity of Ontario, and of Toronto in particular has been augmented by the addition of Mr. George Fortin, who has become superintendent of the making department of the Blachford Shoe Manufacturing Co. Ltd. Mr. Fortin needs no introduction to the Canadian trade. In the practical field of shoemaking he holds a place in the



front ranks. He will be missed by the Montreal superintendents' and foremen's Association, in which he was one of the prime movers and leading spirits, and of which he was President. His friends will

follow his move to Toronto with interest, and with their best wishes, and it is to be expected that he will make himself as popular and valuable in his new sphere as in the old one.

NEW EDITION OF THOMAS REGISTER.

The 13th annual edition of Thomas Register of American Manufacturers has just been published, being 4,500 pages in size, cloth bound, and while listing only the products and raw materials from United States' sources of supply, is used by nearly 700 purchasing agents and buyers for Canadian concerns. The book is divided into three main sections.

Over 300,000 makers of 70,000 articles or products are listed in the first section, there being, for example, 2,016 kinds of machinery classified, with the names of the makers of each kind given. There are 99 kinds of acids classified, 285 kinds of brushes, 85 kinds of leather, 119 kinds of pins, 63 kinds of soap; 242 kinds of valves, 65 kinds of wax, etc.

In another section all the manufacturers are listed alphabetically, with addresses of head and branch offices, officers of the company, etc. An exclusive feature is the capital rating showing the size of each concern, giving the reader knowledge whether the firm is a hundred million corporation or a small forty thousand factory with limited capacity.

A third section lists 50,000 branded articles with the names and addresses of the makers of these trade named products. There is also a list of exporters and importers, with a directory of banks, commercial organizations and trade publications.

The Thomas Publishing Company, New York, is represented in Canada by the Canadian Buyers' Register Company, 91 Constance St., Toronto. The price of the book is \$17.50 delivered in Canada.

"O. K." ARCH SUPPORT SHANKS

There is a tremendous demand these days for arch support shanks.

We beg to call your attention to the fact that we can make your arch support shanks for you using either your own dies and moulds or allowing you to pick your dies and moulds from a large and varied assortment we have in stock.

As you know, we also make all kinds of combination and plain steel shanks.

"O. K." Fibre Counters are up to the same high standard as "O. K." Shanks.

O. K. SHANK COMPANY
307 Fourth Street Chelsea, Mass.
Canadian Agents: Trudeau Co., 719 Panet St., Montreal, Que.

NEWS FROM THE OLD COUNTRY

Send \$3 and we will mail you regularly every week for 52 weeks a copy of any British Weekly Newspaper, such as: Lloyd's, People, Tit Bits, Pearson's, etc., etc., etc. Hundreds of papers on our Big List mailed free. A different paper sent weekly, or the same publication for 52 weeks. \$3 pays for a year's subscription, including postage. Most unique and up-to-date service, greatly appreciated by members throughout the Empire.

Send \$3 to-day to

Periodical Posting Coy., Plymouth, England

J. HARDY SMITH & SONS

HIDE and LEATHER
FACTORS

CODES: MARCONI, BENTLEY, LIEBER.
CABLES: HIDES, LEICESTER

Belgrave Gate, Leicester, Eng.

Tanneries

A patent tanning method for sole leather, through which sole leather, three times stronger than usual, will be produced from own raw materials, can be disposed of at good terms. The leather is an approved product. Replies will only be considered from applicants willing to guarantee a certain result. Correspondence, together with Bankers' references to "H.K. & Co." (S. Gumaelius Annonsbyra, Stockholm, Sweden).

The Shoe Repair Man

A Message to Repairmen

President and Secretary of the Ontario Federation Issue an Open Letter.

MR. W. S. PETTIT, the President of the Ontario Federation of Shoe Repairers, is one who believes in co-operation, that many minds hold better counsel than one. Supported by his Secretary, Mr. Walt Stevens, another live wire, he has addressed an open letter to the repairmen of Ontario. The sentiments are equally applicable to repairers in other parts of the country. That is why we place it in the leading position in this department.

The letter is as follows:—

Brantford, Ontario, Sept. 12, 1922...

TO ALL SHOE REPAIRERS WHOM THIS LETTER REACHES, GREETINGS.— . . .

Were you at the Convention in Hamilton this summer?

If you were absent, you sure missed a lot. A great many good ideas were handed out, and we know they are going to help all of us in the future.

Wouldn't it have been grand if four times the number had been present? That would mean so many more ideas to work on.

The Executive will soon be holding their first meeting for the coming Convention here next Summer.

Listen—all you bright fellow-craftsmen—Have you an idea for the benefit of the trade in general? If so, get your pen working. We would like all the ideas of the different masters in Ontario. It would be a great help for the Executive to work on and help boost the Federation. Let's all get acquainted. Don't be backward. Get together and uphold the greatest movement this country has ever known for the Benefit of Shoe Repairers.

Just stop and think what it all means!

Gentlemen, we can work wonders, if we will all get together, and stay together for all time to come.

If there is no association in your city, get one going, and do it right now. Call a meeting in your city. You will be surprised to see how many will be there. That's the start; then keep it going. If you deem it necessary, the Federation Executive will gladly send a representative to speak on Organization Work, at your meeting. Or if you wish any pointers, don't be afraid to ask. We will gladly tell you, and help you in any way possible.

Come now, all you fellows, get busy and raise the standard of our industry to one of the most important of the Province. We've got the foundation, now let's build the edifice; one that will be looked upon in generations to come, as one of the noblest.

It seems a long way off, but the sooner we unite, the shorter the cut we can take to the height of our ambitions, prosperity and success.

Don't think there is a certain clique running affairs. Get away from that idea. Let every man get out and do his share. Work together as one. Don't leave it for the other fellow to do. And remember each of us has a big share to look after. Send your ideas to us and we assure you, the Executive will be pleased to go over them. Hundreds of men's good ideas are far superior to a few.

Now let them come. Think it over and keep Brantford in your mind for the next few months. Let's have the greatest convention ever held, so that we can reap the harvest of a great Federation.

Now let us have your personal ideas for future reference.

Good-luck, Brothers, you'll hear from us again.

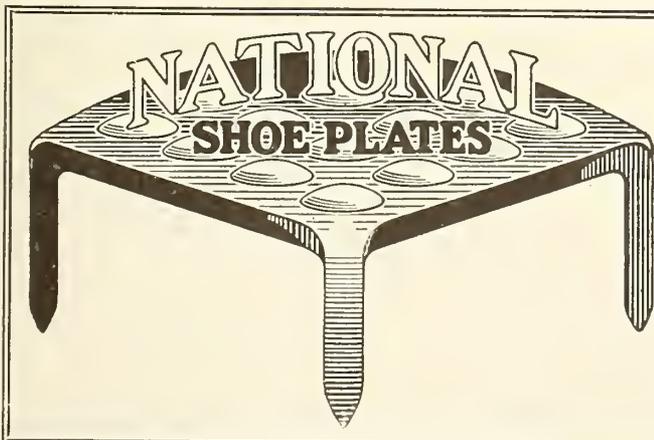
Sincerely Yours,

W. S. Pettit, President,
10 South Market St.

Walt Stevens, Sec.-Treas.,
58 Market St.,
Brantford, Ont.

ANOTHER REPAIR ASSOCIATION.

That the advantages of organization are becoming more apparent to the shoe repair men is evidenced by the formation of an association in Winnipeg. Last year the Western Canada Leather and Shoe Finders' Association gathered the Winnipeg re-



They are MADE Right and PACKED Right!

Just as the "National" Shoe Plate leads both for style and service, it also sets a new record for efficient, convenient packing.

"National" Shoe Plates now are packed first in neat one-gross cartons and then in heavy cardboard telescoping boxes as follows:—

Size No. 1:	Packed	10	one-gross	cartons	in	box
" 2:	"	10	"	"	"	"
" 3:	"	6	"	"	"	"

Furthermore, the boxes are neatly re-wrapped in stout paper with plain markings as to description and size of contents.

NATIONAL SHOE PLATE MFG. CO.,
160 NORTH WELLS STREET, CHICAGO, ILL.

pairers together for probably the first time in their history. Out of this has come a live association, which expects to become a factor in the industry in the west. The Winnipeg Association has been wise enough to benefit by the experience of the older organizations, and are building on a firm foundation. Information as to methods and prices in other centres, such as Toronto, was obtained, so that it may be expected that they will be able to add to their own ideas the best available from other points. The Association, which is called the Manitoba Shoemakers' Association, elected as president, Mr. J. W. Hardaker, Vice-President, Mr. D. Schulman, Secretary-Treasurer, Mr. W. Morris, Recording Secretary, Mr. A. L. Grayling, Executive, Messrs. A. Bergart, W. Baldwin, J. Cohen, C. Goldstein, I. Kestenbaum, W. Mills and F. Resch.

BRANTFORD NOTES.

Recent reports from the members of the Brantford Association show an increase in business lately, and we are all looking forward to good times this fall.

W. S. Pettit was very busy looking after his exhibit of "Know Brantford" goods held at the Chamber of Commerce rooms. Boys' shoes are his specialty, and he will help to keep Brantford on the map.

If Sheppard Bros. can create a demand for rubber heels, such as they have created for "Hot dogs" at the "Shriners' Frolic" (being held here for the benefit of such children) the heel manufacturers will have to work overtime.

E. Spring is back on the job again, after being indisposed for some time. He's a regular weather man, "Spring" is always with us.

Thompson Smith has returned, after spending a hard earned holiday, full of power and vim, ready to help boost our next convention. Says he wants to meet all the shoemakers of the Province here next Summer.

Walt Stevens, the new Federation Secretary is on the job, and not caring to play a lone hand, is asking all the trade for help. "Boosters," everyone of us. Answer the call and help.

Brantford boys are very sorry to hear of the death of Brother Walter Burnill, of Toronto, and take this opportunity of expressing their sympathy. He will be sadly missed from the ranks of the trade.

Wonder how Brother Revill, of Hamilton, is getting along. Seems to be staying outside the "3 mile limit" quite a time. He's another booster, boys, oh, that we were all like him, up and at it all the time. Let's all try to equal his endeavours.

THE BEST ADVERTISEMENT.

It has become one of the proverbs of business that "A satisfied customer is the best advertisement." It was never more true than it is to-day; and to no other trade does it apply more than to the shoe repairing industry.

The phrase "a satisfied customer," implies so much, and makes such a demand on the merchant or craftsman, that to turn out a string of "satisfied customers," is a large order. It can be done, and is being done, however, in more than one quarter.

Let's take a look over some of the requisites of a satisfied customer. Primarily he must be satisfied

with the article he receives, this implies satisfaction as to quality, price, and delivery. He must be pleased with the store, with its personnel, and its service. There are other minor requisites, but they would for the most part be covered by those mentioned.

Of late years the public, and through them, the servants of the public have tended to lay too much stress on price, and not enough on other equally or more important points. How much of this is due to conditions, to newspapers, and to the various trades themselves is a debatable question. Be that as it may, the men in every field who have concentrated on quality and service, are the ones who are coming through the mill, and will win out in the long run. Price must not be forgotten altogether, but with quality and service, and convincing argument as to reasonableness of price, trade can be held, and a fair profit maintained. Given even a high quality product, and excellent service a price out of reason with the service rendered soon defeats itself. The man who puts his conscience into his work, gives his best in service, and knowing his cost adds only a legitimate profit, has the best chance of satisfying his customer. The "satisfied customer" therefore implies a knowledge of costs sufficient to allow the repairman to justify his figures should they be questioned.

There is no fault common to man more exasperating than the breaking of a promise given and received in good faith. Among the various classes who are afflicted with the spirit of optimism in respect to promising work, the shoe repair man has a prominent place. With the best intentions in the world he promises delivery of a job at a certain time. Possibly the urgency of the customer persuades him to push his delivery date a little ahead of what he feels is reasonable. In any event, the promise is made. A machine breaks down, power goes off, a man is sick, a series of jobs develop unexpected complications, or perhaps he just made a bad guess. For any one of a hundred reasons the shoes are not ready when the customer comes in. Then there's the deuce to pay. And that's how many an otherwise satisfied customer is thrown out of his class. Personality is the only thing that will correct this, once the damage has been done. Tact, and the other higher qualities of salesmanship must be brought into play, and the customer convinced either of the reason for the delay, or assured that it will not occur again. One or more repetitions of the fault, and the customer is lost.

That comes under the head of service, the most outstanding function of every member of every industry. Together with a multitude of large and small factors it makes or breaks the reputation of the repairman.

The customer will prefer, other things being equal, to deal with the store that pleases him in appearance, and in the treatment he receives there. There is a vast difference to-day in the appearance of the window of the average shoe repair shop, as against a few years ago. The repairer has in many instances awakened to the advertising and selling value of his window. Yet we still see some shops where the owner is too busy to clean his windows, let alone dress them attractively. Going into the store, the customer who is to be satisfied expects to see a neat, clean interior, giving indication of the type of work turned out. The repairman who greets him is business-like, pleasant, and efficient. He knows his business, inspires confidence as to his ability and honesty, is not afraid to give sugges-

tions as to the customer's requirements, nor afraid to tell him what the work will cost and why. When the customer returns for his work it is finished, the shoes are put in rather better shape than the customer anticipated, the customer is greeted if possible by name and made welcome. Every incentive is there for the customer to return and to tell his friends!

There you have it at last—to tell his friends. All the money and time spent in newspaper or direct advertising is of little or no value if, meanwhile, there has not been produced a string of "satisfied customers." They will be voluntary boosters, and while the direct results are not easily traced, there is little doubt but that they constitute the shoe repairman's "best advertisements."

A TRUE FISH STORY.

"A naturalist," writes James B. Thorson, in one of his clever insurance letters, "once divided an aquarium with a clear glass partition. He put a lusty bass in one section and minnows in the other.

"The bass struck every time a minnow approached the glass partition. After three days of fruitless lunging, which netted him only bruises, he ceased his efforts and subsisted on the food that was dropped in.

"Then the naturalist removed the glass partition. The Minnows swam all around the bass, but he did not strike at a single one. He had been thoroughly sold on the idea that business was bad."

There's a moral here if we need one—take another shot at the glass partition.

MAYBE IT ISN'T THERE ANY MORE.

United States Hotel

Lincoln, Beach and Kingston Sts.

BOSTON, MASS.

Near South Terminal and easily reached from North Station by elevated

European Plan \$2.00 up

Jas. G. Hickey, Manager G. W. Hanlon, Asst. Mgr.

H. HANDELAN and STAFF of ARTISTS



**SHOE
ILLUSTRATION
TEL. CENT. 8232
WOODS BLDG.
CHICAGO**



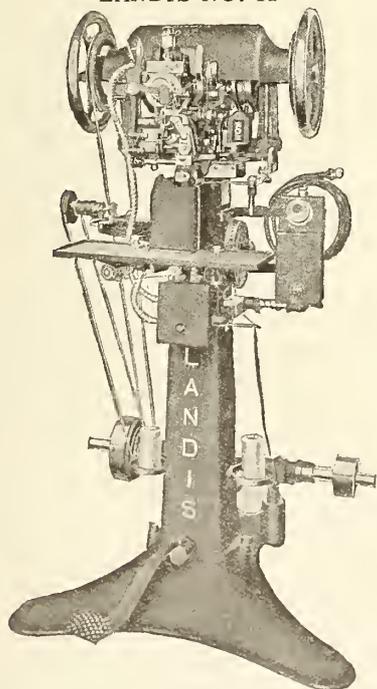
**YOU WANT
THE BEST**

SERPENT SHOE

H. Handelan & Staff

We do not carry stock cuts

LANDIS NO. 12



Model D

OWN YOUR OWN

LANDIS Stitchers and Finishers for the Shoe Repair Trade.

Highest Quality.

Prompt Shipments.

Canadian Representative

ROBERT J. VAN STONE

167 John St. S.

Hamilton, Ont., Can.

Special inducements to immediate buyers.

Write for particulars.

Landis Machine Company

No. 1515 25th St.,

St. Louis, U. S. A.

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.

Curriers, Shoe Manufacturers and Tanners

The H.S.P. Uniform Finishes are the standard. In the latest colors for Calf, Side, Sheep and Goat Leathers.

If you want the best glazed finish, try H. S. P. Pigment Finishes.

Our 72 years' experience and up-to-the-minute methods are yours for the asking.

Black Finishes in Mats and Gun Metal are all that you need.

CHEMICAL RESEARCH COMPANY
652 Summer St. West Lynn, Mass., U. S. A.



High-Grade WOOD HEELS

All Styles

Prompt Service

Standard Quality

Canadian Trade a Specialty

G. H. MOORE HEEL CO.
39 N. Water St. Rochester, N.Y.

UNIVERSAL SHOE MACHINERY.

Among the latest to install Universal machines, are W. K. Smith, and J. Hackett, of Ottawa. T. Lainesse, Victoriaville, Que., Harry Segall, Cornwall, Ont., V. Scarcello, and Frank Baccarri, Fort William.

It is interesting to note that Canadian made machines are finding their way to such countries as Italy. At present the Universal Shoe Machinery Limited is building an outfit for Naples, consisting of model F.A. Finisher, stitcher, combination clincher slugger, leather cutter and skiver.

A NEW COMPANY.

The latest and what appears to be the most interesting news to the wholesale trade in Canada is the fact that "Shoe Store Specialties Co." importers and distributors, will open up this coming week selling to the wholesale shoe findings trade, and will carry a stock for immediate service on the most saleable lines for quick selling in Shoe Findings and Novelties.

A few of the lines they will carry and control in Canada are:—

Fit-all Shoe Trees, of the A. R. Anderson Co.; Chicago-Brushes, of the Chicago Brush Co.; Standard Product Co.'s leatherized shoe laces; Bailey Rubber Heel Co., the latest non-slip rubber heels; Flexible Cork Product Co., every type of fine grade insoles; Auburn Wood Heel Co., wood heels; Clarke Emerson Co., latest style of foot measure and width measure; Crescent Braid Co., Premo Laces; Vogue Shoe Lace Co., fine wax tip shoe laces.

Also they have been given the power to distribute to the wholesalers—Griffin Shoe Polishes.

The above are only a few of many lines they expect to supply to the wholesale findings dealers in Canada—other articles such as latest buckles and shoe ornaments, brushes, and novelties will be added from time to time.

The Duane Boot Shop has been opened at 1126 Bloor St. West, Toronto, by Jack M. Clymer, for five years an employee of the Bachrack Bros., Toronto, and Alex Axler. Their store is located in one of the best business centres of Bloor St., and it is very attractive with modern front and neatly arranged interior.

Jack Clymer and Alex Axler are workers from the drop of the hat and should be very successful in their new venture as shoe merchants.

The shoe store of Mr. Stanislas Aubry, of Ottawa, Ont., suffered a slight damage by fire recently.

"What Is It?"

Illustrative of the careless attitude of many salespersons toward customers entering the store, the following story is told:

The scene is in a store in a Southern State.

The clerk was lolling behind the counter, when a colored woman entered, bearing on her arm a very black and very young pickaninny.

The clerk lunged forward, expertly bringing his balance to bear against the counter. He looked in the general direction of the dark-complexioned visitor and in a colorless tone asked:

"What is it?"

"It's a boy," the customer replied.

CLASSIFIED ADVERTISEMENTS

EXPERIENCED SALESMAN WANTED, on Commission Basis, for North Western Provinces. We manufacture Women's Misses', Children's, Infants', Boys', Youths', and Gents' Boots and Shoes. Apply with references, Dominion Shoe Limited, 2302 Chabot St., Montreal, Que.

MANUFACTURER'S AGENT Requires Line of Ladies' or Children's Shoes for Ontario territory, commission basis. Address, for particulars, to Box 53 SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

POSITION WANTED by experienced Foreman Shoe Cutter & Pattern Cutter, at present holding similar position but wishing for Change. Good Refs. Box 55 SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

MANUFACTURERS' AGENT. Experienced Shoeman with established connection in Ontario territory, is desirous of a Ladies' & Children's line on a commission basis. Address for information to Box 54 SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

EXPERIENCED SALESMAN WANTED, on Commission Basis, for Western Ontario. We manufacture Women's, Misses', Children's, Infants', Boys', Youths', and Gent's Boots and Shoes. Apply with references, Dominion Shoe Limited, 2302 Chabot St., Montreal, Que.

FOR SALE:—One Progressive Finisher approximately 14 ft. long. One Champion Finisher approximately 14 ft. long. One Bench Finishing shaft approximately 6 ft. long. One Champion Straight needle outsole Stitcher. One Fleming type Landis Curved Needle Stitcher. The above machines are guaranteed in good running order and condition and have been rebuilt by us. We will sacrifice these machines at a very low figure. UNIVERSAL SHOE MACHINERY LIMITED, 128 Queen Street, Montreal, Telephone Main 6233.

IMPORTANT:—Are you worried keeping books? Are collections slow? Worry no longer. Write or phone me. Immediate relief given. J. Pascoe Beel, Emergency Accountant, 545 King St. W., Toronto. Phone Ade. 6507

SALESMAN WANTED for Western Canada to carry a side line of women's novelty shoes on commission. Box 51, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

EXPERIENCED Shoe Salesman with office in Montreal, selling high grade ladies' and men's welts and turns in Montreal and Maritime Provinces, established wholesale and retail connections, is open to tackle boys' and children's line, sandals and other stitchdowns, felt slippers and shoe findings. Address Box 10, SHOE & LEATHER JOURNAL, 510 Coristine Bldg., Montreal.

SALESMAN for Winnipeg and the West to handle sheepskins for shoes Saddlers Russetts, Suedes and coat leathers. Must have best of references and with good connection with the shoe trade and leather industries. Box 52, SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

\$2,000 OF BOOTS AND SHOE STOCK FOR SALE in Parkhill, Ontario. Must be sold at once as proprietor is leaving; also building. Address to Box 563, Parkhill, Ont.

WANTED by Experienced Shoe Traveller, living in British Columbia, a Line of Samples to represent that province, and, in addition, part of Alberta if necessary. Could give close attention to the trade. Apply, Box 56, Shoe and Leather Journal, 545 King St. W., Toronto.

Show Them JOHN BULL Shoepacks



For your customers who are looking for EXTRA VALUE in shoepacks let them examine a pair of Beal's. They will note the good leather used—our own tannage—the high class workmanship and the real GOODNESS contained in every pair. These qualities can only give one result—long service, comfort and resistance to weather.

The R. M. Beal Leather Co.
Lindsay, Ont. Limited

CLARKE & CLARKE Limited
Established 1852

Tanners 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 Wareroom and Cutting Department
252 Notre Dame St. W., Montreal

PERCY J. MILBURN, Agent

BRANCH WAREROOM

553 St. Valier Street, Quebec City

RICHARD FRERES, Agent



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

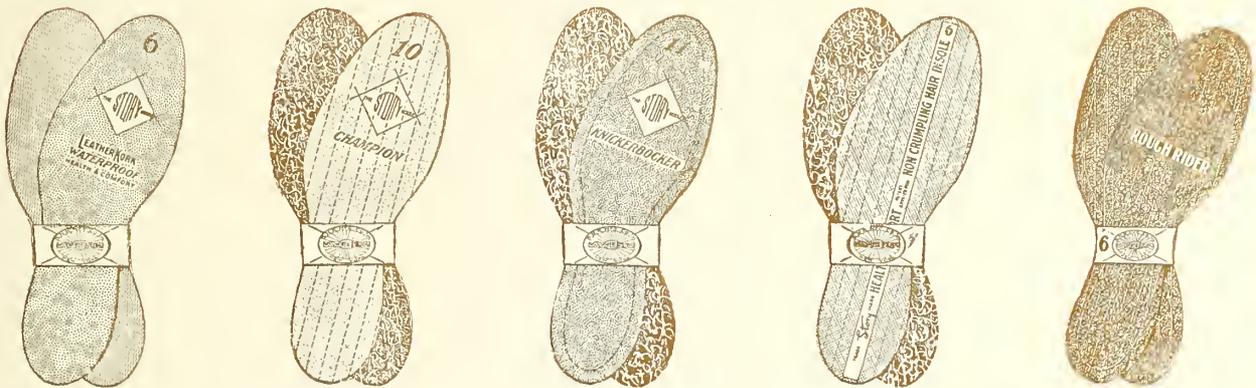
"We deliver what you buy"

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WHY NOT MAKE A PROFIT THIS SEASON FROM INSOLES



We Have Styles That Will Suit

YOUR TRADE

Imported Genuine Solid Split Cork

Felt Or Flannel Covered

LEATHER KORK — COMPOSITION
CORK and FELT — HAIR — HAIR and COMPOSITION

Include These Seasonable Sales Stimulators In Your Findings Displays

SHOW THEM—TO SELL THEM

Send For Samples And Prices

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

MAIN OFFICE AND FACTORY
MONTREAL

TORONTO
90 Adelaide Street W.

KITCHENER
46 Foundry Street, S.

QUEBEC
28 Demers Street

*ONE OF THE MANY
CLARK BROS. SPECIALS*



One Strap Colonial Pump

Made in all leathers and combinations

*Our complete line of Oxfords and
Pumps are made to retail at* **\$5.00**

*THE STYLES OF THE SEASON
THE VALUES OF THE TRADE*

CLARK BROS., Limited
St. Stephen *N. B.*

THE SHOE & LEATHER JOURNAL

"Gosh!
These All-Leather
Astoria Shoes Take
a purty shine"



"ASTORIA SHOES"

*Tailor-made for
Particular Trade*



**SCOTT
M'HALE
LIMITED
LONDON
CANADA**

ACTON PUBLISHING COMPANY, LIMITED

TORONTO

MONTREAL

Established 1857



“THE WEAR IS THERE”

Scarcity of Heavy Sole Leather

All selections and weights of heavy sole leather, are hard to find and much higher in price.

Sole cutters are using lighter weights, therefore, our stock of light and medium weight leathers is rapidly shrinking. The position of the hide market suggests early covering for seasonable requirements.

The Breithaupt Leather Co. Limited

Producers of the Standard of Canadian Sole Leather

SALES OFFICES

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Penetang	Hastings	Kitchener	Woodstock	Burk's Falls
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What's It Worth To Be CERTAIN?

- that the counters you put into your shoes are going to be a credit to your shoemaking.
- that they are going to conform exactly to your lasts, hold their shape and stand the wear.
- that you are going to get the best possible values in your counter buying.

It's worth so much that the mere specifying of

*D. & P. COUNTERS
EXCLUSIVELY*

seems too simple a way of securing such valuable assurance, but that is actually all that is necessary. Just be sure your Counters are D. & P., and you make quality and satisfaction CERTAIN.

*Canada's
National
Counter*

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



Shoemakers To The

Wholesale Trade

Mention "Shoe and Leather Journal" when writing an advertiser



A Sure Thing

There is absolutely no gamble in buying calf today, with either the Shoe Manufacturer or Shoe Dealer.

First, indications all point to a strengthening market in leather due to higher priced raw skins.

Second, there is no leather that cuts to so much advantage as DAVIS CALF.

Third, the appearance, texture, and above all, the fit of shoes made from DAVIS CALF produce the SELLING APPEAL, which means increased, as well as profitable business.

A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.

"GUTTA PERCHA" Brand

CANVAS



SHOES

The Most Complete Range of Staple Lines

Will be shown you by the salesman, from whom you may soon expect a call. Improvements have been made in many of the old models and some very attractive, saleable ones have been added to the line. Give the salesman a welcome when he calls. He has most interesting samples to show you.

Sort Your Stock on Rubbers

Fall is here and winter's slush and snow are not far distant. Now is the time to sort your stock of "G. P." Rubbers. Make it complete. A little preparedness will assure some nice sales and profits soon.

Gutta Percha & Rubber,
Limited

Head Offices and Factories, Toronto.

Branches in all Leading Canadian Cities



For the more trying wear of Winter days, Bell's have produced an Oxford of finest grade Black or Brown Calf, faultlessly made over our graceful, easy fitting Chateau Last. Its originality is expressed in the unusual and pleasing cut of the Blucher pattern and quarter overlay, and in the attractive perforations.

Creations like this show why Bell Shoes constantly occupy foremost position in the stocks of merchants whose judgment of value and selling quality in shoes is unerring.

J. & T. BELL, LIMITED

Montreal, Quebec

Toronto Sample Rooms; Room 206 Stair Bldg., No. 123 Bay Street

C. E. Fice, Representative

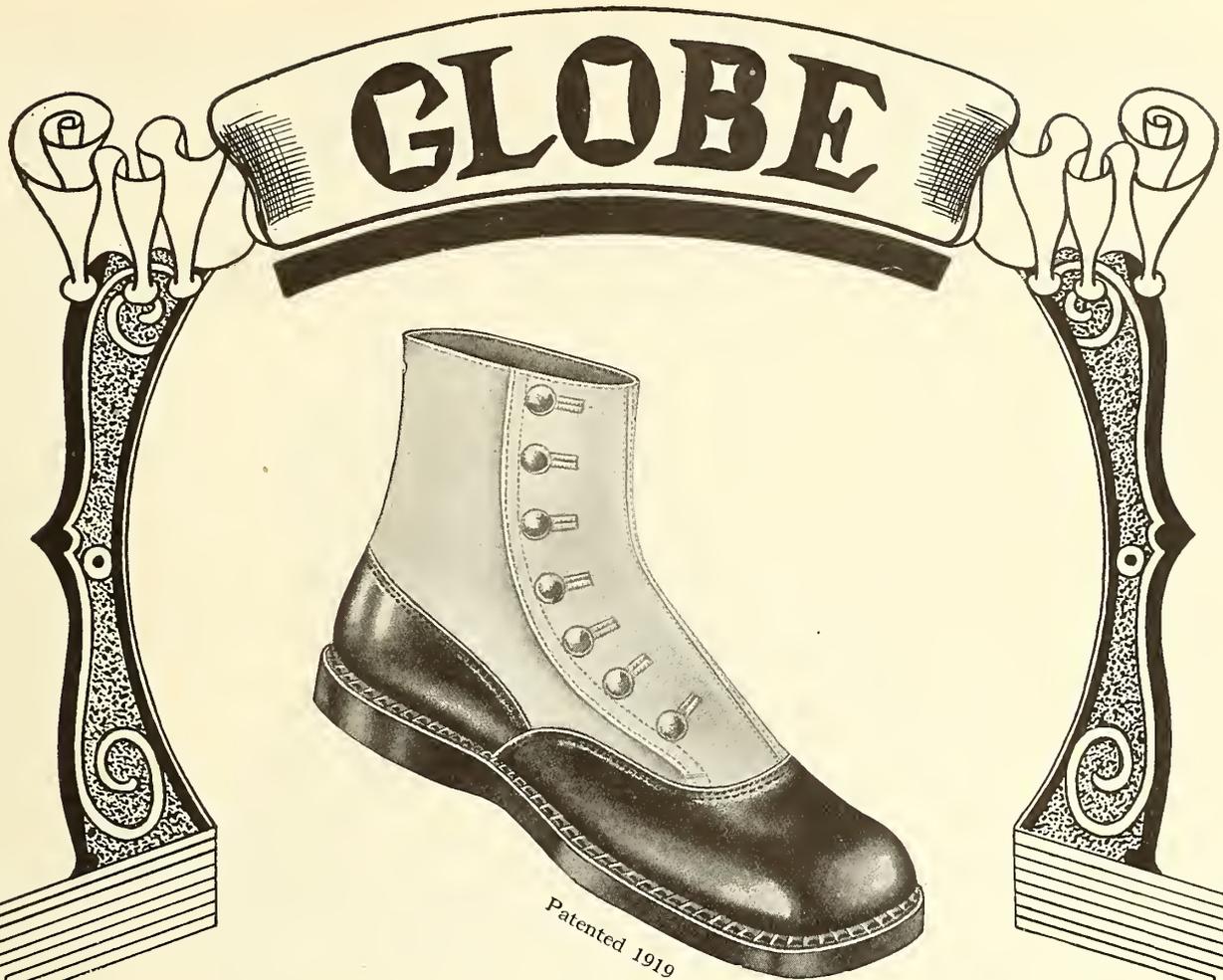
Manufacturers for Canada of Dr. A. Reed Cushion Sole Shoes

BLACK BEAUTY

*Chrome
Patent Sides*



The Robson Leather Co., Ltd.
Tanners and Curriers
OSHAWA CANADA



All that careful workmanship, good material and clever designing can do to make Children's Shoes excel in fit and wear is done in the making of GLOBE "PILLOW WELT" and "BABY PILLOW WELT" SHOES.

A Canada wide prestige with Trade and Public speaks for the greater satisfaction these shoes give both in selling and wearing.

THEY ARE THE ONLY GENUINE GOODYEAR WELT SHOES MADE WITH A PILLOW WELT INSOLE.

Do not do your buying for the coming Season without sending in a request for a Globe salesman to call with the entire line.

Carried in stock by A. Lambert, Inc., Montreal.

GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

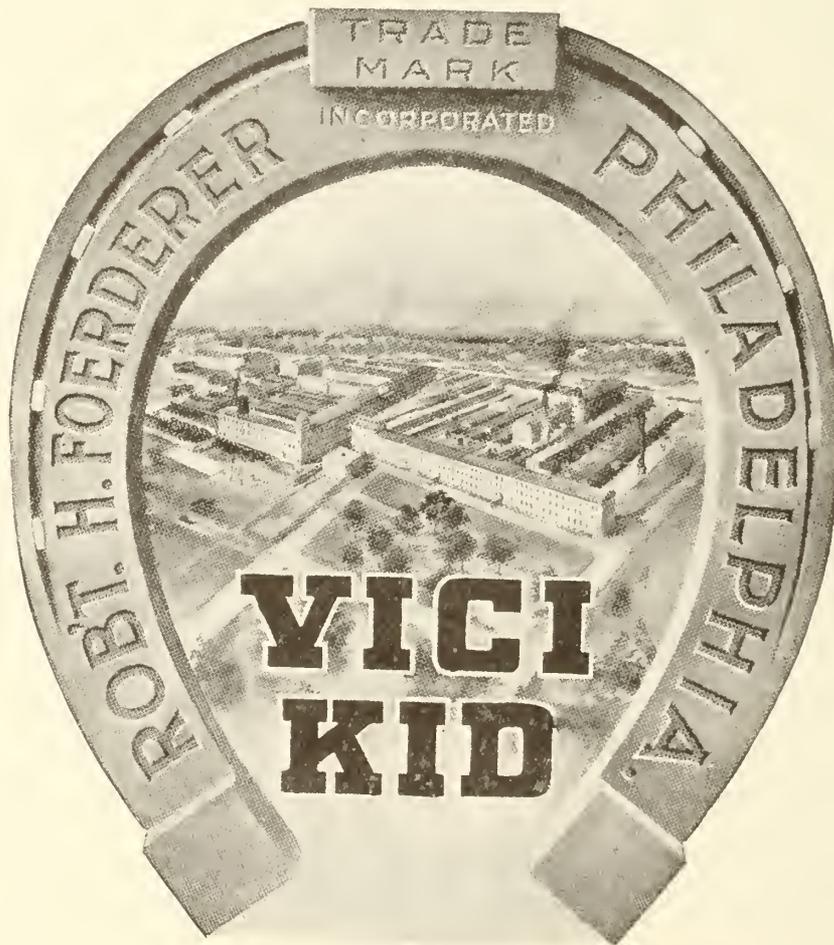
Montreal Office---11 St. James St. Representative---J. A. BLUTEAU

ROBERT H. FOERDERER

PHILADELPHIA

INCORPORATED

PENN., U.S.A.



Mention "Shoe and Leather Journal" when writing an advertiser

La Duchesse



Women's Patent Oxford, Colored Nubuck Inlays: $1\frac{3}{8}$ Heel, Good-year Welt. Can also be supplied in any combination desired.

This La Duchesse Oxford has all the essential features to make it a record seller for Winter. Besides being substantially made and possessing unusual attractiveness in last and pattern, it has an appeal all its own when it comes to Value.

Our new lines make it now more worth while than ever for wholesalers to concentrate on featuring La Duchesse Shoes.

“LaDuchesse” Shoe Co., Registered

MONTREAL QUE.,

Making Women's Welts, McKays and Turns of a Standard Quality for the Wholesale Trade

OVERGAITERS



MADE BY
PACKARD

ARE UP-TO-DATE

OUR LATEST MODEL

The "CAVALIER"

BIDS FAIR TO BECOME

THE SEASON'S
BIG SELLER

ORDERED YOUR'S YET?
NOW IS THE TIME

L. H. PACKARD & Co.
LIMITED

MONTREAL

QUE.

Distinctive Colors

as shown in

COLLIS CALF

*A full grained upper leather produced in clear finishes
which lend character and tone to high grade shoes*

For Men And Women

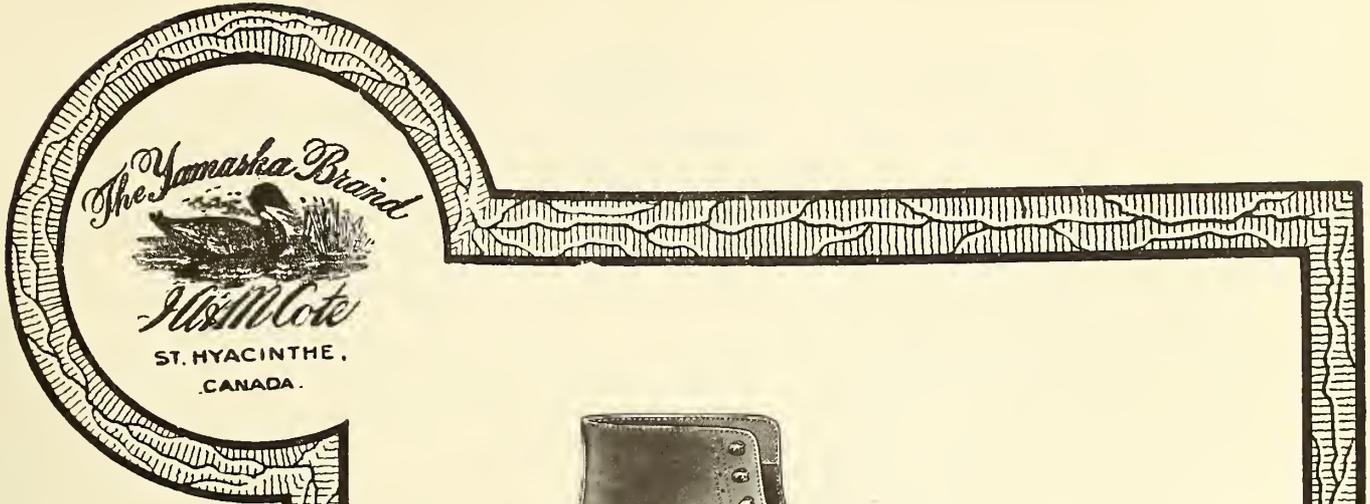
*Our popular shades in all weights and grades are
further supported by staple lines of black in*

Smooth, Box, Eye-Buck and Scotch Grain

The Collis Leather Co., Ltd.

Aurora

Ontario



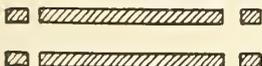
These
Staples
Lead
All Over
Canada.



Yamaska Brand Shoes are an outstanding example of all that a popular, attractive, honest value line of staple footwear OUGHT to be. Wherever it is offered it takes root and GROWS in the estimation of the dealers and in the confidence of the people.

You will welcome the styles and values now being shown by our travellers, which are creating greater interest than ever for our lines throughout the Trade.

Yamaska
'Staples
for
Value!



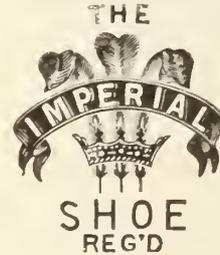
La Compagnie J.A. & M. Cote
ST. HYACINTHE, QUE.

J. A. McLAREN COMPANY LIMITED



When, on a dark and gloomy morning
Quite without a word of warning,
Comes a downpour of the kind that gets you—wets you—starts the blues

Then a feeling of contentment
Fills you, drives out the resentment,
As you think of Independent Rubbers and Imperial Shoe



Favorites from Coast to Coast

Imperial shoes cannot be surpassed anywhere for quality, as durable as the Rockies, and as dependable, they are acknowledged the favorites from coast to coast, by both customer and dealer.

Our line of Imperial Shoes including Women's Oxfords, showing new blucher patterns, in patent leather, gunmetal calf, and brown calf, are the latest styles and patterns.

Our range of strap slippers, both for street and house wear in Patent, Vici-Kid, Gun Metal Calf, and other fine leathers, are selling steadily.

Cold Weather Lines

We pride ourselves that we have all the necessary fall and winter lines for the shoe retailer. Here you can order anything you need from hockey boots to boudoir and leather house slippers. All lines carried here are made by the best Canadian Factories.

“Superior” Felts

The season is here when “Superior” in light and heavy lines will be in special demand. Have you ordered your supply yet?

Oil Tan Shoepacks

Oil tan shoepacks, moose moccasins, lumberman's knit and felt sox, etc., will soon be in demand. Early orders, mean early sales.

Independent Rubbers

need no introduction to the public or the trade. They speak for themselves. We have complete stocks in all lines.

J. A. McLaren Company Limited

30 FRONT STREET W.

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TORONTO



The MINER RUBBER CO. Limited

Branches and Selling Agents

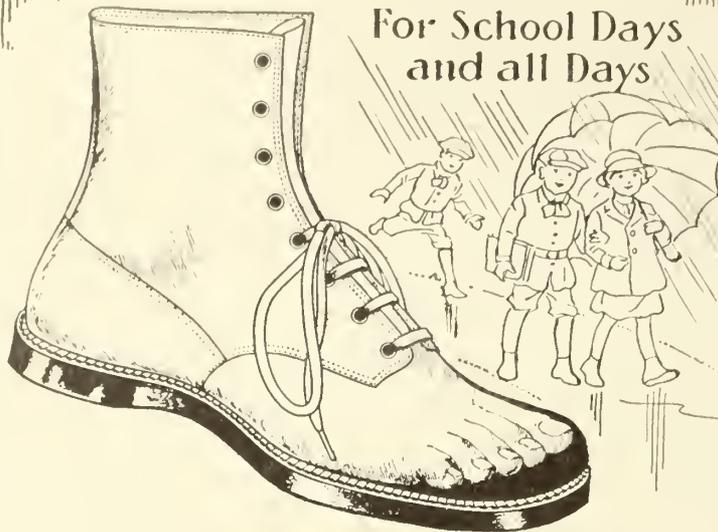
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The Miner Rubber Co., Limited.....	Calgary, Alta.
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Congdon, Marsh Limited.....	} Regina, Sask.
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Congdon, Marsh Limited.....	Winnipeg, Man.
The Haileybury Wholesalers, Limited.....	Haileybury, Ont.
Coates, Burns & Wanless.....	London, Ont.
R. B. Griffith & Co.....	Hamilton, Ont.
The Miner Rubber Co., Limited.....	Toronto, Ont.
The Miner Shoe Co., Limited	} Ottawa, Ont.
The Miner Rubber Co., Limited	
The Miner Shoe Co., Limited	} Montreal, Que.
The Miner Rubber Co., Limited	
The Miner Rubber Co., Limited.....	Quebec, Que.
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The J. M. Humphrey Co., Limited.....	St. John, N.B.
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The Miner Rubber Co., Limited.....	Halifax, N.S.
R. T. Holman Limited.....	Summerside, P.E.I.

Miner's "Invincible" Rubber Boots and Lumbermen's are a combination of tough rubber and strong fabrics cured under immense pressure.

They have a record all over Canada, of extra long wear under the most trying conditions.

They satisfy and can induce repeat business for you.

All Miner Brands are made to "stand the gaff."



For School Days
and all Days

HURLBUT
TRADE MARK REGISTERED
CUSHION SOLE
Shoes for Children

Use Hurlbut Dealer
Cuts for your local
advertising.

LATE Autumn demands a child's shoe that will stand the rigour of winter weather without loss of comfort to the growing foot.

Hurlbut construction leaves no room for argument as to the superiority of Hurlbut shoes on this point.

Get in line for your share of Hurlbut business. Our national advertising, and dealer co-operation will back you up.

Distributor

PHILIP JACOBI, 5 Wellington St. E., Toronto



“And in Cleveland you can reach me at the

Hotel Cleveland”

Where courteous service to the guests surpasses your every expectation.

Where this supreme service is rendered under singularly auspicious circumstances.

Where the atmosphere is homelike.

Where quiet refinement surrounds every move made by every employee.

1,000 Rooms

1,000 Baths

Hotel Cleveland
CLEVELAND, OHIO.



Mention "Shoe and Leather Journal" when writing an advertiser



Taking special care to provide the Trade with a shoe that will most successfully cater to the vogue of the Colonial, we show this beautifully designed creation possessing all the attractiveness of a stylish last, a neatly inlaid tongue effect and a popular medium heel.

It is one of the many new Kingsbury Models which fashion critics predict will be recognized throughout the Trade as a leader in the Season's new styles.

KINGSBURY FOOTWEAR CO.,
 Limited
MONTREAL



“Frank W. Slater’s Strider Shoe”

IN-STOCK IMMEDIATE SHIPMENT

Among our many in-stock lines we emphasize these two as extremely popular in style, offering the very best in shoe-making at prices that appeal to your customers as unusual buying opportunity. They are the best you can feature in dressy shoes for Winter wear.



No. 6000
Gun Metal Calf W. Foxed Bal.
Last 60, Widths C&D. Sizes 5-10—\$5.80



No. 6036
Lotus Gun Metal Calf W. Foxed Bal.
Last 60, Width D. Sizes 5-10—\$5.10

MEN’S AND WOMEN’S FINE WELTS

The Trade are finding Styles and Values exactly to their liking in the complete range our men are now showing. Be sure to see our coming Season’s samples and investigate our in-stock lines.

IN-STOCK LINES AS WELL AS A FULL RANGE OF SAMPLES CARRIED AT ROOM H, YONGE ST. ARCADE, TORONTO. PHONE MAIN 3960.

COMPLETE SAMPLES AND IN-STOCK LINES ALWAYS READY FOR INSPECTION AT OUR FACTORY SHOWROOMS, 587 BEAUDRY STREET, MONTREAL.

“By every standard of comparison Strider Shoes are better.”

EAGLE SHOE CO., Limited
587 BEAUDRY ST. MONTREAL



Women's Excluders

Trade-Winners for your Winter Trade



PAULA

4-buckle Cashmerette



DELPHINE

5-buckle Jersey Cloth

These staple lines combine comfort and dressy appearance for Winter wear. Thoughtful women will buy this sensible footwear in preference to the novelties that are a fad today and forgotten tomorrow.

Make sure your stock is complete with a well-assorted range of sizes. Your order to our nearest branch will receive prompt attention.

Dominion Rubber System, Limited

HEAD OFFICE - MONTREAL

"Perfect Shoes" for Spring Nineteen Twenty-three



There is fair value in every pair of "Perfect Shoes". They give long wear, style, solid comfort and real return for the money invested. "Perfect Shoes" are made in misses', children's and infants' sizes, all McKay sewn. Make "Perfect Shoes" your 1923 leaders.

Saleable Lines that Show a Profit

One strap with button or buckle in grey or white buck, with patent leather trimmings, also smoked elk with mahogany or gun metal trimmings.

One and two strap button or buckle in patent, mahogany or gun metal calf.

Oxfords in patent leather, mahogany or gun metal calf.

We Sell the Jobbing Trade Only
The SILVER FOOTWEAR Company
105-107 Front St., East Toronto.

Representatives

Quebec and Maritime Provinces
Harry E. Thompson
153 Peel Street
Montreal, Que.

Winnipeg to Coast
O'Brien, Allan Co.
Phoenix Block
Winnipeg, Man.

Toronto and Ontario
B. F. Morley & Son
81 Yonge St. Arcade
Toronto, Ont.



This is a fac-simile of Marsh's **MEDICO** Label.
 Used only on cartons containing **MEDICO** Shoes,
 and all live retailers should have this label shown in their
 fixtures. For **20** years this **MEDICO** viscolized

Full Double Sole Shoe has stood the test for Fall and
 Winter wear. **WHY?** Because both Uppers and Soles
 are made from Choicest Materials.

MEDICO

Shoes made only by

THE W^M. A. MARSH COMPANY, LIMITED

QUEBEC, CANADA

TORONTO DISTRIBUTORS

D. D. HAWTHORNE & CO.

WHITE SHOE CO. LTD.

SISMAN

Staples

*Mean Rapid Turnover
and Increased Profits*

The T. Sisman Shoe Company,
Limited

Head Office, Aurora
Branch, Newmarket

*Sold to
the
Wholesale
Trade
Only*

Shoe and Leather Journal

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TO ADVERTISERS

Over a period of thirty-five years the Shoe and Leather Journal has steadily worked to the purpose of building and maintaining a circulation which is thoroughly representative of the shoe trade of Canada. An advertiser is entitled to know not only aggregate circulation, but also just where his advertising is being sent. To that end our lists have always been open to the inspection of our advertisers.

MEMBER OF THE AUDIT BUREAU
OF CIRCULATIONS

Business Steadily Improving

A CAREFUL and thorough survey of conditions leads us to believe that business is steadily forging ahead in all lines in Canada. Reports indicate that not only in the cities, but in the rural districts, there has been a considerably larger volume of trade than at the same period last year.

In the cities, unemployment has largely been eliminated through building and other industrial activities, and while the farmers grumble a little at the low prices of produce, and the comparative high cost of living and operating departments, they are more inclined to purchase than for a considerable period past.

The increased use of iron and steel is always regarded as an unfailing indication of returning prosperity, and it is said that more than double the quantity of pig iron is being used in the United States and Canada. Freight which has increased over fifteen per cent. in the past six months, is another straw which shows the direction in which the wind is blowing. There are other indications of growing confidence and increased hopefulness such as the increase in circulation and bank loans, and the general tendency towards firmer markets in all raw and staple manufactured products.

A drawback within the past month or so has been the extremely fine weather, which has held back a good deal of purchasing for personal and household needs, but the next week or two ought to see this hindrance removed, and the full tide of fall buying set in.

Retailers all speak hopefully of the future and are confident that a good season is just ahead. Estimates have been made that Christmas trade ought to show an advance of from fifteen to twenty-five per cent. at least over last year.

It is the duty of the man behind the counter to make this come true. The next two months ought to be the best of the past twenty-four, and can be made so by putting personality and push behind a definite, vigorous campaign.

In the immortal words of Wellington "Up guards and at them!"

In The Market Place

Note and Comment on Conditions in Retail, Wholesale and Manufacturing Fields.

STEADY though sometimes almost imperceptible improvement characterizes conditions on this continent. Nearly all the barometers of the business situation indicate progress of a most encouraging nature. In the United States records of production, of car loadings, of unfilled steel orders and employment of workers, among other indices, all show that operations are enlarging and the current movement in various lines has gone beyond the point of moderate revival from previous depression. Demand for railroad equipment of unusual proportions, freight traffic of unusual magnitude, despite transportation drawbacks, labor shortage in some quarters, scarcity and rising prices of many commodities are noted at present, and as these are characteristic of commercial expansion, they are things which should make for optimism. Among the industries which show encouraging reports are textiles, cotton, woolen, silk hosiery, knit goods, carpets, jewelry, as well as the shoe and leather industry. The speculative element has largely been eliminated from the transactions taking place, and as the basis of business is a necessity for the goods, the situation would appear to be sound. From all sides we hear manufacturers urging wholesalers and retailers to anticipate requirements to a greater extent. At the same time the danger of overloading is realized and there is a sound tendency on the part both of buyer and seller to refrain from speculation. With the business structure just on a firm foundation, it is no time to take any chances on toppling it over again. In this connection the recommendations of the Joint Styles Committee of the shoe trade, appearing on this page, are well worthy the attention of every member of the trade.

Reports from the retail trade are of an extremely variable nature. Where one man reports business as slow, another says it has been very good. Some report that business in early October was better than in September; others note a slackening off. There has been too much fine weather to suit the average shoe man. What is wanted is some snappy weather, and some wet weather. Another phenomenon noted is the alternation of busy spells with extremely quiet periods. In Western Ontario a dealer reports an improvement in men's trade. In the east it was very slow. Men are buying largely

black shoes, fairly well divided between high and low shoes. In brogue oxfords, browns move well, while in brogue boots, blacks are favoured. Women are still buying straps, with a growing demand for oxfords as the fall progresses. Dealers are generally optimistic as to the next couple of months, though, of course, the situation will depend a great deal on weather conditions. Some of them claim that trade in the higher grades of shoes is held back by the fact that prices are too high, and that this is not so true of low and medium class goods. One man says: "We look for a quiet January and February, but are preparing for increased business next spring. We are to-day six per cent. ahead of the best year we ever had." That is a mark for most dealers to shoot at.

Manufacturers and wholesalers find business spotty and irregular. An occasional week comes along that is like old times. Then business takes a flop and goes flat. Orders are largely for immediate delivery, though as we come towards winter it is expected that spring orders will be placed in

JOINT STYLES COMMITTEE.

On Wednesday, October 11th, the Joint Styles Committee of Retailers, Wholesalers and Manufacturers held a meeting in Montreal. The present situation was considered very carefully, but as this was the initial meeting of a body that may be expected to be of prime value to the shoe trade of Canada, it was obviously impossible to do more than to start it in motion, and meanwhile to cover the situation in a general way.

It was decided that the representatives should report to their respective associations that after careful consideration of the style situation the committee believe that with increased business there will be a general return to more conservative styles in shoes, but that for some time it will be necessary for manufacturers to make and for merchants to purchase novelty goods in moderate volume.

Retailers are advised not to delay too long the purchase of staple lines for spring requirements, but to exercise caution in buying shoes which may become slow sellers on account of style changes.

growing numbers. Staple goods are being ordered in advance, but the style situation has been so uncertain that retailers have uniformly refrained from buying ahead on novelty or near-novelty goods. Manufacturers have realized the dangers in the practice of changing styles rapidly, or in bringing out new goods before the old ones have begun to move off the shelves.

This, together with uncertainty as to the price situation, has been largely instrumental in holding back business. It is easy to get the point of view of the manufacturer, who, to stimulate trade a bit, gets out something a little newer than his competitors, and takes a few rush orders on it. But he overlooks the fact that he is competing with his own goods already on order, in transit, or in the stores. If previous deliveries back up on him, what advantage is new business? The situation must be met some time, as the country can and will absorb only so many shoes. It is easy enough to preach to the retailer as to wise buying and aggressive selling, but with new styles being offered every week, is it any wonder the dealer becomes confused. It is impossible and unnecessary for every retailer to play the novelty game, and the backbone of the shoe business of Canada has never consisted of novelty trade. The opinion offered by the styles committee that the trade will gradually work back to more conservative styles is well founded, and if used as a guide by manufacturers and retailers will serve more than any other factor to bring back stability and confidence, for the uncertainty as to prices has been, for the time being at least, removed.

Who Creates Wealth?

By Dr. Frank Crane

Labor is fond of saying that all Wealth is created by it.

Capital replies that Labor never creates a dollar's worth of Wealth except when financed by Capital. Capital is the true begetter of Wealth, it claims.

They are both mistaken.

It is Brains that create Wealth. Some fellow with Brains reaches out into empty space and fetches an Idea back "out of the Everywhere into the Here."

And then it isn't any time before the Idea enlists the services of Capital and Labor and produces Wealth.

The true and only Creator of that Wealth is the Man behind the Brains.

The other night they gave a dinner to Thomas Alva Edison to celebrate forty years of use of Electric Light.

Edison created Electric Light. It was a product of his Brains. It was an Idea, a mighty good Idea. Forty years ago said Idea put Capital and Labor to work.

And now, where there was nothing, there is Wealth, in the form of lighting business throughout the country, Wealth amounting to four and a quarter *billion* dollars.

Labor and Capital don't create Wealth. They only think so. Their job is to take orders from the Boy with Ideas!

Here are a list of people who actually created wealth, and they were neither laborers nor capitalists:

The man who invented blotting paper by accidentally discovering that unsized paper was better than sand for drying ink,

The man who invented waterproof cloth by trying to wash out the wrong dye with alum and then several days afterwards trying to wash the cloth again and finding out he could not even wet it,

The man who discovered the use of soft glue for inking printers' rollers,

The man who discovered lithography,

The printer's wife that found that oily ink would float on water and so discovered marbling by dipping the paper in it,

The man who thought of putting the hump in the hairpin,

And the man who thought of pointing the ordinary wood screw.

Thought is the only creator of anything. Both capital and labor are hired servants.

Laying Plans For Convention



**Executive of N.S.R.A.
meets in Montreal to
Discuss Plans and Take
Action on This and
Other Matters.**

ON the morning of Wednesday, Oct. 11th, a representative meeting of the executive of the National Shoe Retailers' Association of Canada was held in Montreal, with the President, Mr. Ed. Stephens, of Ottawa, in the chair. Mr. Howard Blachford, the secretary, who is at present in the hospital, was unable to be present, but the acting-secretary, Mr. S. Roy Weaver, was on hand.

While the most important topic taken up was in connection with the convention to be held in January, other matters were handled of importance to the trade. It was decided that a special concession would be made in the shape of allowing non-members to join for the balance of 1922, and for 1923, at a charge of five dollars for the whole period. This will entitle them to all the privileges of membership including the regular monthly letter. It is to be hoped that many retailers who have not become linked up with the organization will take this opportunity of doing so.

An official emblem was adopted as shown above. This will be used on all stationery of the Association. The executive are arranging to send out imprints in various sizes, and to offer to supply cuts to members for use on their stationery at cost. The word "member" will appear with the emblem, and any member in good standing is entitled to use the emblem.

A letter from President Stephens is being sent out to every retailer in the country, urging their attendance at the Convention in Montreal. A modest appropriation was also made available for publicity and a membership campaign.

The National Shoe Retailers' Association, in a letter to the Shoe Manufacturers' Association, has expressed its appreciation of the adoption by many manufacturers of the practice of marking the weight and number of pairs on packages of shoes leaving the factory, and suggested that the manufacturers might advantageously use the standard stencil form already employed by a number of factories.

The retailers expressed their approval of the principle of voluntary arbitration of such differences as arise from time to time between buyers and sellers in the shoe industry, believing this would be of advantage to all parties concerned. The acting-secretary was instructed to ascertain the views of the manufacturers with a view to the adoption of a plan of arbitration somewhat similar to that in effect in the United States, but with such modifications as may seem desirable to meet Canadian conditions.

The Convention.

Everything is set for a big gathering of all branches of the shoe industry in Montreal in January. The programme committees of the Retailers' and Manufacturers' had a joint meeting, at which

tentative plans were made. It is proposed that the manufacturers meet on January 15th and 16th, and the retailers on the 16th and 17th. On the morning of the 16th, retailers will register from nine o'clock to ten, and probably have a short session. But in the afternoon there will be a joint session of retailers, manufacturers, wholesalers, and travellers, and a big joint banquet at night. The following day the retailers will continue their own sessions. An effort will be made to obtain two speakers of outstanding national importance for the banquet. As the Shoe and Leather Travellers' Association will have their gathering at the same time, it would appear that the best plan would be to suspend business for that week, as most of the leading shoe men of the country will be in Montreal. More particulars will be given as the plans mature.

Communications.

The acting secretary was instructed to send the following letter to the Fire Underwriters' Association:—

"Gentlemen:—

"We should be grateful if you would let us know, in as much detail as possible, the reasons why an increase was made in the fire rate on retail shoe store stocks about six months ago.

"If such increase were based upon experience, would it be possible for us to have access to the records of fire losses in retail shoe stores, in order to classify the nationalities and investigate the record of the assured.

"We may add that our members feel very strongly that, by such increase, the underwriters have penalized the better element in the retail shoe trade unfairly and that such better element is obliged to pay a higher rate than its own fire loss record would indicate as necessary, in order to carry the extra moral hazard of certain questionable retailers.

The following letter was sent to the Minister of Customs and Excise, at Ottawa:—

"Dear Sir:—

"We have been instructed by the Executive Committee of this Association to ask that the Government repeal the legislation of last session providing for imposition, on and after January 1, 1923, of a stamp tax on receipts of \$10 or more. The members of this Association appreciate the necessity of raising sufficient money to meet the requirements of National Administration and are willing to accept their reasonable share of any necessary taxation. But while not unmindful of the difficult problem of maintaining a balance between National income and National expenditure, we believe that the proposed tax on receipts will entail serious inconvenience, that it will interfere with the established and desirable practice of many merchants of giving a receipt with every sale, that it will place a premium on no-receipt sales, and encourage evasion,—in short, that, in practice, it will place an unfair and discriminatory burden of expense and inconvenience upon the better element in the retail trade, while merchants of easier conscience will escape.

"We understand that this legislation has been suggested by the stamp tax on receipts in the United Kingdom, but conditions in the two countries are decidedly different. At the present time the shoe retailers in Canada are confronted with many difficulties and the stamp tax on receipts, if it becomes operative, would add to those difficulties. We trust that this proposed levy will not be permitted to go into effect.

Notes From American Centres

What is Shown in Some of the Best Stores at the Centres.—The Trend of Fashion in Men's and Women's Footwear.

As the autumn season passes, and cooler weather sets in, a decided check is apparent in the sales of straps and low shoes generally. In the strap class by the way, predictions made that the plainer straps would take the place of fancy effects do not seem to be borne out by facts. Taking both the store windows, and the feet of women pedestrians, one would imagine that, so to speak, that the boot was on the other foot.

Colonials and especially those with high ornate tongues seem to have had quite a run and promise to run through the present season or at least until snow falls. In the meantime, there is a perceptible change in favor of the smaller tongue of plainer or tailor-made effect which promises to last until the turn of the year. The plain side-seam opera and the Louis heel Oxford in plain and combination effects are bidding for popularity.

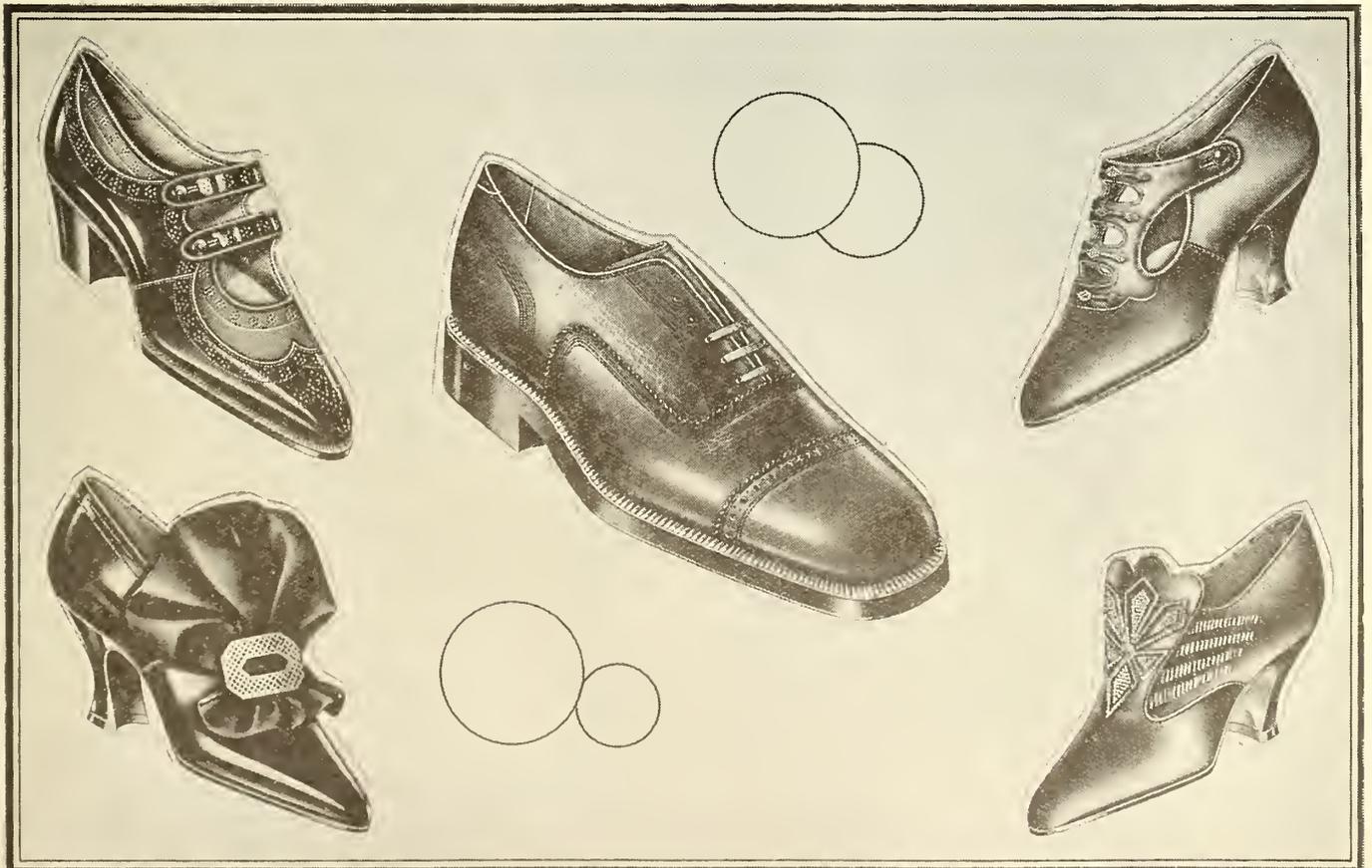
Bronze kid seems to be making a hit in colonial lines, especially in the large tongue effects, both in single and combination, and are shown in many stores in New York City. The same material is used in smaller tongue designs, and in Theo ties, and appear to be creating quite a favorable impression. Dealers, however, as a whole are rather shy of this mode as there is so much risk attached to carrying it as a regular line. With the advent of

colonial styles ornaments and buckles are, of course, coming back into the limelight. Several of the best shops in New York have been making elaborate displays of these in connection with their new showings of colonial effects and they have aroused considerable interest.

While boots are being shown to some extent in fashionable shoe establishments, they do not seem to figure seriously in the eye of the retail trade. Dealers claim that it seems impossible so far to enlist the interest of any but those who are looking for comfort rather than style as the weather becomes cooler. Nevertheless, it is claimed in some quarters that they have been selling much better than they were this time last year.

One of the most outstanding fads is what is called otter ooze, which is intended to some extent to take the place of patent and satin. This material is trimmed in various ways, such as black patent pipings, models being shown in colonials and various strap patterns. As an offset to the bronze kid, various shades of brown in ooze are appearing on the market.

In spite of the clamor against novelties, there is a general call for models that may be considered extreme in men's shoes in the matter of edge trimming, finish, etc. The demand seems to be for the lighter shades of tan in both high and low cuts. While low shoes have had a good innings, there is a decided trend towards boots, and especially bluchers, which are apparently coming back into favour. Pigskin is being used extensively in different shades, although golden brown seems to be the most popular. Amongst dress shoes the patent leather oxford with plain toe is seen in several windows, and will doubtless be worn on the street as well as for evening functions.



A few ideas from the United States

Seasonable Ideas For Your Local Advertising

By The Advertising Service Department

New Models
For Your Hallowe'en Party



Price



Price

Size of Ad. for Publication

140 Lines by 2 columns

Type Face—Caslon

New Models Set 18 pt.

For Your Hallowe'en Party

Set 36 pt.

Description of Shoe with Price

Set 10 pt.

Hallowe'en that glorious time of fun and romance will soon be here, and you will want to look your best. You know how necessary good shoes are to your personal appearance, how they will "finish you off" and show your new dress to better effect. Of course, you will want to dance. You will need then, a shoe that combines dancing and walking comfort, stylish appearance, and a shapely fit. We believe we have something in our new fall styles that would just suit you. Why not come in and look them over, while we have an unlimited range?

Set 12 pt.

Description of Shoe with Price

Set 10 pt.

Signature, Address and Slogan

Set to suit

Size of Ad. for Publication

130 lines by 3 columns

Type Face—Caslon

Here's a Real Beauty 30 pt.

A shoe that will appeal to you because it combines the three greatest necessities of shoe life, style, fit and comfort, with the least strain on the purse. Follow on here with description of shoe with price.

Set 14 pt.

Set Signature, Address and Slogan

in type

Size to suit

Here's a Real Beauty



Price

Hints and Helps for the Retail Shoe Man

By The Advertising Service Department

Size of Ad. for Publication

135 lines by 2 columns

Type face—Cheltenham

Description of shoes with price set 10 pt.

New Cold Weather Models

set 24 pt.

The well dressed man seeking the new idea in fall and winter shoes, will be interested to see and examine our display of new models in men's high grade shoes. Follow here with description of shoes you are showing.

Set 12 pt.

New Designs in Fall Hosiery

Set 12 pt. Italic

Write copy to suit

Set 10 pt.

Signature, Address and Slogan

Set to suit

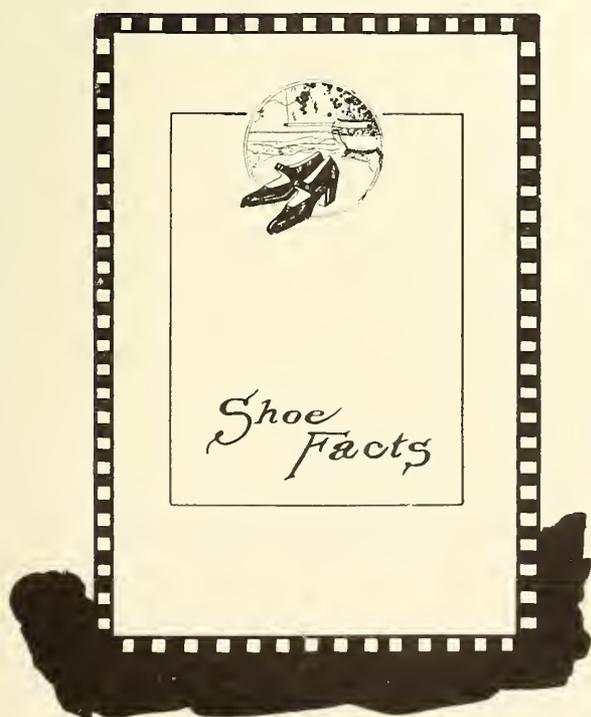
The New Idea

\$8.00

Price

New Cold Weather Models

New Designs in Fall Hosiery



The circular or catalogue cover shown here is not an elaborate or expensive affair to prepare. It is a simple but effective design, one of hundreds, that you could prepare yourself. When preparing your next circular, why not let your son, or some of your salesmen take a hand in preparing the cover design. Pleasing designs are easy enough to get.

Get Rid of that Slow Moving Stock

By Harold F. Podhaski

PERFECTION is an impossibility in man. We can strive for it to the utmost degree but we certainly are never going to achieve it. The wise man is the one who profits by the mistakes he makes, and who sees to it that he does not make the same mistake again.

A merchant buys his goods to sell, surely not to keep, but the most capable merchant in the world is likely to make an occasional error in buying, and purchase merchandise for which he cannot develop sufficient demand to move it as rapidly as he had anticipated. When such an error occurs there is only one way to rectify it, and that is to mark the stock down to a low enough figure that the price alone will move it off the shelves and into the hands of the ultimate consumer, even though it may be necessary to sacrifice the profit and a part of the cost in doing so. Thus is another lesson learned in the hard school of experience with the result that the same mistake is not likely to be repeated.

In this day and age of modern merchandising successful retail selling and an intelligent knowledge of store financing go hand in hand. If goods are allowed to remain in stock after it has become evident that little or no demand can be developed for them, if the loss that it is necessary to take on such merchandise is deferred, then certainly sound financial principles are not being employed in the operation of that business, and it is ultimately going to suffer as a result. If you don't believe it just ask your banker; he'll undoubtedly tell you that such a policy will have an unfavorable effect upon your credit rating.

Within the past few years some of the larger stores throughout the country have established separate departments solely for the purpose of taking care of slow moving merchandise, odd lots or remnants from the regular departments, goods that may not measure entirely up to the requisite standards, etc., etc. And in a majority of cases such departments have proven unusually successful and appear to have solved the problem for which they were primarily designed—that is, to sell the slow moving merchandise.

As a general rule, however, this idea is one that has only been used in the larger department stores where there is always a considerable quantity of merchandise that can be relegated to a department of this nature. But it is an idea that undoubtedly could be just as successfully used even in a small retail store, or in a specialty store which may represent but a single field in the retail business—that is, a shoe store, a hardware store, a grocery store, etc.

One of the first and most important points that the retailer should remember in connection with the inauguration of such a department is that if the best results are to be obtained the primary effort at all times must be to make it a definite part of the business. Select a name or a title that will serve to express to the buying public just exactly what this department is, and whatever that title may be, as time goes on seek to associate it so closely with the business that it will be synonymous in the public mind with the name of the store. Some of the names most commonly used by the larger stores are Economy Department, Under-Price Department, Bargain Department, Less Than Cost Department, etc., etc.

In the city of Atlanta, Georgia, there is a retail shoe store that has operated a department of this nature

for the past few years with a remarkable degree of success, and because the methods and system employed in the operation of this department have stood the test of time, I am going to describe them here in detail for the benefit of other retailers who may read this article. For that reason if this plan is used at all it should be used substantially as it stands, save for such minor changes as may be necessary to meet the specific requirements in the different fields of retail selling.

The name of this particular store is the Fred S. Stewart Company. During the past two years this company's gross volume of retail sales has approximated close to \$600,000 per annum, an amount that is generally believed to be the largest volume of trade enjoyed by any retail shoe store south of the Mason and Dixon line.

The department in question is known as the Under-Price Cash Basement, and the gross turnover of this department alone the past two years has aggregated \$100,000 per annum, or more than 16 per cent of the gross sales of the whole store. As this figure amounts to a gross sales volume of approximately \$2,000 per week, or more than \$300 for every working day, no microscope is needed to see how really important such a department is to the average retail store.

All terms in this department are strictly cash and no person, regardless of who they may be, is allowed to buy anything here on credit. That is the only successful policy to pursue in a department of this kind.

When the fact is considered that by far the biggest majority of the merchandise sold in Stewart's Under-Price Cash Basement goes at a genuine sacrifice, the volume of business it experiences seems all the more remarkable. And I do not mean that merely the profit is sacrificed, but also a part of the original wholesale cost of the shoes, for they are nearly always priced at a mark less than the retailer can buy them for himself. Stewart sees to it that this department lives entirely up to its name; the Atlanta buying public knows that to be a fact as evidenced by the hundred thousand dollars they spend there every year.

At first thought it will probably seem to the average merchant that because this department turns over such a tremendous amount of merchandise per year, there must surely be a great many errors in buying. Otherwise why should so much stock be relegated to the Under-Price Cash Basement where it is sold at a sacrifice? On the contrary, Fred S. Stewart, the President of the company, and who personally does a big part of the buying himself, is one of the most capable shoe men in the United States. It is a comparatively rare thing for Stewart to make an error in buying. The truth of the matter is that only a very small part of the merchandise relegated to this department represents what could be called a mistake in buying.

It doesn't make a particle of difference how capable a merchant or a buyer may be, in every store there will always be found some stock that moves more or less slowly for some reason or other; but that does not necessarily mean that an error was made when this stock was purchased, though this will sometimes be the case. Furthermore, the store which handles merchandise dependent on seasonable demand, such as shoes for example, cannot possibly anticipate with any degree of accuracy what the season's demand may be, and purchase just enough to take care of that demand. There will always be a few left-overs, some merchandise in hand that is out of season. And it is such merchandise as this that should be relegated to the Under-Price Cash Department, or whatever it may be called, and disposed of regardless of the sacrifice it is necessary to make.

A majority of the shoes that find their way into the

Under-Price Cash Basement of the Stewart store can be divided into five classes. These would include:—

(1) There may be four or five different styles or types of footwear of which there will be but three or four pairs of each style remaining in stock. At certain periods the managers of the various departments will go over their stock and take out these left-overs. They comprise what is known as Odd Lots, or Remnants, and it is always advisable to get rid of them to make room for fresher stock. Therefore, they are sent to the Under-Price Cash Basement where the price is marked down and they are sold.

(2) A short time before the end of each season department managers will take from their stock certain seasonable styles of which they may have too large a quantity on hand; that is, more than they will be able to sell before that particular season comes to its close. Rather than hold onto this merchandise and have it left over it will be sent to the Under-Price Cash Basement. And any other stock that may be left after the season is closed and for which there is only a seasonable demand, also will be relegated to this department.

(3) At times a merchant or a buyer will make his purchases from a sample, and then will learn when the goods arrive that they are not entirely up to standard, even though they may measure up to the quality of the sample. This happens quite frequently by reason of the fact that it is much less difficult for a buyer to determine quality when he is inspecting several pairs of shoes, for example, than it is when he is inspecting only one sample pair. This is true also of many other lines of merchandise. When there is an experience of this kind at the Stewart store and the shoes are not deemed of good enough quality for the regular stock, they are consigned to the Under-Price Cash Basement and sold at whatever sacrifice it may be necessary to make.

(4) As previously stated every merchant, no matter how capable a buyer he may be, is likely to make an occasional mistake and purchase some line that does not move as rapidly as he had anticipated. At the Stewart store such mistakes are rectified immediately if it is learned the demand cannot be developed or that the stock is moving too slowly, by relegating the merchandise to the Under-Price Cash Basement.

(5) Occasionally an opportunity comes the way of every merchant to buy stock at a comparatively low price—that is, a price below the market. For example, a manufacturer or a wholesaler will sometimes have a quantity of a certain line he wants to get rid of and in order to do so he will sell it at a low price. Bargains of this nature can oftentimes be secured from the traveling salesmen if the merchant is on the lookout for them. Sometimes the bankrupt stock of another dealer in the same line can be picked up at a price well below the market; or good salvage stocks obtained from insurance companies at low prices. In fact, if the retailer operates a special department for such merchandise and is on the lookout for bargains to offer his customers, he can frequently buy at much less than the market price, and at the same time make a fairly good profit even though he offers the goods to his customers at an exceptional bargain. Whenever the Stewart Company gets hold of merchandise like this it finds its way at once into the Under-Price Cash Basement, and a sufficient quantity of such merchandise is handled that the company is able to wipe out a goodly part of the loss that is caused by selling the other lines at a sacrifice.

Another advantage of a department of this nature to the average retail store is that the salespeople in the regular departments do not have to waste any of their time trying to sell the slow moving merchandise. To better illustrate the importance of this point let us pre-

sume that the Men's Shoe Department has on hand twenty-five pairs of shoes representing Odd Lots. In order to get these out of the way they are marked down so that the price alone will move them, and ordinarily this price will be less than the wholesale cost. At best it would not be sufficiently above the wholesale cost that the sale would show any margin of profit to speak of. If there is a regular department to which these twenty-five pairs of shoes can be relegated, such as the Under-Price Cash Basement, they will be disposed of there by salespeople whose business it is to sell this low priced merchandise. But if the store has no department of this kind they will be sold as Odd Lots in the Men's Shoe Department by the regular salespeople. Ordinarily just as much time is required, and just as much salesmanship is necessary, to dispose of these shoes as to sell the regular lines. And as little or no profit is made off such merchandise, as it is often sold at an actual loss, the sales-clerk is doing nothing more or less than wasting valuable time in the selling of these shoes. This is time that certainly could be better devoted to the regular lines on which the store makes its regular margins of profit.

It is impossible of course to form any accurate estimate as to just what this time might cost the average retail store over a twelve-month period, but the amount would undoubtedly be large enough as to make it worthwhile for the merchant to give the problem of slow moving merchandise the attention it deserves—to find some way in which to successfully solve that problem.

While the Under-Price Cash Basement at the Stewart Shoe Store is, as has been previously stated, a definite part of the business as a whole, so far as its operation is concerned it is really a separate store in itself alone.

A fixed amount is provided for the operating expenses, or as working capital, and all merchandise handled in the Under-Price Cash Basement is purchased on this account. All of the buying is done by the Manager of the department.

If, for example, the Men's Shoe Department has an assortment of Odd Lot Merchandise in hand the Manager of the U.P.C.B. will be advised of the fact, whereupon he will inspect the shoes just as he would if he were buying them from the wholesale house. He will determine the retail price at which he can sell these shoes quickly, for a rapid turnover of the merchandise is essential in a department of this kind. He will then buy them at a price that will enable his department to show a small margin of profit.

This same method is employed with all stock taken from the other departments of the store. Therefore the loss on this merchandise, whatever it may be, is charged off against the department from which the shoes are originally obtained, and never against the Under-Price Cash Basement. As a matter of truth, the latter department always shows a profit, though the business as a whole of course loses money on nearly every pair of shoes that are sold there.

Undoubtedly one of the primary reasons there are so many failures in the retail business is because a knowledge of sound financing is a minus quantity with far too many merchants. Your banker will tell you that it is not sound financing to keep merchandise in stock that moves too slowly, to defer taking the losses on such merchandise that it will be ultimately necessary to take. And as has been proven by Stewart the best way to get rid of such merchandise quickly, and at the same time to accomplish the result with economy, is to operate a department as above described to which this merchandise can be relegated.

Show Cards for November Selling

Feature Regular Lines that Will Be in Demand for Fall and Winter Wear.

A WHOLE month of selling regular lines with no reduction sales to break in on the month's business. At its close the Christmas trade will begin to show signs of life so it will be good business to push November sales consistently that the month's sales will make a good showing on the profit side of the ledger.

There is but one holiday in November and it should not be overlooked from an advertising point of view. The Government has decided to set apart Monday, the 6th of November, for Thanksgiving Day, this year, the first for a number of years that it has not been in October. A nicely displayed window with Thanksgiving emblems dominating the trim will be attractive and should result in more business. The size of your window will determine the nature of your settings and trimmings. Turkeys, and various grains and fruits may be used in the decorations. There is a very artistic crepe tissue paper with turkeys printed on it that can be used for the background, and real fruits, apples, pears, etc., nicely selected and displayed in attractive dishes, will lend an appropriate charm to the entire effect. The fruits should be used sparingly, so as not to make the window appear like a fruit store display. A neat card, with some Thanksgiving design should be used to complete the display.

The card we have designed for this window can be made by hand; or a picture of a turkey may be obtained and cut out and pasted on the card. The latter will possibly be the better way as one may be secured in colors that will possibly look better. The sample card shows only the upper part of the turkey, and the imagination of the onlooker supplies the part hidden by the fence. The effect of a picture of this type is really good, while much time and work are saved in not making the entire bird. The word

"Thanksgiving" is done in red and the small lettering in black. If desired, the fence could be painted yellow, or a tint which would make it stand out prominently. In the sample the entire card is on white stock.

The "Serviceable Shoe" card is for regular stock, and is suitable for a display any time during the month after Thanksgiving. This card belongs to the modest type of design that is growing more in favor with all classes of retail businesses. There is much in its favor, but chiefly the fact that it is easily read, and easily and quickly made. It may be done in either plain black or colors. Any colored card board may be used so long as it does not detract from the color scheme of the window. Price tickets should be used with this card, so that people may judge whether the price is really moderate or not. The public should not be made to come into the store to inquire the price.

The "Fall and Winter" card is along the same line as the "Serviceable Shoe" card. The style of lettering is different, but the same idea is carried out and all that has been said of the other card will apply to this one. It will be noticed that the card is horizontal instead of upright as the other is. This card will look well if two colors are used in the lettering. The top row or line may be red and the other two lines black. The border and lines beneath the top line should be in grey or light green. This card should be supplemented with price tickets also.

The card with the price on it can be made in bright colors. The large letters and the price may be in red or blue and the small lettering in black. This card will do for a display of either men's or women's shoes. The price of course may be changed to suit your display. But the price will need to cover the entire display. The large letters and figures in the sample are done in red and tipped on the top with black. This card is very attractive, and tells quite a story. It should not be understood that because the price is mentioned as special that it is a sale or reduction price. Many lines can be bought to sell at a special price as a sort of leader or trade winner and this card is suitable for such as these.

The image displays three distinct show cards for shoe advertising, arranged side-by-side. Each card is enclosed in a simple rectangular border.

- Left Card:** Features the text "A Serviceable Shoe" in a large, stylized font. Below it is a small decorative flourish. At the bottom, it reads "At a Moderato Price".
- Middle Card:** Divided into two sections. The top section says "For Fall and Winter" and "A Shoe with Style Comfort and Quality". The bottom section says "For the present season" and "Specially priced \$6.95".
- Right Card:** Features a detailed illustration of a turkey's head and neck at the top. Below the illustration, the word "Thanksgiving" is written in a large, decorative font. Underneath that, it says "Specials" and "Note the prices".

Shoe Manufacturers To Meet in Montreal

A meeting of the executive of the Shoe Manufacturers' Association of Canada was held in Montreal on October 10th, at which a number of important questions were taken up. Possibly the most important in point of general interest was with regard to the coming convention.

Subject to satisfactory arrangements with the hotel management being possible, the Committee decided that the Annual Meeting of the Association should be held at the Mount Royal Hotel, Montreal, on Monday and Tuesday, January 15 and 16, and indicated its willingness to have a joint session with the National Shoe Retailers' Association of Canada and The Shoe Wholesalers' Association of Canada on January 16 and a joint banquet the same evening. It was further decided that any functions in connection with the Annual Meeting should be made self-supporting, without solicitation of contributions from the local manufacturers.

The following were appointed as a Committee on Convention arrangements: Mr. N. Macfarlane, Mr. D. F. Desmarais, Mr. Wilfrid Gagnon, Mr. O. Dufresne, Mr. W. F. Martin and the President.

The meeting received a report from the Manager on the new classification of import statistics and adopted the following resolution:

"THAT this Committee express its appreciation of the co-operation of the Department of Customs and Excise and the Dominion Bureau of Statistics in adopting a new classification of import statistics of boots and shoes, which classification is supplying definite information heretofore unavailable, of very considerable value and assistance to the Canadian boot and shoe industry, and that the thanks of this Association be extended to these two branches of the Dominion Government."

The manager was asked to work out and submit to the executive plans for a collection service which it was felt would be of value to the trade.

The office of the Association is being moved to Montreal about November 1st. The location chosen is Room B9, Board of Trade Building, St. Sacrament Street, Montreal. This is in the heart of the leather district, is a step from Notre Dame Street, and is generally a central and accessible situation.

A SUCCESSFUL LUGGAGE DEPARTMENT.

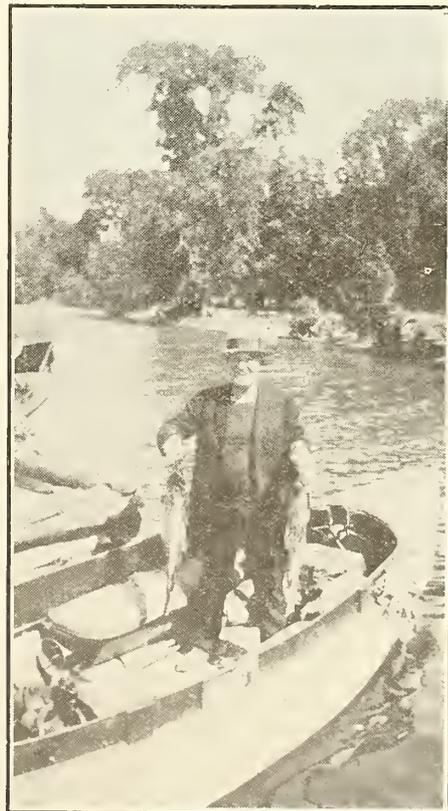
Among the shoe retailers who have taken hold of the luggage business and developed this department to the point of considerable success is the Neill chain, with stores in several cities of Ontario. Their head office store at Peterborough, affords an excellent example of what can be done in this line.

They have devoted quite a part of the second floor of their building to travelling goods, and in addition to showing samples in their main windows to give background to the stores displayed, the windows of the second floor are used as display space for travelling goods. From across the street these stand out and make a very attractive showing.

There is nothing extravagant about the luggage department. Plenty of floor space is allowed. Trunks and larger bags are ranged on the floor. Against the wall are shelves built with compartments to fit various types of luggage. For instance one set of compartments may hold suitcases laid on their sides, another will be for various types of travelling bags.



The department is separate from the shoe store. The customer sees nothing but travelling goods, has nothing to distract his attention, while the stock is in plain view and easy of access. While business has been quiet during the last two years, the department has stood on its own feet, and has helped materially in rounding out the service of the establishment.



Mr. Jas. T. Sutherland of Kingston in the role of a fisherman

The Wholesaler

Functions and Advantages of Wholesaler Analyzed.



THE question of the wholesaler has been discussed so often and at such length that to hark back to it seems like going over an old story. The National Shoe Wholesalers' Association of the United States has recently published a statement, however, which is of considerable interest. We quote in part:—

“There has been so much ill-considered talk of doing away with the wholesaler. The phrase has so plausible, so mouthfilling a sound and has been so jauntily bandied about that there is small wonder that his work is not fully understood.

“Periodically, the cry is raised that the middleman must be eliminated; that costs can thereby be greatly reduced; and that the consumer, who represents the large majority, will be greatly benefited by such an action.

“The wholesaler is regularly accused of pretty nearly everything from the high cost of living to bad crops and an unusually hard winter, and every few weeks somebody jumps into the ring with the proposition that all wholesalers be eliminated.

“We believe that the wholesaler has as many friends as anybody else; otherwise he would not be able to stay in business and prosper. Neither the wholesaler nor his friends, however, seem particularly anxious to rush into print in his defense when he is assailed; consequently we hear all sorts of things about the wickedness and the uselessness of the wholesaler without hearing much of the other side of the case.

“Talk to the manufacturer whose product is already established with the trade, and from his vigorously expressed views you will form the opinion that the wholesaler is a useless portion of the commercial machinery—a parasite to whom the meaning of co-operation is unknown.

“Talk to the new manufacturer who is struggling to make a place for his wares, and you will be almost convinced that the wholesaler, in addition to being an inactive and unresponsive element in the program of merchandising, is a hindrance to all distribution effort and a stumbling block in the path of progress.

“Then if you will step over to the wholesaler's place of business and talk to him along the same lines, you will speedily come to the conclusion that his position in the world of trade has been misrepresented; that he has been maligned, his motive impugned, and his work as a factor in merchandising unappreciated.

“The tremendous advances in the cost of raw materials, together with a correspondingly large increase in the cost of production, the unrest of labor, and the increased selling expenses, have occupied our minds to such an extent that we have really given little thought to the problem of distribution. We all agree that the retailer is a necessity, for the average family could not live over twenty-four hours if the retailers were to close their doors. We also agree that we could hardly get along without the manufacturer—for how could we get along without the things that seem so absolutely necessary for our daily existence if we eliminate him? Next comes the manufacturers' agents—the middleman or the wholesaler, and we are not all agreed that he is an absolute necessity; and right here it might be well to ask ourselves just how much we know about the functions of wholesaler.

“The wholesaler renders as true a service as the

raiser of crops or the weaver of cloth. He does necessary work and does it generally in the cheapest way. He is a helpful and necessary part of the machinery of business. Only two things can ever eliminate the wholesaler: (a) a natural evolution of business; (b) the wholesaler himself.

“Eighty per cent or more of the large national advertisers sell to the retail trade through jobbers; they have found it to be the normal distribution of the times. In business no thing can persist indefinitely unless it fills some useful purpose and does it work well; hence the fact that the wholesaler increases and flourishes in the land is conclusive evidence, at least, of the fact that he is needed.

“Department stores, chain stores, co-operative buying associations, and all sorts of other enlargements of retail operations which make it possible to buy in large quantities are constantly trying to make their purchases direct from the producer. This means not only a great reduction in the volume of business conducted through the wholesaler, but it means that the loss is mainly from the most profitable portion of the wholesaler's trade.

“The great volume of this direct buying has made it appear that the wholesaler's elimination is not only feasible, but certain, and much has been said of the “elimination of the wholesaler” and a “jobberless future.” Buying exchanges and chain stores do not altogether eliminate the wholesalers in making their purchases. They never can—and they never will. The extent of their preferences will be on a comparatively few lines and the claim that such big systems as Butler's and the A. & L. or the Acme Tea Company of Philadelphia are “Great Temples of Economy” is not true, as applied to the entire stock a grocery should carry; nor will it ever be true. The same statement applies to other lines of business as well. As long as there is a handful of small retailers, there will be work for the wholesaler.

“Those who deal “direct” do not often emphasize the fact that, while the wholesaler may have been eliminated in their case, the work which he formerly performed—storage, assembling, financing—has not been entirely eliminated. Much of it still remains and has been merely assumed by the two remaining parties—the producer and the retailer. Advocates of the “direct method” often fail to realize that the savings by a “wholesaler elimination” are more apparent than real, and that the savings made seldom pass out of the hands of those whose assumption of the wholesaler's work has made this elimination possible.

“This attempt at the elimination of the wholesaler has not been confined to only those engaged in the process of distribution, but has also been tried out by the ultimate consumer. This has led to the organization of granges, or co-operative buying societies as they are more commonly called, in which the capital stock is owned entirely by the members. In this country they have been of mushroom-growth variety—an impulsive middle-class protest against the high cost of living—and sooner or later subside, leaving only a few surface memorials to mark their former activity.

“In England, one family in every four is represented in the co-operatives, while the percentage in Scotland is even higher. In these two countries, the two co-operatives did a business of more than \$650,000,000 in 1911, and as they have been constantly growing, their gains should show a much larger business this year.

“The co-operatives of this type are not merely wholesale and retail buying societies, but are engaged in manufacturing as well, and their aim is not merely the moderate one of cheapening goods to a few members, but of extending the system more and more until there

is affected a complete industrial and commercial revolution through absolute monopoly. The English and Scottish co-operatives manufacture a great many different commodities from bread and canned food to clothing, shoes and bicycles. The largest bakeries in the world under one management are those of the Glasgow Co-operative. The second largest are those in Vienna belonging to the Austrian Co-operative. It has been said that the co-operatives of Great Britain buy one-third of the entire output of England's flour mills. In spite of every attempt made to eliminate the wholesaler, they have found it to be uneconomic and impractical. They have found it absolutely necessary to maintain wholesale houses which are in all respects duplicates of those privately owned, even to the selling force that calls regularly on the various co-operative retail stores. So that, after all, nothing has really been eliminated.

"The chain store corporations in the United States have had similar experiences; the Riker-Hegeman chain and the Liggett chain and many others have found that they cannot secure proper and efficient distribution without their distribution centres.

"Chain stores claim increased profits from buying power by virtue of such an organization. They claim also heightened proficiency in advertising in the better handling of credits and collections, and in better methods of merchandising.

"The chief advantage which they claim over the individual retailer is the ability to buy for less. Their system or plan rather leans to the elimination of the wholesaler. And yet these chain stores are compelled to provide warehouses and carry a surplus stock of goods in store ready for the call of the various stores. It is a question worthy of most careful thought and there is certainly some doubt as to whether or not there is any real saving in the system. They are compelled to perform the functions of the wholesaler and where an adequate stock is carried they are compelled to use in ration the same investment.

"The wholesaler is an important factor in distribution. He gathers his goods from the four corners of the earth, puts them in warehouses for immediate needs of his customers, who may buy them as needed. And if he be a wise merchant he will buy in small quantities and often with a view of turning his stock; for profits to the individual retailer come not from the sale, but from the repeated turning of stock, and the wholesaler makes this well known truth possible of accomplishment.

"The manufacturers know that, with the great majority of articles, it is impossible to get along permanently without the wholesaler. It sometimes looks like a good thing for the manufacturer to tie up by contract with a large mail order house, a chain store, or two or three department stores. All his output is contracted for, and he doesn't have to worry about distribution and credits. He is sure of his money and sure of his profits at the end of the year. It looks good—but it isn't. The manufacturer is competing with others on the basis of manufacturing cost alone. The moment someone else can make the goods cheaper than he can, he loses the business. He is left without selling organization or reputation, and finds it necessary to begin all over again. Had this same manufacturer secured distribution through the wholesaler, the loss of several orders on the question of price would have hardly made a dent in his distribution machinery.

"Another reason why the manufacturer needs the wholesaler is that he hardly knows who his customers really are, and it costs him too much to find out. He may think that he will go direct to the retailer, but be-

yond a certain point he doesn't find it practical, because it costs too much to make small sales in a widely scattered territory; and then there are customers he would never find if left to himself. Without the wholesaler's salesman, who is familiar with a certain territory, it would be almost impossible for a manufacturer of goods in common use to get anything like a maximum distribution for his product. He would find that it would cost considerably more than the profit paid to the wholesaler to reach all those dealers direct.

"There are comparatively few manufacturers in this country who make a business of distributing all of their products direct to the retailer. There are but few who can do so for the one reason that it is too expensive.

"The wholesaler, as a rule, discounts his bills, and thereby furnishes the manufacturer with more ready money with which to make further purchases of raw material. The wholesaler also furnishes free storage and drayage, so that the manufacturer's product is well distributed all over the country, available to supply the retailer on a moment's notice.

"If the manufacturer should attempt to supply the retailer direct, he would not only have a large number of small accounts to look after, which would in itself increase his office force a hundredfold, but his risk of loss due to poor credit risks would be increased many times. The administration expense of carrying the combined accounts of the wholesalers' customers, the loss in bad debts, and the cost of the army of salesmen that would be required, would treble or quadruple his cost of doing business and consequently add to the burden of the consumer.

"With the wholesaler as his outlet, the manufacturer finds it considerably easier to figure his factory output in advance, allowing him to plan in advance on the methods of financing, the securing of raw materials, and the employment of sufficient labor.

"Overnight changes in styles are prevented because of the large stocks on the shelves of the wholesalers in all parts of the country. This makes for a more gradual change which allows the manufacturer to use up his stock on hand. The manufacturer also finds that the wholesaler is a big factor in stabilizing prices.

"The wholesaler is really a godsend to the manufacturer just starting in business for himself. In the majority of cases the new manufacturer has plenty of initiative and courage, but little capital. With this limited capital he would find it almost impossible to develop retail outlet for his product on account of the great expense involved. The wholesaler with his already established and existing market comes to the rescue and makes it possible for the small manufacturer to get a start in the great world of commerce.

"Make it impossible for the small manufacturer to enter business, stifle his initiative and strangle his progressiveness, and then make it impossible for him to reach the market, and you will soon find only the big trusts and packers in control of the trade.

"The wholesaler with his knowledge of local conditions has found it not only possible to extend credit to the small retailer, but has often been able to nurse him along from the puny, sickly, infant stage to that of a very healthy and growing concern.

"The retailer with a limited capital does not have to tie up all his capital by buying far ahead from the manufacturer, but can buy in a hand to mouth fashion from the local wholesaler. In this manner he reduces his amount of capital invested, gets a greater rate of turnover, and makes his dollar do double duty.

"The average small retailer is not in a position to keep in direct touch with all conditions of the market. This is especially true of the small retailer of clothing and shoes, where styles play such an important part in their sales. In buying from the factory, the retailer places his order well in advance in order to insure a prompt shipment. On account of his unfamiliarity with style tendencies and the lapse of six months or more before the opening of the season, he finds himself at the height of the season with unsaleable merchandise. This may be avoided by buying from the wholesaler, and it is not necessary to buy so far in advance, and this additional time permits the dealer to more accurately judge the wants of his trade.

"Because of his strategic location, the wholesaler is able to ship not only with greater speed, but with considerable savings to the retailer as well. By buying closer to home, the long hauls and the delays by freight and express together with the newly increased rates are entirely eliminated.

"In buying from the manufacturer, the average retailer finds it necessary not only to buy well in advance, in large quantities, but also he does not care to find himself at the height of the season with a depleted stock, nor does he care to have the factory tell him that they cannot accept any more orders, because their output is entirely contracted for. To prevent such contingencies he buys far ahead, with the result that he receives large quantities of merchandise, which must be stored, because of his limited space. This means, of course, an additional expense.

"The wholesaler offers the solution to the storage question, as he holds the merchandise in stock until ordered for shipment.

"The wholesaler of shoes, drugs, hardware, groceries and drygoods usually presents a line in which anywhere from 50 to 500 manufacturers are represented."

A FALL WINDOW FROM WINNIPEG.

Winnipeg shoe stores, looking to better business this fall, have been dressing their windows and making displays of a seasonable character. As was anticipated the stress is laid on low shoes, very few high shoes being in evidence. Straps and oxfords predominate in sales and in window displays, and include all the types in vogue at the present time.

Among the windows noted as being unusually attractive

and well planned was that of the Portage Boot Store, of which we reproduce a photograph. The background, colorings, arrangements and shoe settings were most complete. In addition, every shoe had a price ticket in plain view, an item of importance when windows are expected to produce business.



Mr. Harold Creelman

The interior of the store was decorated to carry out the ideas indicated in the windows, so that the general effect was as nearly perfect as possible. Decorations consisted of autumn leaves, fruit, boughs, etc.

The major part of the effect may be credited to Mr. Harold Creelman, who received his training with his father in Brandon, Man. For the past five years he had been with his father, but struck out for larger fields and a wider experience. He has been with the Portage Boot Shop for some months and has in that time attracted no little attention to the window displays of that store.

Mr. J. R. C. Struthers, of the Portage Boot Shop is to be congratulated on having on his staff a man with Mr. Creelman's qualifications and promise.

Fall Window of Portage Boot Shop



Getty & Scott Ltd

Announce their new line of women's shoes into which has been incorporated the very latest in style and materials.

In constructing this line the object in view has been to place before the shoe buyers of Canada a line of shoes from which they can select with safety the patterns and color combinations that will be demanded by the discriminating smartly dressed woman this season, and not with the idea in mind of confusing the buyer with a riot of color and freakish pattern effects.

Our line of sport combinations for Spring and Summer wear will follow in due season and where the style tendency in this direction has been well defined.



Getty & Scott

Galt

Ont.





What Would Become of the Tower if the Arches Were Not Anchored?

JUST imagine that the ends of the arches merely rested on the ground, without being anchored. The steady, unrelenting weight of the tower would press down and down and slowly move the arch away from its base,--ultimately bending and breaking down the arch. Result--Catastrophe.

The ARCH PRESERVER SHOE takes full cognizance of this principle. Its arch has both ends firmly anchored so as to support the arch of the foot securely, which means that the body weight cannot break down the arch.



"The Yale Arch Preserver," Select Russia Calf, overweight single sole, Calf lined.

There are many other unusual features about the ARCH PRESERVER SHOE, the style shoe that is "built like a bridge." Have samples sent and salesmen call.

"The Shoe with an Anchored Arch"

*Made by us under special license from
E. T. Wright & Co. Inc., Rockland, Mass.*

The Talbot Shoe Co., Limited

St. Thomas

:-:

Ontario

Blachford "In-Stock" Service



9606—Kid Lace Oxford, Whole Qtr., Code Swansea.

SIZES A 4½ to 8
 B 4 to 8
 C 3 to 8
 D 3 to 8

In Stock Now.

TERMS—Net 30 Days.

Blachford Shoe Manufacturing Company Limited

MAKERS OF

Onyx — Archgrip — Georgina

SHOES FOR WOMEN

90 TO 94 SHERBOURNE ST

Toronto

OVERGAITERS IN STOCK

For

Immediate Shipment

- 12 Button
- 14 Button
- 16 Button
- 13 Button with
3 Buckles
- 15 Inch Laced Front
- 5 Button, Men's
- 13 Button, Misses'

Colors:

Light Fawn, Dark Fawn,
Brown, Grey and Black,
made of high grade English
Cloth, combining style and
superior fitting qualities

*Ralston's Polishes and Dressings
for Every Shoe. Also Complete
Line of Shoe Findings.*



Mail Orders Filled Same Day As Received.

Robt. Ralston & Co., Ltd.
HAMILTON, ONT.

The MARYON Shoe



WHOLESALE — Take Advantage

of the strong popular appeal possessed by the MARYON Line.

It means extra business to feature the attractive lasts and patterns and the exceptional values we are offering. The range is most complete and includes all the popular strap effects, with Buttons or Buckles, in all leathers and combinations.

Our complete range of attractive moderately priced Turn Slippers is creating worth-while trade wherever shown.

See our complete samples before buying your new lines.

Lachance & Tanguay

70 BIGAOUETTE AVE.

QUEBEC

P.Q.

Retail Distribution In The Future

The publication of the articles that recently appeared in Collier's Weekly, and of other similar articles, indicate that there is a constant movement in the direction of increased efficiency in distribution, or at least a constant search for it. Keen competition and falling prices have emphasized the necessity for dealers of all kinds to be "on their toes." With public agitation outside, and continual study inside, there is no question but that the next decade will see changes in methods of retail distribution, whereby the public, and the leaders in the trade will benefit. It is another story of the survival of the fittest, and the weak sisters will fall by the wayside.

The retail trade in some lines, notably the grocery line, has for some time regarded as a menace the chain store. In the shoe trade this "menace" has not assumed the same proportions, and it is doubtful whether it ever will. The primary reason is that in the shoe business, a "cash and carry" or "self-serve" proposition is only possible to a certain degree. With greater emphasis being continually laid on the necessity for proper fitting and selection of shoes; with stocks running into a lot of money, the business is best handled by one who knows shoes, knows his stocks, understands fitting, and understands human nature.

A study of chain store methods, however, is of advantage to the shoe man. It is in that field that the biggest strides have been made in efficiency and economy of management; in the question of turn-over as contrasted with mark-up; in the question of rents, advertising, and other factors.

Writing in Forbes' Magazine, Mr. T. H. Price says:—

"Overshadowing all other advantages is the saving in overhead expense which chains effect, as compared with individual stores. Rents tell the story. By reason of lower costs of management and other items entering into overhead they can afford high rents; and they handle their real estate more efficiently.

"In advertising also the city chain has a marked advantage. Even lesser cities have no medium which the small retailer can use. He serves only a certain district and he cannot afford to pay the rates charged by newspapers which cover the whole city. On the other hand, if the chain stores are sufficiently scattered practically all the circulation of the newspaper is valuable to them. They advertise uniform sales. Here again they do not pay for waste.

"A chain with five to fifty stores in a city receives from five to fifty times as much value from an advertisement as would an individual store. If the individual store spends 2 per cent. of its gross for newspaper advertising, the chain with fifty stores can get the same results for an expenditure of one-fiftieth of that amount or one-twentyfifth of one per cent. of its gross.

"Another factor is that centralized warehouses, so important to many chains, can be operated at lowest cost where the number of branches to be served is greatest. The unit store can be reached more efficiently by truck, reducing minimum investment and increasing turnover."

Mr. Price gets a somewhat different angle on the efficiency proposition. We have always heard the retailer proclaimed as particularly inefficient, whereas we have had a sneaking suspicion that some manufacturers and wholesalers are not much better. Mr. Price says:—

"Studies of smaller cities show that not much more

than half of the retailers who start in business have a chance to keep going more than five years. The failure rate among grocers is higher than in any other class, probably because so little capital is required that it attracts the least experienced and poorest equipped among those starting out "on their own." Yet I do not wish to give a wrong impression here: the failure rate among retailers as a whole is but little higher than among wholesalers and manufacturers.

"The truth is that in any business the victory and the spoils belong to the efficient; and among the efficient are the chain stores. I am disposed to think that the retailers instead of cavilling at them should be thankful to them. Small store-keepers have learned more about their business since they have been "afflicted" with chain competition than they had learned in all the previous years of their existence. Whether they should thank the chains, which set them the example, or the Government, which by imposing an income tax compelled them to keep books, I cannot say, but probably both these ill winds bore them good. At any rate turnover, inventory and overhead are less mysterious to the average retailer, and most of them, including the enlightened heads of their trade associations, realize that they must fight for their existence on the chain's own ground, which is efficiency."

As against the advantage the chain store has in its larger buying power, can be set the possibility of co-operative buying on the part of individual retailers. This is a field that opens up great possibilities, and will undoubtedly be developed in the next few years.

There is small reason for the belief that the small retailer will eventually be wiped out by the chain store. For the proportion of business done by the latter is actually quite small, and the chain labors under some disadvantages. Some of these enumerated by Mr. Price are:—

"In small communities women, who are the family shoppers, like to have their groceries delivered. There is also small community sentiment against chain stores because their "profits go out of town."

"The greatest handicap of the chain is its inability to cater to highly varied individual preferences without losing some of its economy of operation. Take away its standardization and we take away part of its power.

"But as cities tend to bring us together and make us alike, and as the chains remain the most economical stores that the many of us who must watch our pennies can patronize, I expect them to become steadily larger and more important."

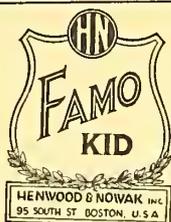
The story of the development of chain stores is one that should be studied with interest by every shoe man. Their methods offer much that is of value to the individual retailer who expects to stay in the race.

SHOE TRADE FOREMOST IN RETAIL SALES TRAINING

A great deal of serious thought is being given to retail sales training in all lines of business. Trade associations in a number of industries are considering, and some already have under way, rather extensive programs of education for retail sales clerks. The jewelry manufacturers, millinery manufacturers, silverware, corset and writing paper manufacturers are conspicuous cases.

That the shoe industry has taken the most advanced position in providing adequate retail training for shoe salespeople is well known. In this connection the following article, featured in "Printers' Ink", issue of September 14th, is of special interest:

"In all probability the work of the Retail Shoemen's Institute, of Boston, Mass., affords the closest parallel



**The Kid That
Made Fine Shoes
Famous**

Ask any of the Shoe Manufacturers
using *good kid* and they will tell
you that they can always rely upon
FAMO.

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

New York Representative
SEIDERMAN-SALMON, Inc.

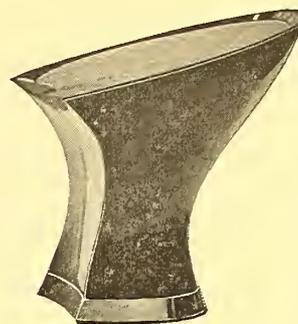
95 Gold Street -:- New York City

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Cincinnati and St. Louis

Canadian Representative

R. E. Bennett & Co. Room 32, 70 Lombard St.
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Cabinette
Wooden Heels
for
Ladies' Shoes

+++

Manufactured by

CANADA CABINETTE HEELS
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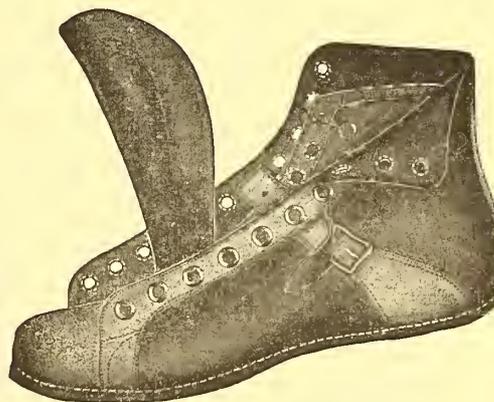
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Calumet 1959

*Wherever
There Is Skating
There Is Trade In*

**SAMSON'S
HOCKEY SHOES**

They owe their popularity
to specially improved fit-
ting features and the best
of shoemaking.

Investigate the wonderful
values we are offering in
Staple Lines.



A complete line of McKays
A leading line of Heavy Staples
Unequalled Hockey and Football Boots.

J. E. Samson, Enr.
20 Arago St. QUEBEC.

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THE BEST IS CHEAPEST IN THE LONG RUN
BOSTON LEATHER STAIN CO.

Makes only the HIGHEST GRADE of FINISHES

We are

EXCLUSIVE CANADIAN AGENTS.

We carry large stocks of B.L.S. goods at

MONTREAL KITCHENER-QUEBEC

ready to give you real service.

CYCLONE BLEACH, THE ONLY REAL SOLE BLEACH.
 MAGIC STAIN, PARAGON STAIN, ALL SHADES:
 KING and ULTRA EDGE INKS BLACK and COLORS.
 BLACK DIAMOND HEEL and SHANK INKS.
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 FOR ALL KINDS OF LEATHER, BLACK and COLORS.
 BOTTOM POLISHES, WAXES, etc.

You can't go wrong on this line. Every Item is guaranteed twice; by Boston Leather Stain Co., and by us. If anything goes wrong we make it right quick. Don't place your WINTER ORDER until you KNOW what we have to offer YOU.



INTERNATIONAL SUPPLY Co.

Main Office

154 Notre Dame St., W. Montreal

BRANCHES

37 Foundry St., W.
 KITCHENER, ONT.

566 St. Valier St
 QUEBEC

Established 1915

to a national school of retail sales training. This was established in 1917 by the National Shoe Retailers' Association, some fifty-seven members of which (both retailers and manufacturers) subscribed to a fund of about \$50,000 for the purpose of preparing text books and organizing the work. The Institute is organized as an independent corporation, and is self-supporting.

"The first actual enrolment of students began in 1920, something like three years having been spent in the preparation of text material. This latter is comprised in eight volumes, as follows; (1) Retail Shoe Salesmanship, (2) Correct Shoe Fitting, (3) Materials in Shoes, (4) Shoemaking, (5) Footwear Merchandising, (6) Stockkeeping, (7) Window and Store Displays, and (8) Introduction to Shoe Store Management. Great care was taken to secure information that was authoritative in each branch of the subject, and to present it in the simplest language possible. The duration of the course is forty-eight weeks, six week to each subject, and at the beginning of each division the student is supplied with a "guide" in pamphlet form, which brings out the points of special importance and emphasizes the practical application of the information to the student's daily work in the store. At the end of each subject division a problem is submitted for solution in such a manner as to test the student's comprehensive knowledge of the subject. These problems are criticized and graded, then returned together with a model solution as prepared by the Institute. Regular bulletins on trade conditions are also a feature of the course, and students are urged to submit practical problems to the Institute for personal help and guidance.

"The work is not confined to the correspondence method, however. Effort is made to introduce the classroom method wherever possible, by enrolling a number of students from a single store, or a general Round Table to which all the dealers in the community send their salesmen. In this way group instruction was given to sixty-five employees of Jordan Marsh Company, Boston; ninety salespeople from Cammeyer's, New York; sixty-three from Strawbridge & Clothier, Philadelphia, and so forth.

"It is intended that the work of the Institute shall be self-supporting, and a fee is charged to cover the actual cost of the work. When the Institute was started, this fee was fixed at \$25 cash, or \$27 in installments. Experience showed, however, that this was insufficient, and the fee has been raised to \$36 and \$40. 'There is a considerable item of overhead expense', says C. F. Hamilton, Vice-President of the Institute. 'This comes about largely through our efforts to give consulting service to our students, having them put up to us practical questions resulting from their daily store experience.

"The selling expense up to date amounts to about 25 per cent. We obtain enrolments both by personal solicitation and by direct-mail advertising. The cost per enrolment averages about the same for both these methods.

"During our two and a half years' experience, we have just about broken even. Perhaps as the volume of our business increases it will be possible for us to reduce the enrolment fee. At the present time, however, it is safe to say that the cost of running the Institute is about equal to the amount of the enrolment fees received."

Johnny: "Mother, make Archie stop."

Mother: "What is he doing?"

Johnny: "He's saying his prayers and asks God to bless me, but then says something under his breff!"

LAST CALL for

SEMI-ANNUAL EXAMINATION for

RETAIL SHOE MERCHANTS and

SHOE SALESMEN

A Practical Test of Efficiency in Salesmanship open to all who sell Boots and Shoes. These are problems you may have to meet any day:

WHAT WOULD YOU DO?

1. If you are running an absolutely cash store, and a well known customer of good financial standing insists on having goods charged?
2. If a mother with an ill behaved child is being waited upon, and the latter insists on upsetting and handling the goods you are showing?
3. If a customer brings back a pair of shoes two or three weeks after the sale, and asks for the money back, claiming the goods not satisfactory?
4. If you are waiting on a customer, and another interrupts to say "I've been standing here for over ten minutes waiting to look at some shoes."
5. When you have two or three other customers waiting and you have one who will ultimately buy, but insists on seeing every shoe in the shop.
6. What would you do with a customer, who on a busy Saturday wants to tell you all the family's history, and give you the gossip of the town while you are fitting her?
7. What would you do with a customer who acts as though he thought you were trying to put something over on him?
8. How would you treat the "Smart Alec" customer who "knows all about shoes", and who is anxious to tell you all about the materials, make, etc., of the goods, and tries to impress you with the idea you can't fool him?
9. When you have shown a customer about a dozen shoes, and tried half of them on, and she says she will call tomorrow, what would you say?
10. What do you do with customers over whom you spend from half an hour to an hour making a sale, and they call next day and wish to return or exchange the goods?

Ten marks will be allowed for each of the above questions, making one hundred in all, and awards will be made as follows:—

CASH PRIZES

Highest Marks	\$25.00
Second Highest Marks	\$15.00
Third Highest Marks	\$10.00

PASS WITH HONORS

All who get over 50 per cent of the possible 100 marks will be given honors, with which will be included a year's subscription to the JOURNAL.

OPEN TO ALL

While this competition is intended to encourage clerks to take an interest in salesmanship, it is open to proprietors as well as clerks, and whether they are subscribers to the SHOE and LEATHER JOURNAL or not. Marks will be given for practical ideas rather than for literary skill. It is the ideas that count. Never mind your style.

COMPETITION CLOSSES NOVEMBER 1st.

Competition will close November 1st, and awards announced November 15th. The Committee of Award will be three—two retailers and the Editor of the SHOE and LEATHER JOURNAL. Address all papers to:—

Salesmanship Department

SHOE AND LEATHER JOURNAL

545 King Street, West, TORONTO

Diplomas from the School of Experience

GOOD printing is not the product of a night. Years must be spent in study and experience, if the printed page is to have that fine appearance so necessary, when seeking your customer's attention.

We have studied hard in the great school of experience. That is why we feel confident that we can print your booklets, catalogues, box labels, letter heads, and so forth, in such a way as to gain and hold the respect of everyone who sees them. Your name on a postcard will bring complete particulars of the Acton method of better class printing.

Sell by the Printed Word.



THE NEW CLASSIFICATION OF BOOTS AND SHOES.

As a result of representations which were made by the Shoe Manufacturers' Association of Canada to the Dominion Bureau of Statistics and the Department of Customs and Excise, a new classification of imports of boots and shoes was put into effect from April 1, 1922, the commencement of the current fiscal year. This classification, instead of showing imports of boots and shoes in three groups only, shows the number of pairs and value of imports under seven distinct headings.

Imports of boots and shoes, pegged or wire fastened, with unstitched soles, close edged, are shown as formerly, such imports being dutiable at 15 per cent. ad valorem under the British Preferential, and 25 per cent. under General Tariff. Imports under this heading are almost negligible, imports for the four months' period April-July, 1922, amounting to 2,583 pairs, valued at \$4,624. The new classification shows that approximately two-thirds of these come from the United States and one-third from the United Kingdom.

All other boots and slippers with leather uppers used to be grouped without distinction between men's, women's and children's and only the value was shown, without the number of pairs. Moreover, imports of leather insoles were included under this heading. The classification has been extended to show imports of men's, women's and children's boots, shoes and slippers with leather uppers, separately, and the number of pairs as well as the value of imports for each of these classes.

Under the old classification there was a group for "boots, shoes and slippers of all kinds, except rubber and leather." This has been changed to show separately the number of pairs and value of imports of boots, shoes and slippers with felt uppers, and, the value of boots, shoes and slippers of all kinds, except canvas, felt, rubber and leather.

The new classification gives specific information as to the quantity and value of the principal classes of footwear and should be of very considerable interest and value to the industry.

The present classification has only been in effect since April 1 and returns are available as yet only for the four months April-July, of this year. They show that during this period 40,485 pairs of men's leather shoes (other than pegged, etc.), were imported into Canada, these being valued at \$145,951. Almost as many pairs of men's shoes in this class were imported from the United Kingdom (19,974 pairs), as came from the United States (20,490 pairs), and the British goods exceeded the imports from the United States in value, the figures being \$81,048 and \$64,877.

H. HANDELAN and STAFF of ARTISTS

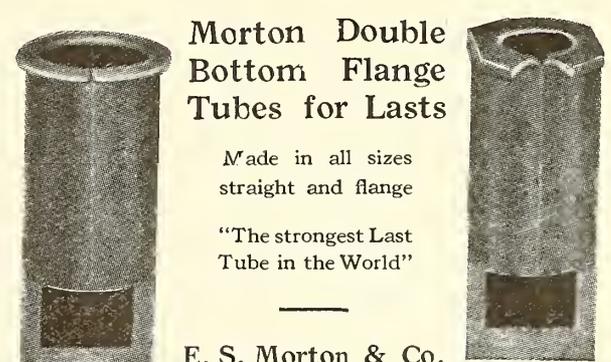


SHOE ILLUSTRATION
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YOU WANT THE BEST

SERPENT SHOE
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We do not carry stock cuts

Morton Double Bottom Flange Tubes for Lasts



Made in all sizes straight and flange

"The strongest Last Tube in the World"

E. S. Morton & Co.

Pat. Feb. 29, '70 13 Bay St., Brockton, Mass. Pat. Feb. 26, '07
Pat. Sept. 14, '15 Pat. Sept. 14, '15

"O. K." ARCH SUPPORT SHANKS

There is a tremendous demand these days for arch support shanks.

We beg to call your attention to the fact that we can make your arch support shanks for you using either your own dies and moulds or allowing you to pick your dies and moulds from a large and varied assortment we have in stock.

As you know, we also make all kinds of combination and plain steel shanks.

"O. K." Fibre Counters are up to the same high standard as "O. K." Shanks.

O. K. SHANK COMPANY
307 Fourth Street Chelsea, Mass.
Canadian Agents: Trudeau Co., 719 Panet St., Montreal, Que.

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

CODES: MARCONI, BENTLEY, LIEBER.
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New Castle Kid

Noted for its excellent Finish, fine Texture and wonderful Wearing Quality

The Leather for Greater Value

Fancy Colors, White, Black, Glazed or Mat

Canadian Agents

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WRITE OR WIRE FOR SAMPLES

New Castle Leather Co. Inc.

New York

*Canadian Branch—335 Craig St. W. Montreal
Factory—Wilmington, Del., U. S. A.*

respectively.

Women's leather shoes (sizes 2½ and up) imported during the four months period totalled 64,472 pairs, valued at \$188,271, but of these the United States supplied 58,918 pairs, valued at \$162,602, as compared with only 5,499 pairs, valued at \$25,520, from the United Kingdom.

Imports of children's leather shoes totalled 14,173 pairs, valued at \$14,515. Of these, the United Kingdom supplied 7,260 pairs valued at \$5,914, while the United States imports amounted to 6,496 pairs with a value of \$8,516. The Canadian factories are supplying almost the entire requirements of the Canadian market in respect of children's leather shoes.

It is worthy of note that, except in women's lines, the United Kingdom actually is supplying more leather shoes to the Canadian market than is the United States.

During the four months' period 90,747 pairs of boots and shoes with canvas uppers, were imported and these were valued at \$122,892. The United States supplied 88,202 pairs, valued at \$120,492.

The four months' period under review was an off season so far as buying of felt footwear is concerned, imports aggregating only 17,717 pairs, valued at \$10,435.

Imports under the heading "Boots, shoes, and slippers of all kinds except canvas, felt, rubber and leather," represented a value of \$33,163. British imports in this group were valued at \$5,975, imports from the United States at \$14,282, and imports from other countries at \$12,905. Imports under other headings from countries other than Great Britain and the United States were valued at only \$49.

The new classification gives definite information instead of aggregating figures only. The Shoe Manufacturers' Association of Canada already has written to Mr. R. H. Coats, Dominion Statistician, and to the Department of Customs and Excise, expressing appreciation of the action of these Departments in adopting the new classification.

THE BIG SHOE SHOW

PLANS are now pretty well completed for the big Retail Shoe Dealers' Convention and Shoe Style Shoe to be held at the Coliseum, Chicago, next January. Already about eighty five per cent of the display space at the Shoe Show has been taken up, and by the end of October there will not be a vacant booth.

It is expected that at least 10,000 shoe men will attend the gathering, and the problem of securing ample convention facilities as well as hotel accommodation has thus been one that has taxed and is taxing the ability of the Executive and the subsidiary committees of arrangement to solve.

A programme is in process of preparation, that will combine the practical with the social and aesthetic in such a way as to provide help along every line to retailers, salesmen, manufacturers, and those who are interested in any way in the progress and development of the shoe business.

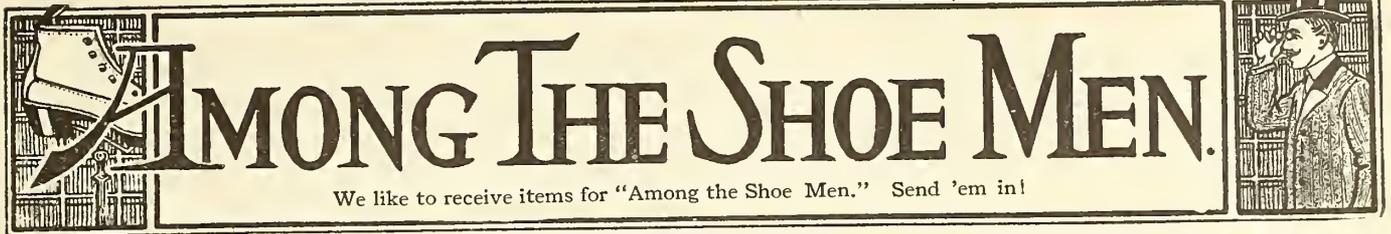
By the way, one of the features will be the enlargement of the facilities for showing new shoe styles on living models. The runway will be longer, and wider than last year, and the accommodation for spectators increased. Other features that will permit more exact examination, and criticism of the shoes will be added.

The Executive of the National Shoe Retailers' Association of the United States, has issued a specially warm invitation to members of the Canadian organization to visit Chicago, in January.

WHAT you want when you want it is the satisfaction of acquaintance with **VAN SCHAACK**. Complete stocks at Chicago and Boston.

**SOLUBLE COTTON
PATENT LEATHER SOLUTIONS
AMYL ACETATE
COTTON SOLUTIONS
ETHYL ACETATE
REFINED FUSEL OIL**

VAN SCHAACK BROS
CHEMICAL WORKS
CHICAGO ILL.
BOSTON • CLEVELAND • CINCINNATI • DETROIT



The call of the Toronto Red Cross, appealing for supplies for the unfortunate sufferers of the recent Northern Ontario fires, was handsomely answered by the W. B. Hamilton Shoe Co., of Toronto, who donated 300 pairs of shoes to the cause.

Mr. Christopher F. Tugman, President of the Royal Shoe Store, Toronto, who died on June 12, left an estate of \$111,027. Upon his widow, Mrs. Tugman, who receives an annuity of \$3,000, and his two sisters, rests the responsibility of the store. It is for them to decide whether it is to be carried on or discontinued.

Mr. M. E. Schooley, who owns and operates a successful shoe business on West Main Street, Port Colborne, Ont., has sold out to Mr. Reilly, of Welland, Ont. Associated with Mr. Reilly, is his nephew, Mr. J. W. Teskey. The business will be run under the name of Reilly and Teskey.

The Humberstone Shoe Co., of Port Colborne, are planning to erect a new building at the corner of Main and Cranberry Sts.

The new plant will cost approximately \$50,000.00. It will be 50x160 ft. in size, and consist of two storeys and a basement. The foundation will be made of concrete and the two upper storeys constructed of brick and steel.

The new structure will enable the Company to engage more employees and thereby increase the output. Both shoes and sandals will be manufactured and the new facilities thus provided will enable the Company to increase its output about 600 pairs per day. Sixty employees is the largest the Company has hitherto ever had on its payroll but it is expected that seventy will be employed during the coming season.

Mr. Livingston, of the Neill Shoe Store, Barrie, has been ill for some time in the Western Hospital, Toronto.

Mr. and Mrs. P. E. Smiley, of Shawville, have moved to Perth where Mr. Smiley will engage in the boot and shoe business with his brother-in-law, Mr. Ivan Thomson.

Mr. Harvey Graham, of the Wm. A. Marsh Shoe Co., Quebec, was in Hamilton recently calling on the trade.

Mr. E. J. Davis, Jr., Superintendent, and Mr. Aubrey Davis, Vice-President of the Davis Leather Co., are spending a few days in the north country, salmon fishing.

Mr. Geo. E. Boulter, Shoe Distributor of Toronto, was in Montreal for a few days last week.

The Duane Boot Shop, 1126 Bloor Street West, Toronto, opened on Oct. 7th, 1922. With a new and up-to-date establishment, they are carrying high class and medium priced boots and shoes for men and women. Mr. J. Clyman and Mr. L. Axler, the proprietors, are both young men who have been brought up in the shoe business. Mr. Clyman was for six years a salesman at Backrack's Shoe Store, on Yonge Street, Toronto.

Mr. Lloyd H. Kirkland has purchased Mr. R. W.

Croskery's boot and shoe business in Perth. Mr. Croskery has been in business for about thirty years. Mr. Kirkland is a well-known young man and has had twelve years of experience in the shoe game.

The American Shoe Store, on Gottingen Street, Halifax, has moved into the new Condon Building, on Barrington Street.

Mr. R. W. Ashcroft, of the Ames-Holden-McCready Co., Limited, Montreal, was a recent visitor to Quebec City on business in the interests of his firm.

Mr. T. Y. O'Neill, of the Miner Rubber Co., Limited, has just returned from an extensive business trip through the Canadian West.

Mr. W. P. Logie, formerly connected with Geo. A. Slater, Limited, Montreal, is now associated with the Eagle Shoe Co., Limited, Montreal. Mr. Logie is an expert accountant and a man of wide financial knowledge, gained through long experience in business affairs, and one who is well qualified to render valuable service in his new position.

Announcement is made by Messrs. Grace & Co., 145 St. James St., Montreal, that they are in a position to supply the trade with the products of the Imperial Dyewood Corporation, makers of the well known "IMP" tanning materials.

The American Thread Co., Inc., New York City, were the purchasers of the factory formerly belonging to the Regina Shoe Co., Limited.

The old established Toronto shoe manufacturing concern of R. Dack & Sons, Limited, have opened a store in the Arcade Building, corner of Peel and St. Catherine Sts., Montreal, under the management of Mr. Art Cole.

Mr. Edwin G. Clark, artist, widely known to the shoe trade through his work in shoe illustrating, has become one of the executive of Northland Studios, Limited, and has merged his business with that concern, with studios located in the New Birks Building, Montreal.

The death occurred recently at his home in Cartierville, of Mr. Emile Galibert, of C. Galibert & Sons, Montreal. Mr. Galibert was in his seventy-fifth year, and was well and favorably known in business circles as well as in the shoe trade. The funeral took place on Thursday, Oct. 12th, to Cote des Neiges Cemetery.

Mr. Howard C. Blachford, of H. & C. Blachford Ltd., Toronto, secretary of the National Shoe Retailers' Association of Canada, will be confined for a few weeks, following a successful operation undergone recently in the Christie St. Military Hospital. Mr. Blachford has been under treatment or observation ever since serving in the army, and it is hoped that this operation will clear up the situation. His friends will be glad to know that his progress is considered satisfactory.

Mr. Frank Williams, of the Tred Rite Shoe Co., Otterville, left on a two months' business trip to the Western Coast this week.

PACKARD'S DANCING SLIPPER

This is the Season When You should stock this Slipper

Made
in
WOMEN'S
MISSES'
and
CHILDREN'S
SIZES

—
SEND FOR
SAMPLE PAIR
—



THIS POPULAR
SLIPPER
is in
GREAT DEMAND
for
DANCING
and
GYMNASIUM WORK

L. H. Packard & Co., Limited
MONTREAL



Write today for further information concerning Hydro City Solid Leather Shoes.

Sell

Hydro City Shoes

for Increased Sales

Dealers who stock and sell Hydro City solid leather shoes, know that they satisfy and hold custom. Hydro City shoes embody all the finer points of skilful shoemaking, making them national leaders in sales, wear and dependability.

Hydro City Shoe Manufacturers

Limited

**SOLID ALL LEATHER SHOES
Kitchener, Ont.**

Mr. A. P. McAvoy intends to open an up-to-date shoe store in Port Colborne at an early date. The store will be known as "Mack's Shoe Store." "Mack" needs no introduction to the people of Port Colborne and vicinity. He was a member of the O.H.A. hockey team that came out so well in the 1915-16 season. He was Secretary-Treasurer of the Junior O.H.A. team last year and has done a great deal for the furtherance of sport in Port Colborne.

Messrs. E. Bolton & V. Beardsall have opened a new shoe store on Elizabeth St. in Barrie, Ont.

Mr. Stanley Underhill, of Underhill's Ltd., Barrie, Ont., was in Toronto calling on the trade recently.

Mr. F. Ed. R. Lewis, the popular leather merchant of Toronto, has returned from Lake Simcoe, where he spent 10 days fishing. Mr. Harry Lew, Ed's right hand man, informed the writer that the big boys are still safe and sound in Lake Simcoe.

Mr. W. J. Duncan, of W. J. Duncan & Co., Seaforth, Ont., was in Toronto this week, calling on Mr. Ed. R. Lewis and other members of the trade.

Mr. Edwards, representing Getty & Scott, has opened a sample room at the King Edward Hotel, Toronto.

THE WEDDING OF MISS MARGARET LANG.

Shoe and leather circles of Canada will be interested in a wedding which took place in Kitchener, on Thursday, October 19th, when Miss Margaret Lang, daughter of Mr. and Mrs. George C. H. Lang, became the bride of Mr. Frank Couzens, only son of Mayor James Couzens, of Detroit. The wedding, which took place in St. Mary's Catholic Church, was one of the most beautiful and elaborate ever held in Kitchener, on account of the prominence of the bride's family in that city, and of the bridegroom's family, both in United States and Canada, created an unusual amount of interest.

Decorations and gowns were all designed with the idea of bringing out autumn tones. The bride, who was given away by her father, was attended by four bridesmaids and a maid of honor. The two flower girls were Betty Lang, niece of the bride, and Betty Couzens, sister of the groom. Following the ceremony, a buffet breakfast was held at the home of the bride, after which the couple left by motor for six weeks in Southern California.

A POET LAUREATE.

The shoe trade has a poet! Mr. J. A. McLaren, of the J. A. McLaren Shoe Co., Toronto, whose popular and highly original verse has been running in his advertisement in the Shoe and Leather Journal lately, is the recipient of an advertising movie slide, showing the first example of the flowing verse, that runs from his pen. The slide was prepared in Rochester, a fact proving that Mr. McLaren's fame as a poet laureate, has penetrated to foreign countries.

Stonewall Jackson Smith was looking for work and Barney was asking him the usual questions:

"What's your name?"

"Stonewall Jackson Smith, suh."

"How old are you?"

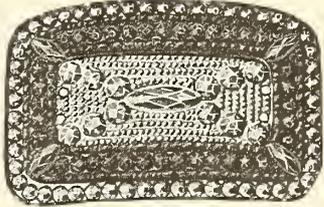
"Ahs twenty-seven yeahs old, suh."

"Are you married?"

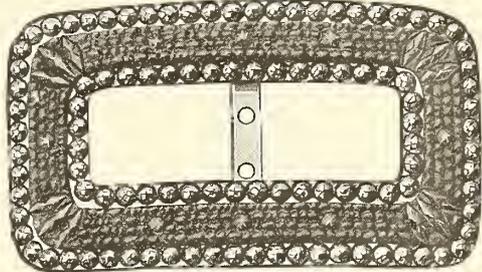
"No suh. Dat scar heah on mah head is wheah a mule done kicked me."—The Life.



SLIPPER SLIDES IN CUT STEEL DESIGNS



NO. 2497

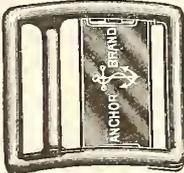


NO. 2494

Manufacturers using Slipper Slides in Cut Steel Designs will serve their own interests by writing for samples of our products. The above illustrations show two popular numbers of our line which is made in attractive two-tone combinations.

Samples gladly sent free on request of manufacturers and jobbers. (Please mention this magazine and date of issue)

SLIDE BUCKLES FOR STRAP FOOTWEAR



NO. 1475 [Composition]	NO. 1475 1/2 [Iron Cast]
Sizes 3/8-1/2-5/8-3/4-7/8 Inch	
Standard Finishes	

The footwear industry knows from experience that "Anchor Brand" Slide Buckles are dependable. No. 1475 - 1475 1/2 is representative of the line which is illustrated in Bulletin 135. (Send for free copy mentioning this magazine and date of issue)

All leading jobbers sell
"Anchor Brand" Buckles

NORTH & JUDD MFG. COMPANY
NEW BRITAIN, CONN., U. S. A.
BRANCH SALES OFFICES

<p>ST. LOUIS 608 VICTORIA BLDG.</p> <p>SAN FRANCISCO POSTAL TEL. BLDG.</p>	<p>NEW YORK 127 DUANE STREET</p> <p>CHICAGO 326 W. MADISON ST.</p>
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Increased Profits

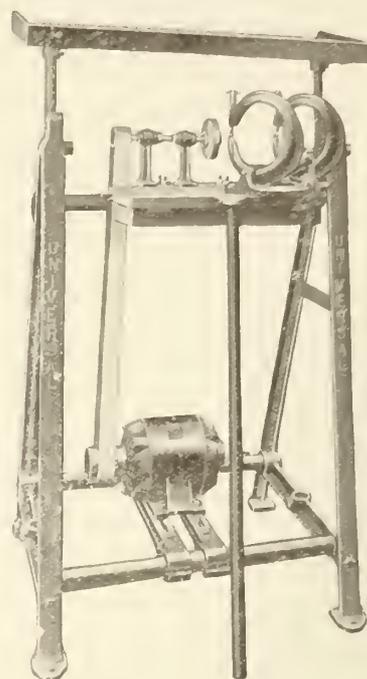
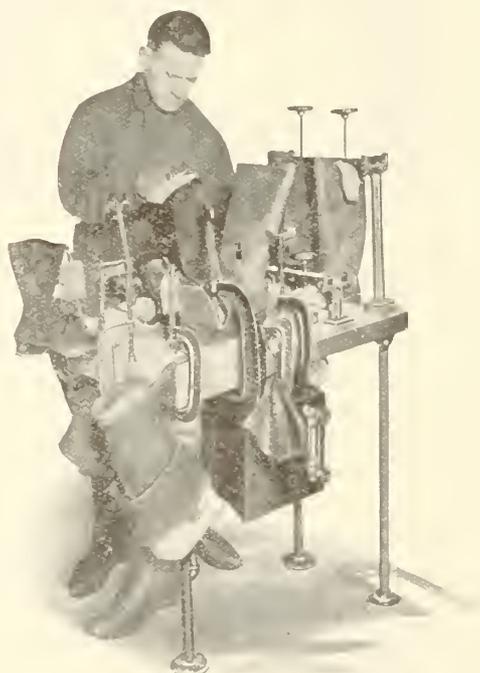
during the Winter months may be made with an efficient Skate Grinding Equipment.

We have three styles and models in stock, each one absolutely dependable for first class results.

MACHINES MADE TO FIT ALL MAKES OF FINISHERS.

Prices recently reduced.

Write for Catalogue.



A Machine That Gets The Money

Increased profits at little increased expense.

This Rubber Boot and Shoe Vulcanizing Equipment should be in every shoeshop in Canada. It works while you repair leather work. Mends damaged parts and puts on rubber soles and heels like new. Doubles your income, with the large amount of work of this kind to be done.

Handled exclusively by us. Easy terms or net cash plan.

Did you ever think of rebuilding your shoe or harness machinery during the slack period? We will rebuild any make of finisher or stitcher, including installation of electric heat device. All work guaranteed. Consult us about it now.

NEW OR USED MACHINERY FOR SALE

UNIVERSAL SHOE MACHINERY LIMITED
128 Queen St. Montreal

The Shoe Repair Man

Where Will It Land Us?

Price Cutting a Dangerous Proposition.

Throughout the country the repair trade is still faced with the problem of prices. We are reminded of the story of the two negroes who were discussing the relative advantages of train-wrecks and ship-wrecks. One finally reached the conclusion that he would rather be wrecked in a train than a ship. "For," he said, "if you all am wrecked in a train, theah you am! But ef you all am wrecked in a boat, wheah am you?" The repairer is confronted with a similar dilemma.

The problems may be quite different, in different localities or communities. The situation in the small town is not altogether similar to that in the large city. In any event, it presents many features of danger, and requires careful handling. Recently in a small community in Ontario, price-cutting became rampant. The leader in the trade had been holding prices up, doing a good job, and giving good materials. But he was getting nowhere. So he decided to give the price-cutters some of their own. Accordingly he met their cuts and then some. He was in a strong enough position to stand a loss for quite a while, and at last reports the original price-cutters were "folding up their tents and silently stealing away." If the remainder can be made to see reason, prices in that town will have to be jacked up again, as none of them can live at present prices. This case may be unique. It is extremely difficult for a repairer to adopt these tactics, and get the major part of the trade, unless he has already established a reputation for his services, can maintain his quality, and has enough reserve to see him through the fight.

Such an incident might serve to tempt the man in a larger town or city to employ similar tactics, and it may be that it is being tried. The possibilities involved, however, are so dangerous, and the possibility of disaster so evident that a man would require a lot of courage—and money—to make the ex-

periment. What would happen if one or two operators decided to slash prices fifty or seventy-five cents a pair on soling, and other jobs proportionately? Would they get any more business than they have been getting? They might take some away from low-price, low-quality, competitors. It is doubtful whether they would create any actually new business. So that the increased volume would not compensate for lower prices except to a very small extent.

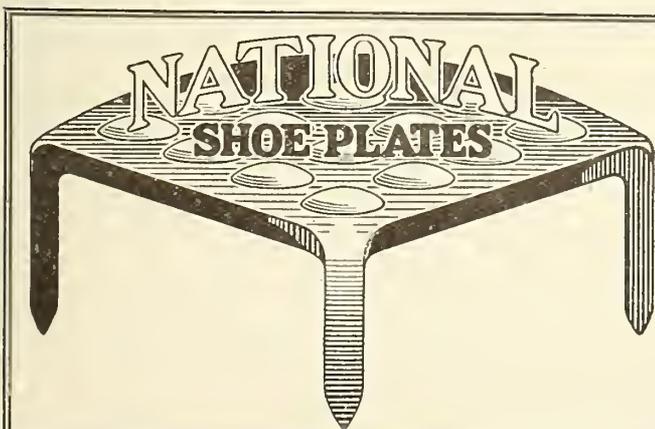
Let us presume they know this and going into the fight with their eyes wide open, are prepared to take a loss for a time. The most they can hope for is to drive some of the price-cutters out of business, or make them cry for mercy. Meanwhile, their reserve—which they must have to enter a fight of this kind—is being eaten into, and they emerge to find themselves poorer, and their prices established on a low basis, an unprofitable basis. At the same time repairmen who have been fair competitors, working to sound prices, have been forced to do less business at high prices, or the same amount of business at the lower prices established by the cutting war. And as few of them can stand up under it they are obliged to go out of business, or exist in a miserable fashion.

After the "victory" has been won, and the smoke has cleared away, we set out to put business on a profitable basis again. Even if prices of materials, rents, etc., might have come down in the meantime, the low scale of prices would not permit profitable operations. The first necessity then, is to raise prices. How would any intelligent man estimate the chance of getting prices back from low levels to a materially higher one, any time in the next year or so? The repairer who has daily dealings with the public realizes their frame of mind, and can answer that question without hesitation.

The net result of a price-war would be establishment permanently of the lower scale of remuneration, a lower standard of living for the repairer, and a return to the old days of slavery at the bench or machine.

COMMUNITY ADVERTISING AT BRANTFORD.

The Brantford Shoe Repairers' Association have started some community advertising, along the lines



They are MADE Right and PACKED Right!

Just as the "National" Shoe Plate leads both for style and service, it also sets a new record for efficient, convenient packing.

"National" Shoe Plates now are packed first in neat one-gross cartons and then in heavy cardboard telescoping boxes as follows:-

Size No. 1:	Packed 10	one-gross cartons in box
" 2:	" 10	" " " " "
" 3:	" 6	" " " " "

Furthermore, the boxes are neatly re-wrapped in stout paper with plain markings as to description and size of contents.

NATIONAL SHOE PLATE MFG. CO.,
160 NORTH WELLS STREET, CHICAGO, ILL.

indicated in the lay-out shown. Brantford has always worked along progressive and aggressive lines, and in this instance they have taken the lead again.

NOTICE.

Citizens of Brantford, Paris and surrounding districts are respectfully requested to patronize the members of Brantford and Brant County Shoe Repairers' Association, who hereby declare themselves to give you the very best obtainable in Materials and Workmanship. Your patronage will be courteously received and appreciated by the following:—

- J. Adie 4 Lawrence St.
- J. Cassirer 47 Colborne St.
- G. Carter 13 South Market St.
- W. Clarkson 62 Colborne St., West
- H. Denton 139 Chestnut Ave.
- J. Garrow 267 Colborne St.
- L. Janiecz 129 Albion St.
- Johnson & Hall 68 Eric Ave.
- T. D. Joysey 257 Murray St.
- S. Levine 59 Dalhousie St.
- W. S. Pettit 10 South Market St.
- M. Pryzla 16 Grey St.
- J. W. Roach 27 Cayaga St.
- S. Rogers 117 Dundas St.
- C. T. Rotchel 89 Grand St., Grandview
- F. Sheppard 73 Colborne St.
- T. Smith 319 Colborne St.
- E. J. Smith 29 Webling St.
- E. Spring 425 Colborne St.
- J. W. Stevens 58 Market St.
- G. Symington 450 Colborne St.
- J. Woods Norwich, Ont.
- G. H. Woodcock 124 Colborne St., West
- W. Wright 122 Market St.

PARIS

- W. G. Getty Paris
- E. Hodder Paris
- W. Rowe Paris

HAMILTON ACTIVITIES.

The Hamilton Shoemakers' and Repairers' Association has always been one of the live organizations of the trade. In preparation for a busy and successful season they have been getting after new members and laying out their programme. Mr. Arthur Wilton, their secretary, writes as follows:—
“Dear Sirs,—

“Enclosed please find copy of a letter recently sent out to the shoe repairers of Hamilton by the President, Mr. Thomas Grayson.

“It is hoped through this appeal to bind closer together those who are members of this Association and to gather in some of those who are outside the realm of association benefits, and also to awaken interest in those who were once members and have dropped out. At our last meeting on Oct 10th. it was decided to hold a social evening every second meeting of the month, and the first of these will take place on Tuesday, Oct. 24th. to take the form of a card party and sing-song, including a drawing for two prizes.

“During the conference held here in July it was resolved that the various associations should select a committee to see their local member of Parliament and find out through him what can be done about early closing.

“Our Hamilton Committee has been about their business and has arranged for a meeting on Nov. 14th with the Minister of Labor, Mr. Rollo, and with Mr. Halcrow, the other member from this district. It is hoped that as many as possible will attend this meeting, to be held in the A.O.F. Hall, James Street, at about 7.30 p.m.

“It is hoped to eventually bring to a head a general early closing movement, to close up all places of business at a given hour. We have received an invitation from Brantford for a social evening on Nov. 15th, but as yet I do not know what is to be done about it.”

The following is the letter sent to the repairers of Hamilton:

“The President's Appeal,

To the Shoe Repairers of Hamilton.

“Success is the desire of all intelligent persons. Success stands knocking at your door. Will you give it entrance?

“This is your opportunity. What is most universally desired may be obtained by all.

“The barrier that confronts individuals, may be removed by the co-operation of many. Surely this up-to-date movement of kindred minds with united purpose, makes a most powerful force for successful achievements.

“Unity is Strength,—therefore why should you choose to battle life's obstacles alone, when you might have the propelling power of many earnest minds concentrated upon your success.

“The realm of thought influences our destiny so much that one could hardly conceive the advantages to be gained by co-operation and being a member of the Hamilton Shoe Repairers' Association.

“Come in. Our interests are in common. We want to have not only your support, but your help. Don't leave it to the few to do all the work and all the paying, whilst you remain outside, yet receive the benefits. Did you ever stop to consider what the individual shoe repairer would have received, and is getting for his work to-day, had it not been for the Association? Surely that alone is sufficient for you to become an Active Member of the Association

Quick Profits

—and EASY Profits. EVERWEAR Toe Protectors turn the repairman's hardest and most time-taking job into his easiest and most profitable one. EVERWEARS repair Ladies', Misses' and Children's shoe tips 15 times as fast as any other method—do a better job—and make 200 per cent. profit.

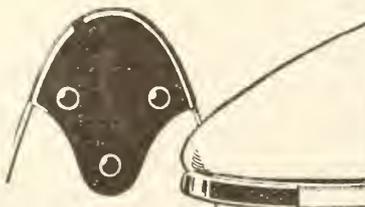
EVERWEAR Toe Protectors are neat and smart in appearance. Fit snugly. Attached in a few seconds, four sizes for women and one boy's adjustable size.

Thousands of shoe repairers are attaching EVERWEARS. The more they use the better they like them.

GET THEM FROM YOUR JOBBER—IF HE CANNOT SUPPLY YOU WRITE—US

**CLEVELAND
SHOE
PROTEC-TOE
MFG CO.**

2406 E. 79th Street
CLEVELAND OHIO



Actual Size.

which has helped you to make a better and more comfortable living.

"Our next Meeting will be held in the Forester's Hall, James St. North, Oct. 10th, 1922, at 8 p.m., when we shall be glad to see you. Come and get to know the other fellow and take your part and help on the good work of the Association."

TORONTO SHOE REPAIRERS' ASSOCIATION.

The fall season of the Toronto Shoe Repairers' Association was inaugurated with a meeting held on Tuesday, October 3rd, in Foresters' Hall, College St. Owing to the fact that many of the members found it difficult to attend on Thursday night, it was decided to change the night to Tuesday. Members are therefore requested to note the change, and that the meetings will be held on the first Tuesday of every month.

The meeting was well attended, although some of the members were absent owing to the change in the evening not having been thoroughly impressed. The Secretary was instructed to send a letter of condolence to Mrs. Walter Burnill. Mr. Burnill's loss will be felt by the Toronto Association, as he was one of their most active members, took a prominent part in debate, and was valuable in shaping and maintaining the policies of the organization.

In the effort to promote the welfare of the Association and of the trade in general, publicity plans were the centre of discussion. The idea most favored, and which will probably be adopted, is the publication of a booklet dealing with the value of repairs to the consumer. This would not necessarily mention the Association, but would carry the imprint of the individual members, and going out to their customers, should be service in building sound business. The idea is excellent, and it is to be hoped it will be carried through.

EXPERIENCED SALESMAN WANTED, on Commission Basis, for North Western Provinces. We manufacture Women's, Misses', Children's, Infants', Boys', Youths', and Gents' Boots and Shoes. Apply with references, Dominion Shoe Limited, 2302 Chabot St., Montreal, Que.

MANUFACTURERS' AGENT. Experienced Shoeman with established connection in Ontario territory, is desirous of a Ladies' & Children's line on a commission basis. Address for information to Box 54 SHOE & LEATHER JOURNAL, 545 King St. West, Toronto.

EXPERIENCED SALESMAN WANTED, on Commission Basis, for Western Ontario. We manufacture Women's, Misses', Children's, Infants', Boys', Youths', and Gents' Boots and Shoes. Apply with references, Dominion Shoe Limited, 2302 Chabot St., Montreal, Que.

IMPORTANT:—Are you worried keeping books? Are collections slow? Worry no longer. Write or phone me. Immediate relief given. J. Pascoe Beel, Emergency Accountant, 545 King St. W., Toronto. Phone Ade. 6507

\$2,000 OF BOOTS AND SHOE STOCK FOR SALE in Parkhill, Ontario. Must be sold at once as proprietor is leaving; also building. Address to Box 563, Parkhill, Ont.

WANTED by Experienced Shoe Traveller, living in British Columbia, a Line of Samples to represent that province, and, in addition, part of Alberta if necessary. Could give close attention to the trade. Apply, Box 56, Shoe and Leather Journal, 545 King St. W., Toronto.

POSITION WANTED.—Experienced Traveller desires Position with Manufacturing Concern or Jobbing House. Excellent connection from Orillia North. Replies to Box 58, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

GRIMPING MACHINE WANTED to Crimp Gaiters or Boot. Old Style Hand Machine will do. State price, Box 57, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

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.

CLARKE & CLARKE Limited

Established 1852

Tanners 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 Wareroom and Cutting Department
252 Notre Dame St. W., Montreal

PERCY J. MILBURN, Agent

BRANCH WAREROOM

553 St. Valier Street, Quebec City

RICHARD FRERES, Agent



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

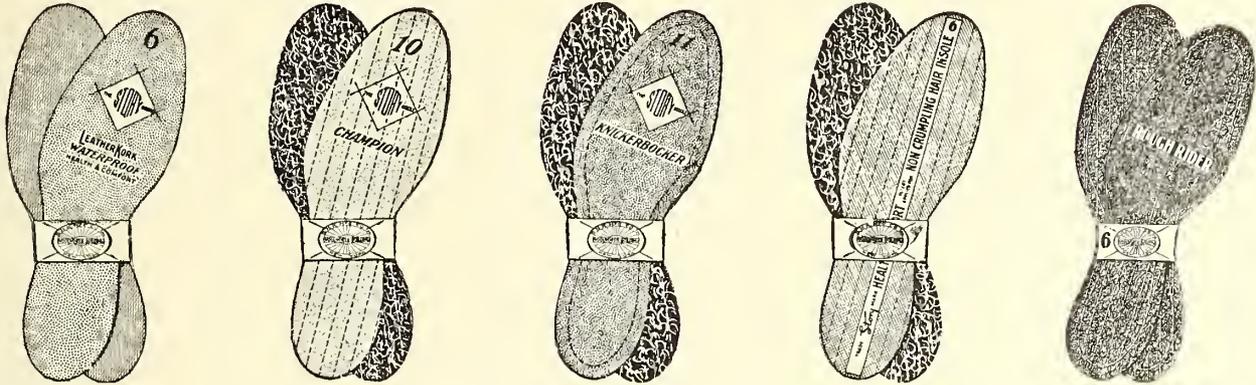
CHICAGO

"We deliver what you buy"

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WHY NOT MAKE A PROFIT THIS SEASON FROM INSOLES



We Have Styles That Will Suit

YOUR TRADE

Imported Genuine Solid Split Cork

Felt Or Flannel Covered

**LEATHER KORK — COMPOSITION
CORK and FELT — HAIR — HAIR and COMPOSITION**

Include These Seasonable Sales Stimulators In Your Findings Displays

SHOW THEM—TO SELL THEM

Send For Samples And Prices

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

MAIN OFFICE AND FACTORY
MONTREAL

TORONTO
90 Adelaide Street W.

KITCHENER
46 Foundry Street, S.

QUEBEC
28 Demers Street

CLARKE'S PATENT



LEATHER

A Superfine Leather

There is character and personality in leather, as in other things. The character and personality of Clarke's Patent Leather is shown in its ability to wear well, in its dependability and glossy finish. Clarke's Patent Leather when made into shoes, satisfies customers, and lays the foundation for many future sales.

A. R. Clarke & Company, Limited
Toronto

Branches at Montreal and Quebec

Largest Producers of Patent Leather in the British Empire

THE SHOE & LEATHER JOURNAL

PUBLISHED · TWICE · A · MONTH

A SLOGAN FOR 1923.

Speaking at Toronto, Roger W. Babson said that among other lines the shoe business should be good next year.

He suggested the following slogan:—

“Bite off more than you can chew,
then chew it;
Plan for more than you can do,
then do it;
Hitch your wagon to a star, keep
your seat
And there you are.”

ACTON PUBLISHING CO. LIMITED
TORONTO MONTREAL



IT'S HERE-! THE COSSACK BOOT



**IN
STOCK**
SIZES
2½ to 8
Packed 12 Pairs to Case

2.75
LIST PRICE

This (rubber) RUSSIAN BOOT is built especially for FALL, WINTER and SPRING wear, and is made to pull over any style of shoe.

It is extremely light in weight—White lining that will not soil the most expensive footwear.

The COSSACK BOOT will be used extensively for—EVERY-DAY WEAR in slush or rain—

WARMTH in COLD WEATHER for walking or motoring—THEATRES and DANCES.

BUILT for STYLE-COMFORT-WARMTH and HEALTH.

Can you imagine a more practical Boot for Women?

The Russian Boot --- In Rubber Footwear

D. D. HAWTHORNE & CO.

Wholesale Dealers in

FINE BOOTS SHOES RUBBERS

TORONTO CANADA

SOLE DISTRIBUTORS FOR CANADA



D. & P.-- of course

Ask the manufacturers whose lines have a firm hold on the confidence of the Trade what counters they use, and the emphatic answers, "D. & P. OF COURSE", will be a trade-wide recommendation for D. & P. FIBRE COUNTERS.

It doesn't pay to take chances. It DOES pay to buy D. & P. Counters exclusively, because they are WORTH more, WEAR longer and FIT your lasts perfectly.

Canada's National Counter

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



Shoemakers To The

Wholesale Trade

Mention "Shoe and Leather Journal" when writing an advertiser



Importance of Style

The value of design, and good shoemaking may be lost without the backing of appropriate stylish leather.

Our range of soft brown shades for spring have delighted makers and sellers of shoes with their harmonious tones.

The smooth full grain, the fine and even break, the surpassing mellowness of feel are some of the other qualities that commend Davis Calf for stylish footwear.

You can depend upon permanence of color in DAVIS CALF as well as softness and brilliancy of finish.

A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.



Black Beauty

Chrome Patent Sides

*A Little
Better
Than The Best*



The Robson Leather Co., Ltd.
Tanners and Curriers
OSHAWA CANADA



The Winter Season brings such a big demand from the Women's Trade for a high quality Oxford,—stylish, comfortable, well made and durable—that nothing could be of more timely interest to merchants, who keep up-to-the-minute in the newest creations, than this Chateau Model, Blucher Pattern of Bell's. Made in superior Black or Brown Calf.

If the patronage that is attracted by quality shoemaking is not coming regularly to your store, the showing of Bell styles and values will impart the necessary appeal to your displays.

J. & T. BELL, LIMITED

Montreal, Quebec

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

“G  P”

CANVAS SHOES

Merchants have long since found out that the “GP” line of shoes are natural sales - makers. Customers like their appearance and later come back for more because of their excellent service and durability.

Now, additions have been made to the line and improvements made. Merchants who display them well and push them will reap a larger reward than ever in “repeat” business and “pyramid” profits. The salesmen are out; give them a welcome. The new catalogue is obtainable from your nearest distributor.

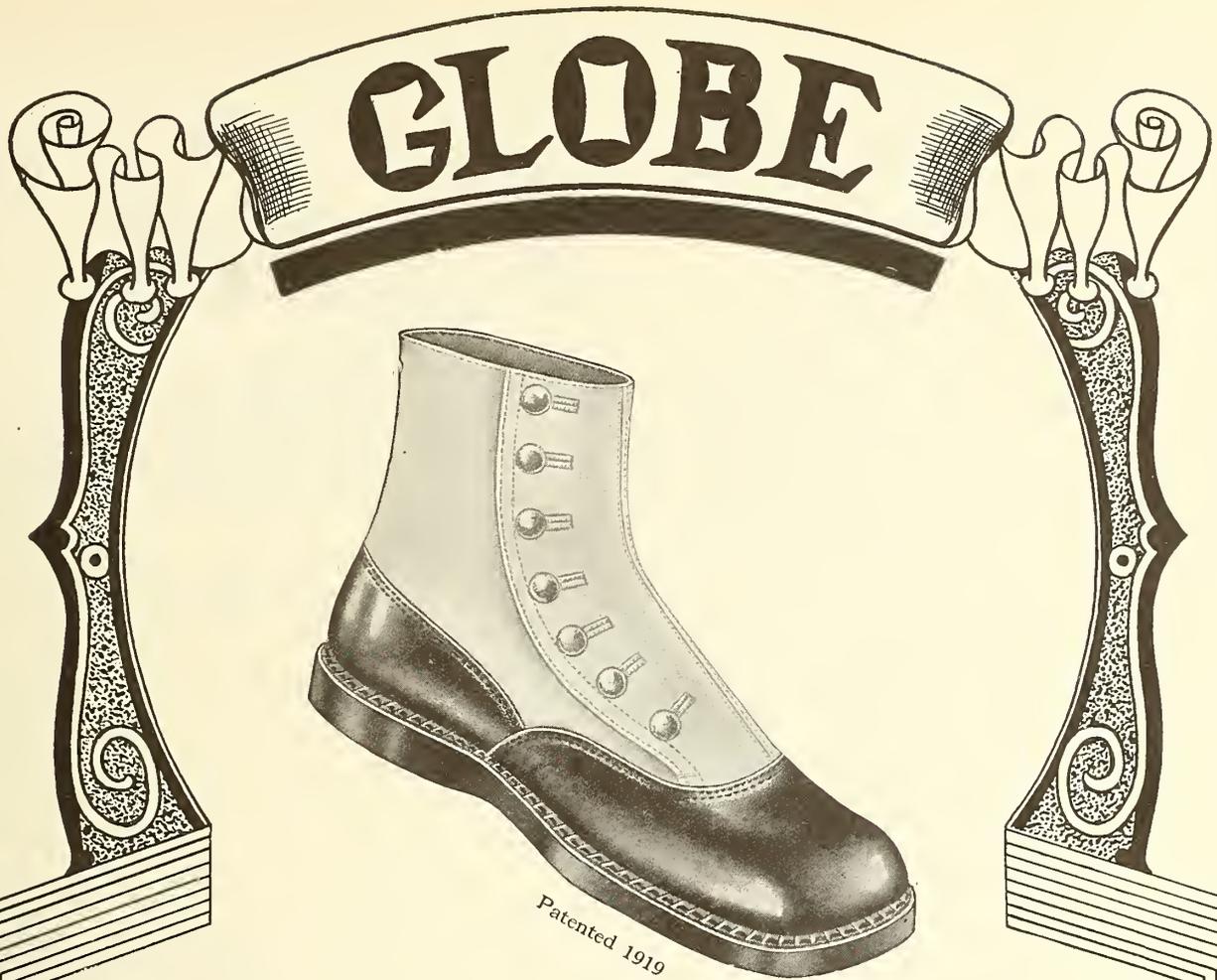
Gutta Percha & Rubber LIMITED

Head Offices and Factories, Toronto

Branches in All Leading Cities of Canada

Now for Sales of Rubbers

Autumn rains are here. Winter is close at hand. Rain, snow and slush bring profitable sales of “GP” Rubbers. See that your line is complete and let customers know you have the “GP” line—the brand they want.



Wherever There Is Childhood

there is trade in GLOBE "PILLOW WELT" and "BABY PILLOW WELT" SHOES. Wherever there is trade in these shoes there are pleased children with healthy developing feet, and satisfied parents getting extra value in their children's shoe buying.

THEY ARE THE ONLY GENUINE GOODYEAR WELT SHOES MADE WITH A PILLOW WELT INSOLE.

Before completing your buying for the coming Season see the entire Globe line. A request will bring a salesman with full range of samples.

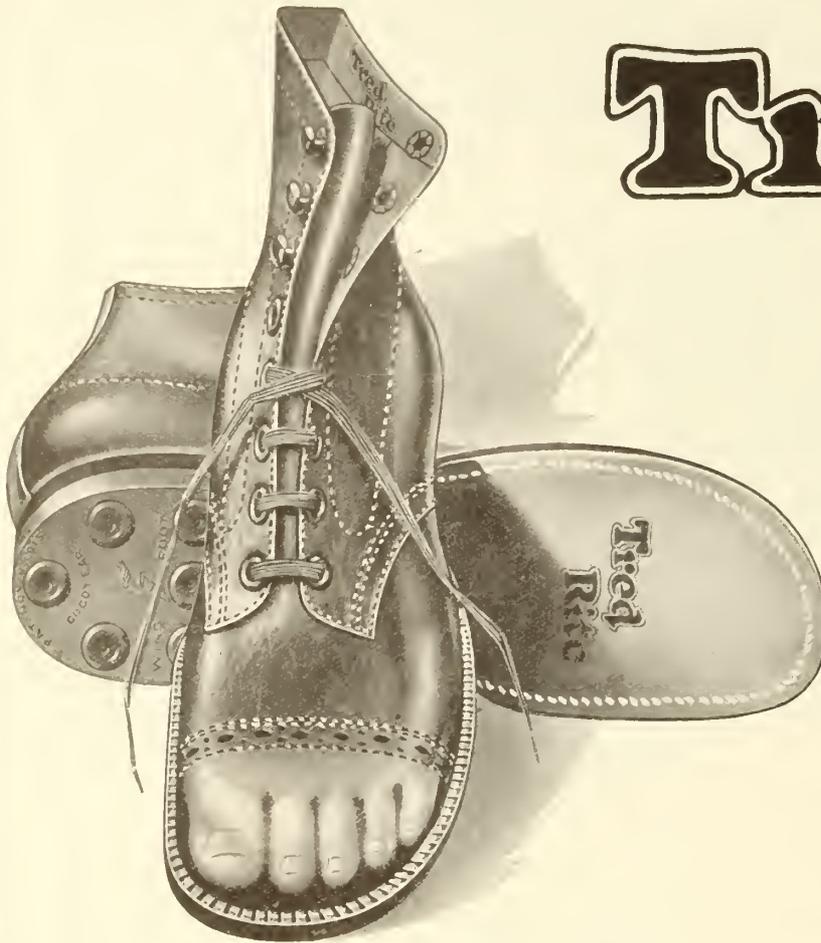
Carried in stock by A. Lambert, Inc., Montreal.

GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.

Montreal Office---11 St. James St.

Representative---J. A. BLUTEAU



Tred Rite Shoes

Every shoe is a genuine goodyear welt, constructed of high grade leathers.

There's Health in every Pair

The needs of children's feet have been carefully analyzed and the results built into Tred Rite Shoes for young people. You will find in every pair of Tred-Rites absolute foot comfort, combined with plenty of space for the children's feet to grow naturally.

Two New Lasts

That our two new lasts, a bal and blucher, have gained the approval of the trade, is firmly established by the large number of sales placed on them by the dealers.



*Early Orders
Mean Greater
Sales*

Write for Price List Now.

The Tred-Rite Shoe Co., Limited
Otterville Ontario

La Duchesse



Tongue effects will figure so largely in the coming Season's demands that the share of Trade obtainable with this La Duchesse model will be a source of unusual satisfaction to all wholesalers who feature it.

There are so very few people unwilling to pay La Duchesse moderate prices, there are so very MANY people captivated by La Duchesse popular styles that the dealer has nothing to lose and everything to gain by investing in this sure selling line.

“LaDuchesse” Shoe Co., Registered

MONTREAL QUE.,

Making Women's Welts, McKays and Turns of a Standard Quality for the Wholesale Trade



CALF AND SIDES
STORM CALF

ALL COLORS

H. B. JOHNSTON & CO.

TORONTO, CANADA



These
Staples
Lead
All Over
Canada



The People's Verdict

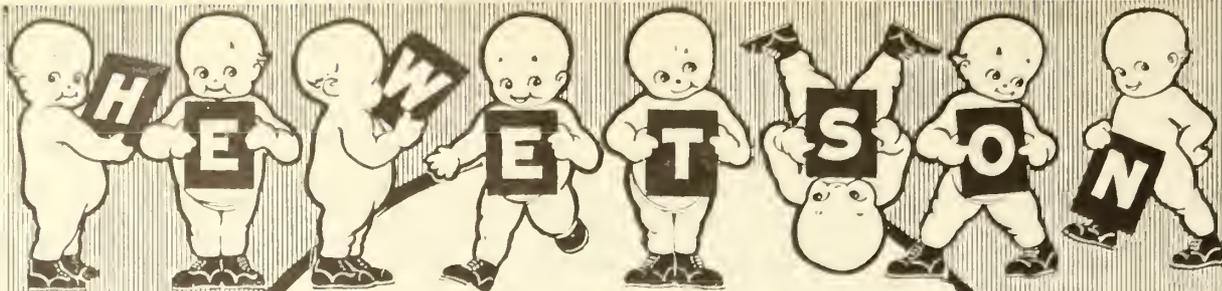
is something that every merchant must obey in choosing his lines, and it is so strong in favor of Yamaska Brand Shoes that it makes this line an essential to full volume trade.

The unusual combination of good shoemaking and popular style gives to every production in our extensive line the selling appeal that comes only with superior VALUE.

If you have not seen our complete range for the coming Season one of our salesmen will call on you shortly offering you a buying opportunity that will yield highly satisfactory returns in trade and profit.

Yamaska
'Staples
for
Value!

La Compagnie J.A. & M. Cote
ST. HYACINTHE, QUE.



Quick Shipments on Short Notice

It costs you little to keep up your stock of Hewetson's Shoes. It is no trouble to keep up a full range of sizes or styles from Hewetson first step Baby Welts to Hewetson's Children' Welts in sizes 4 to 11.

Hewetson Shoes have wholesale distributing agents in all the principal centres of the Dominion. They have all sizes, all styles. Don't wait to write to us. Order from your nearest Hewetson wholesaler.

We aim to make our service as convenient to the retailer as it is possible to make it. We don't ask him to carry large stocks. We do ask him to carry a complete range of styles and sizes. And we have arranged it so as he can have quick shipments on short notice.

No order too small, no trouble too great if it is to develop business.

Distributed by the following Canadian Shoe Wholesalers:

MARITIME PROVINCES:—

Amherst Boot & Shoe Co., Limited, Amherst, N.S.
Wm. Cook Shoe Co., Truro, N.S.
Robt. Taylor Co. Limited, Halifax, N.S.
Fleetwood Footwear Limited, St. John, N.B.
J. M. Humphrey Co. Limited, St. John, N.B.
Waterbury & Rising, Limited, St. John, N.B.

QUEBEC:—

James Robinson Co. Limited, Montreal.
A. L. Johnson Co. Limited, Montreal.
Alf. Lambert, Inc., Montreal.
Loeke Footwear Co. Limited, Montreal.
Poliquin & Darveau, Enrg., Quebec.
Fraserville Shoe Co. Limited, River de Loup.

ONTARIO:—

Ault Shoe Co., Ottawa.
Coates, Burns & Wanless, London.
London Shoe Co. Limited, London.
Sterling Bros. Limited, London.
Davies Footwear Co. Limited, Toronto.
D. R. Peetham, Toronto.
D. D. Hawthorne Co., Toronto.
M. B. Young Co., Toronto.
W. B. Hamilton Shoe Co. Limited, Toronto.

J. A. McLaren Co. Limited, Toronto.
Chas. Tilley & Son, Toronto.
J. A. Johnson Co., Brockville.
Francis & Dane, Hamilton.
John McPherson Co. Limited, Hamilton.
Midland Shoe Co., Kingston.

PRAIRIE PROVINCES:—

Congdon Marsh Limited, Winnipeg, Man.
Dowling Shoe Co., Brandon, Man.
Dowers Limited, Edmonton, Alta.
The Great West Rubber & Footwear Limited,
Lethbridge, Alta.
Kennedy Bros. Limited, Moose Jaw, Sask.
Maybee's Limited, Moose Jaw, Sask.
Archie McKillop, Calgary, Alta.
Amherst Central Shoe Co. Limited, Regina, Sask.
McFarland Shoe Co. Limited, Edmonton, Alta.

BRITISH COLUMBIA:—

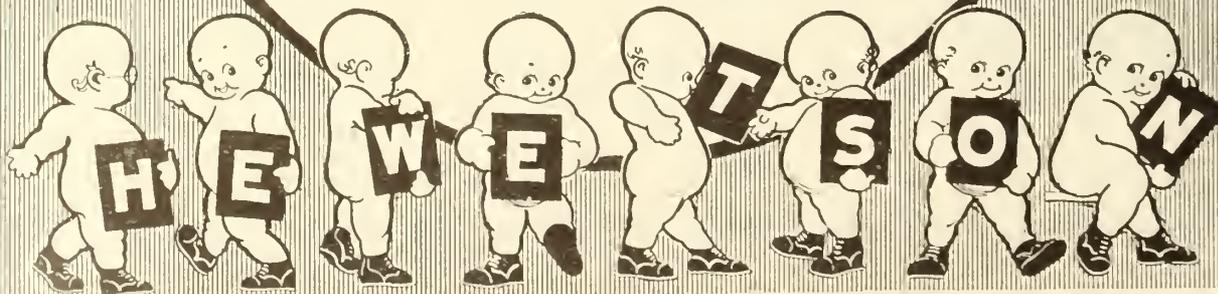
Anderson & McDonald, Vancouver.
J. Leekie Co. Limited,
Vancouver.
Damer Lumsden Co.,
Vancouver.

HEWETSON

SHOES FOR CHILDREN

"Made Stronger to Wear Longer"

J. W. Hewetson Co., Limited
Shoemakers to Children
Brampton, Ont. and Acton, Ont.





*The Line With A Long Standing
Reputation For Quality And Value*

Trade Talk

IS ALIVE WITH PRAISE FOR THE NEW "DALACO" LINES FOR THE COMING SEASON. THE MOST EXACTING BUYERS ARE READILY CONVINCED THAT THE ATTRACTIVE LASTS, THE VARIED PATTERNS, THE GOOD SHOEMAKING AND THE OUTSTANDING VALUES CAN MEAN NOTHING ELSE BUT THE BEST RESULTS IN SALES.

SEE THE COMPLETE LINES AT YOUR EARLIEST OPPORTUNITY. THEY ARE THE SHOES THE TRADE NEEDS TO-DAY.



*Our New Line Of Stitchdowns
Fast Forging Ahead In Popularity*

Daoust Lalonde & Co., Limited

Montreal

Que.

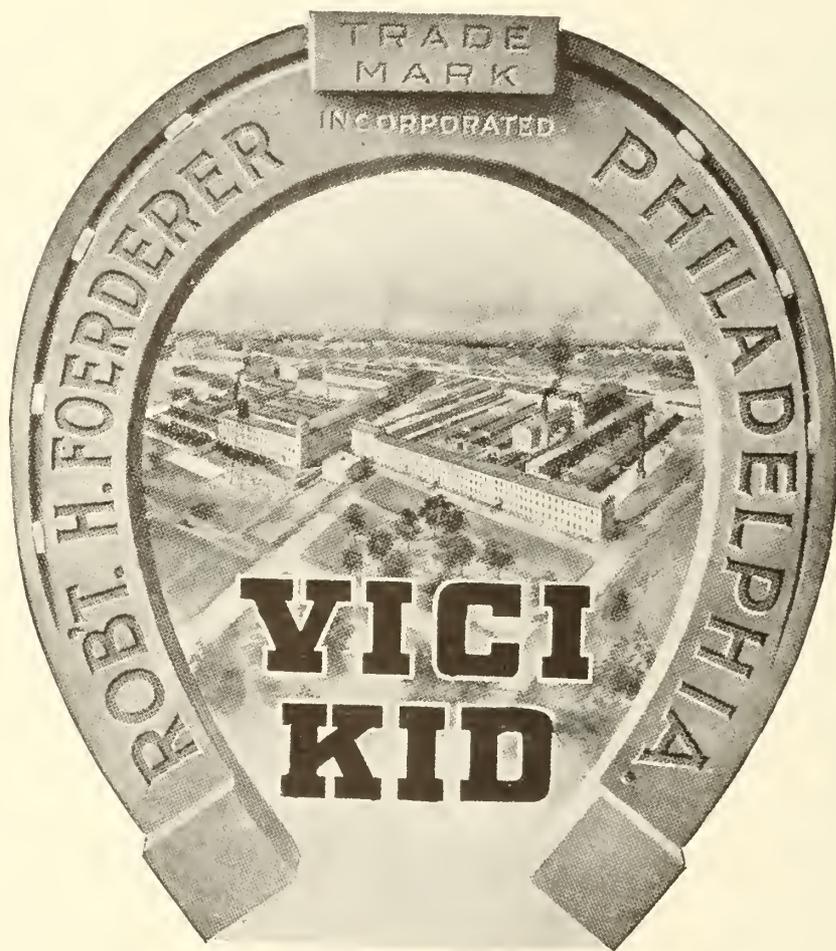
Branch—Metropolitan Shoe Co., 91 St. Paul St., East.

ROBERT H. FOERDERER

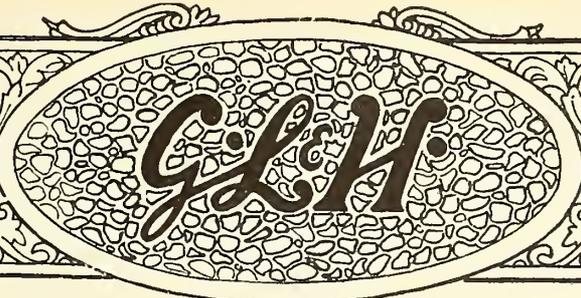
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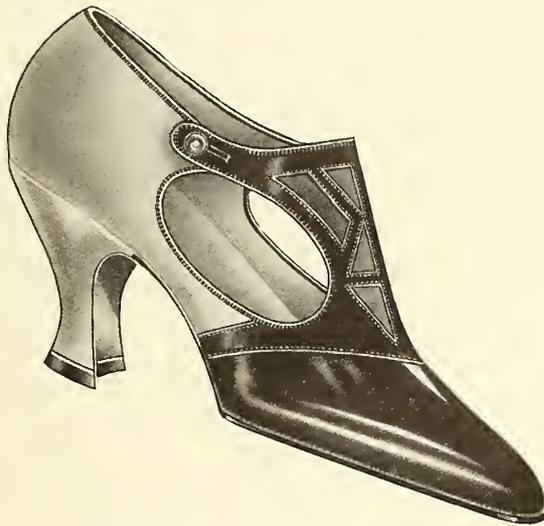
PENN., U.S.A.



Mention "Shoe and Leather Journal" when writing an advertiser



G.L.H.



*The
Newest
In
Novelties*

*Patent Vamp with grey Suede
Quarter and Inlays, French Cord
Binding, 16/8 or 12/8 Heel.*

This attractive pattern, a variation of the extremely popular Tongue effect, is one of our many new creations that will reach a high mark in the favor of Trade and Public.

While originality of style makes G. L. & H. Footwear conspicuous wherever shown, its popularity is firmly founded on Better Value.

See our complete lines. They are the most extensive we have ever produced, and the widest search will reveal nothing to equal them as sale makers.

Gagnon, Lachapelle & Hébert

55 KENT STREET, MONTREAL



This Value Is An Eye-opener.

The extremely moderate price of this well made shoe represents the utmost limit in Big Value.

It will MAKE your customers BUY.

One of the many reasons why you should see the COMPLETE Line of

DOMINION Fine McKays

for Growing Girls, Misses and Children as well as Boys, Youths and Gents.

DOMINION SHOE, LIMITED

2298-2302 Chabot St.

Montreal

To Visit Our Plant Take Papineau Avenue Street Car Going North And Get Off At Bellechasse Street

UPPER LEATHER

BARK, CHROME, RETANNED

SPLITS

WAX, FLEXIBLE, OOZE

We Solicit Your Enquiries for Leather that has Stood the Test of Time

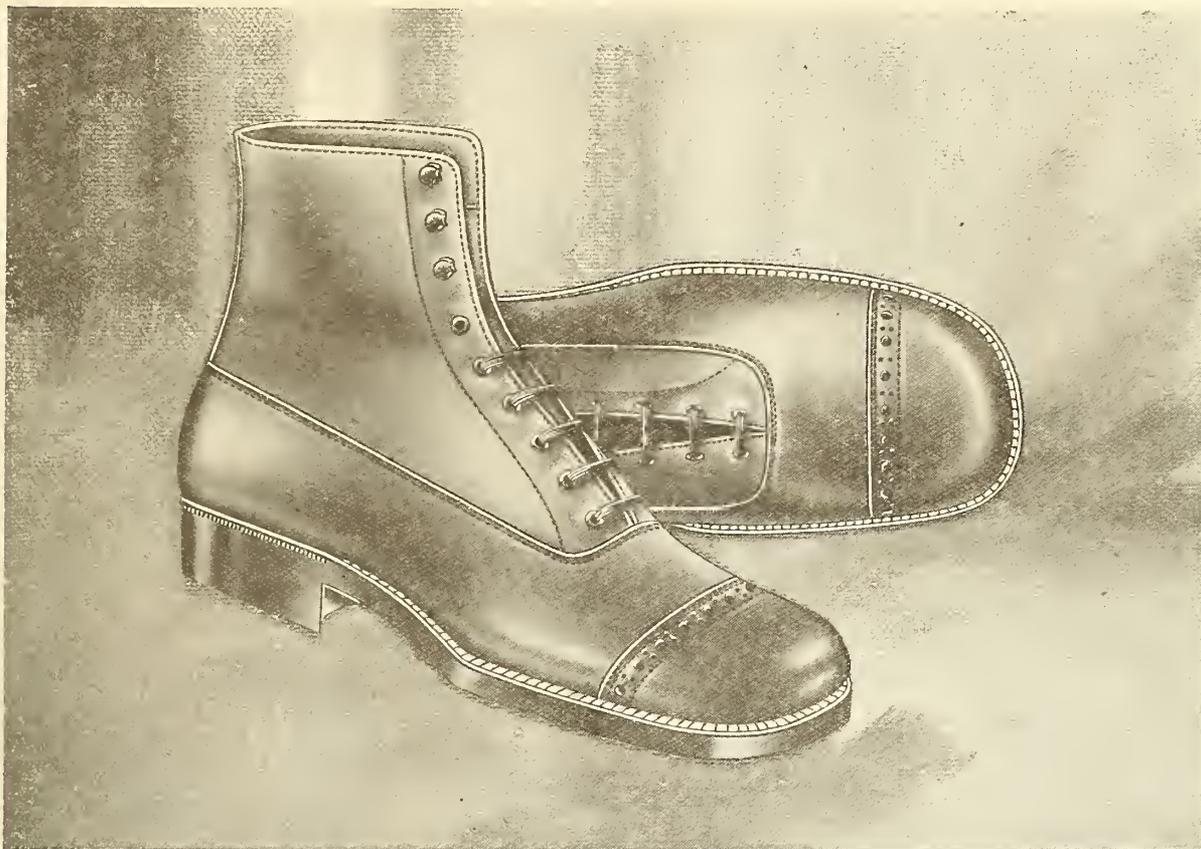
OUR AGENCIES

PERCY J. MILBURN, 252 Notre Dame St. West, Montreal, P.Q.

RICHARD FRERES, 553 St. Valier St., Quebec, P.Q.

A. DAVIS & SON, LIMITED

KINGSTON, ONTARIO



*INSTRUCTOR
A New Tetrault
Youths' Welt*

A Better Boot for the Youths--Tetrault's have produced it -- in original designing and good shoemaking an example of all that a Youth's Shoe OUGHT to be in correct fit, appearance and durability.

Lose no time in getting this shoe in your stock. The enthusiasm of the proud youthful wearers will mean hosts of repeat sales.

Made in all leathers—sizes 11 to 2.

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

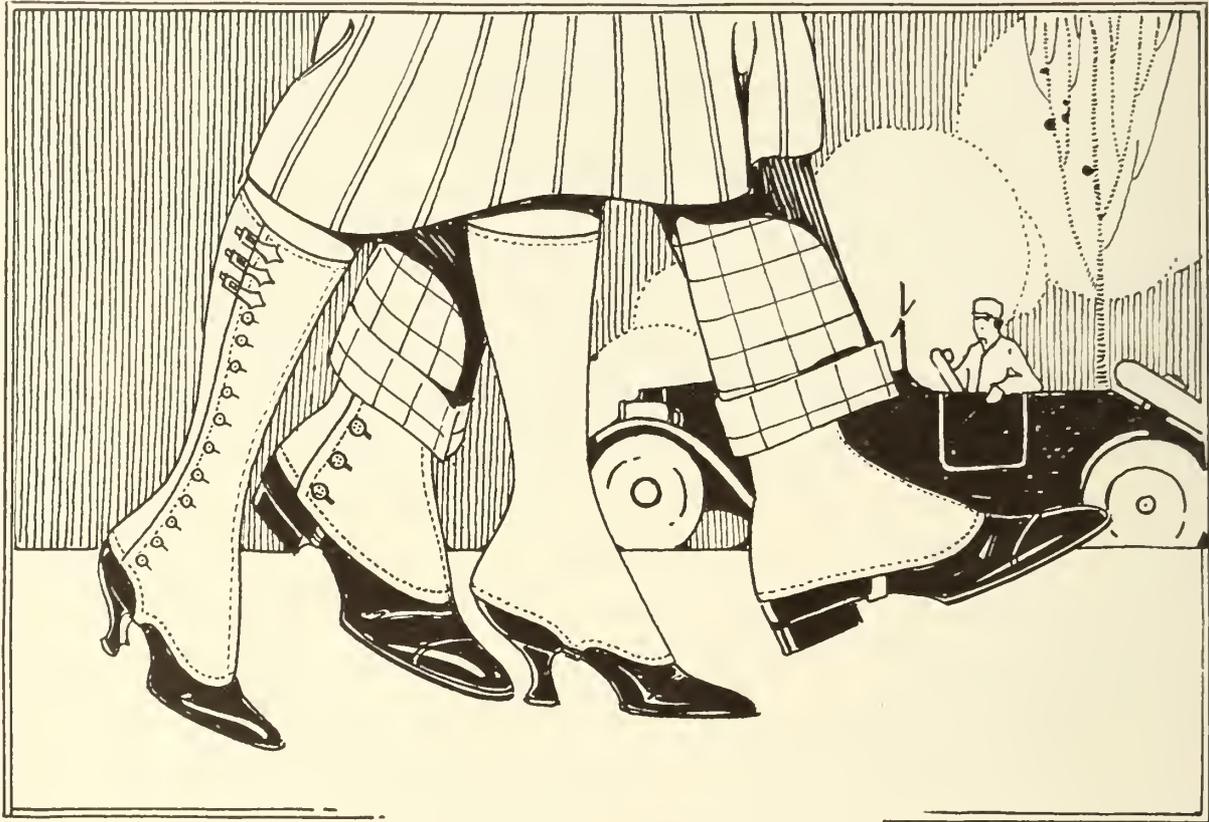
Largest Makers of Boots and Shoes in Canada.

OVERGAITERS IN STOCK

For

Immediate Shipment

WRITE FOR SAMPLES



12 Button
14 Button
16 Button
13 Button with
3 Buckles

15 inch one Buckle
15 inch Laced Front
5 and 7 Button, Men's
13 Button, Misses'
Children's Cord Gaiters

COLORS:

Light Fawn, Dark Fawn, Brown and Grey. These spats and gaiters are made of high grade English cloth, combining style and superior fitting qualities.

RALSTON'S POLISHES AND DRESSINGS FOR EVERY SHOE

ALSO COMPLETE LINE OF SHOE FINDINGS.

Mail Orders Filled Same Day As Received

Robt. Ralston & Co., Ltd.

Hamilton, Ont.



The Keystone of a Healthy Arch is the

ARCH PRESERVER SHOE



The Yale Arch Preserver Last

When the arch "goes" then goes the foot. The Arch Preserver Shoe preserves the arch and "keeps good feet good" so that the arch will always function properly. With its bridge-like construction it becomes the all important keystone for the healthy.

Your customers are interested in just such a shoe. It is a style and quality shoe and in addition you can show them this "preservative" feature, which has a wonderfully strong sales appeal.

"The Shoe with an Anchored Arch"

*Made by us under special license from
E. T. Wright & Co. Inc., Rockland, Mass.*

The Talbot Shoe Co., Limited

St. Thomas

:-:

Ontario

"Sorry! We are all out of it."

Do you use that term often enough to send business to some one who may have the needed "GRIFFIN" ITEM in stock? Most likely *lose a good customer* and a *nice margin of profit*.

ORDER NOW! In view of the cold weather setting in, possibility of freezing—we advise stocking these big sellers—and trade makers. Sold by retailers who wish to sell quality polishes with a guarantee.

Black Suede Dressing

Does not lay the knap

For Every Material, a Different Griffin Dressing, Dye or Cream

24 COLORS SIFTER SUEDE POWDERS

Lotion Cream



Tan, Dark Brown, Black and White.

For patent leather, kid, calf, etc.

Bronze Dressing



Converts Black Shoes to New Bronze

"New to Keep Like New"

Rapid Black Dye

(Oderless)



A real dye for making tan shoes jet black

WATERPROOF---Perfect

Rhinestone Slide Buckles in Stock

Set No. 2 Sorted Dozen Pairs

Wholesale \$12.00 Dozen Sorted Pairs

Retails \$24.00 up

Profit 100%

Each pair in an individual box on a velvet pad—

These two sets are selling fast, every pair an attractive quick seller.

Set. No. 4, Wholesale \$24.00 dozen pr.

Retails \$36.00 up.

PROFIT 50% to 100%

ORDER YOUR SET NOW AND GET YOUR SHARE OF THIS SALES BOOSTER.

(State if one or two sets desired)

SAMPLES OF THE LATEST BEADED COLONIALS—*(convert old style to new)*

Everything in Shoe Findings

IN-STOCK

Hurlburt Cushion Sole Shoes

PRICES ON REQUEST—They are right in price, materials of the best, and can be repaired by any shoemaker.

WRITE FOR PARTICULARS

Slippers In Stock

The big seller, one strap "Temptation" in all leathers, with heels and without—Samples on request.

Canadian-Shoes-Findings-Novelty Co.

2 Trinity Square, Toronto

(2 Warehouses)

153 Peel St. Montreal, Que.



“And in Cleveland you can reach me at the
Hotel Cleveland”

Where courteous service to the guests surpasses your every expectation.

Where this supreme service is rendered under singularly auspicious circumstances.

Where the atmosphere is homelike.

Where quiet refinement surrounds every move made by every employee.

1,000 Rooms

1,000 Baths

Hotel Cleveland
 CLEVELAND, OHIO.



“Ritchie” Arch Support Shoe

“Ritchie” Arch Support Shoe

The Ritchie Arch Support shoe is made on a last designed by a specialist in the correction of foot troubles.

It is especially hollowed out in the shank and under the transverse arch to make the shoe fit up on the bottom snugly under the arch.

A double trussed steel shank securely riveted to the insole maintains the pressure of this snug fit throughout the life of the shoe.

The riveting prevents the wearing of the shank through the sole, and secures the pressure against the arch in walking.

A rubber orthopaedic heel, extra long on the inside, supports the shank in direct line with the bone of the leg, and carries the weight of the body, thus relieving the arch and avoiding the necessity of any other supports. The boot is made of fine plump Calf or Kid with a firm 10 gauge outsole, solid leather heel and counter, and extra fine double twill lining and Calf trimmings. The last is of very dressy appearance with medium round toe.

Give us the name of your jobber and we will see that you are supplied



The John Ritchie Company Limited
 QUEBEC

Kewpie Kewps for Kiddies



Infants' 2-5 Sizes made with Chrome Tanned Elk Sole, and the larger sizes with regular high grade Oak Sole Tannage.

Bring Joy to Kiddies Feet and Sales to the Dealer

There is comfort and dependability built into every pair of Kewpie Kewps for Kiddies, that leaves the factory. The child's foot, always a delicate piece of mechanism, is always sure of growing the way nature intended it should, when encased in a Kewpie. This new line of Patented Cushion Sole Welts has already forged its way to the head of the line.

Send for a sample pair now.

Process fully protected by Patent.
All infringements will be
vigorously prosecuted.

No. 224015-1922

Galt Shoe Manufacturing Co., Ltd.,
GALT, ONTARIO

Toronto Permanent Sample Room
Room 7e Cosgrave Bldg, 167 Yonge St.
(Telephone Ma'n 2250)

The Eclipse Line

This popular and reliable line of turns and McKays for growing girls, youths, misses and children has the style, workmanship and service built into it from toe to heel. It is by far the best value of any children's line offered to the trade.

Anyone of our representatives would be pleased to show you the complete range.





Beaded Tip Shoe Laces

STORES already selling shoe laces will recognize in this cabinet a wonderful sales builder and profit maker;—while those retailers whose attention was never called to the profit possibilities in the sale of high grade shoe laces will welcome this silent salesman as a good, money-making department.

- 1—It is an added source of profit.
- 2—It means rapid selling.
- 3—Every customer needs and wants shoe laces.
- 4—Shoe laces give big profits.
- 5—Sales are easy.
- 6—People buy Beaded Tip Shoe Laces. No need to sell them. Show the Laces and the sale is made.
- 7—Selling an EXTRA PAIR is a profitable SERVICE.
- 8—The cabinet helps the dealer profit by the Big Beaded Tip Advertising Campaign.
- 9—Takes up but little space.
- 10—Made of steel beautifully finished in mahogany. An attractive fixture for the finest equipped store.

Once on the counter this attractive Beaded Tip Shoe Lace Cabinet won't be taken off. It increases profits because it sells laces faster than they were ever sold before—and it will keep on selling them for years to come.

FREE---*The Way To Get It*

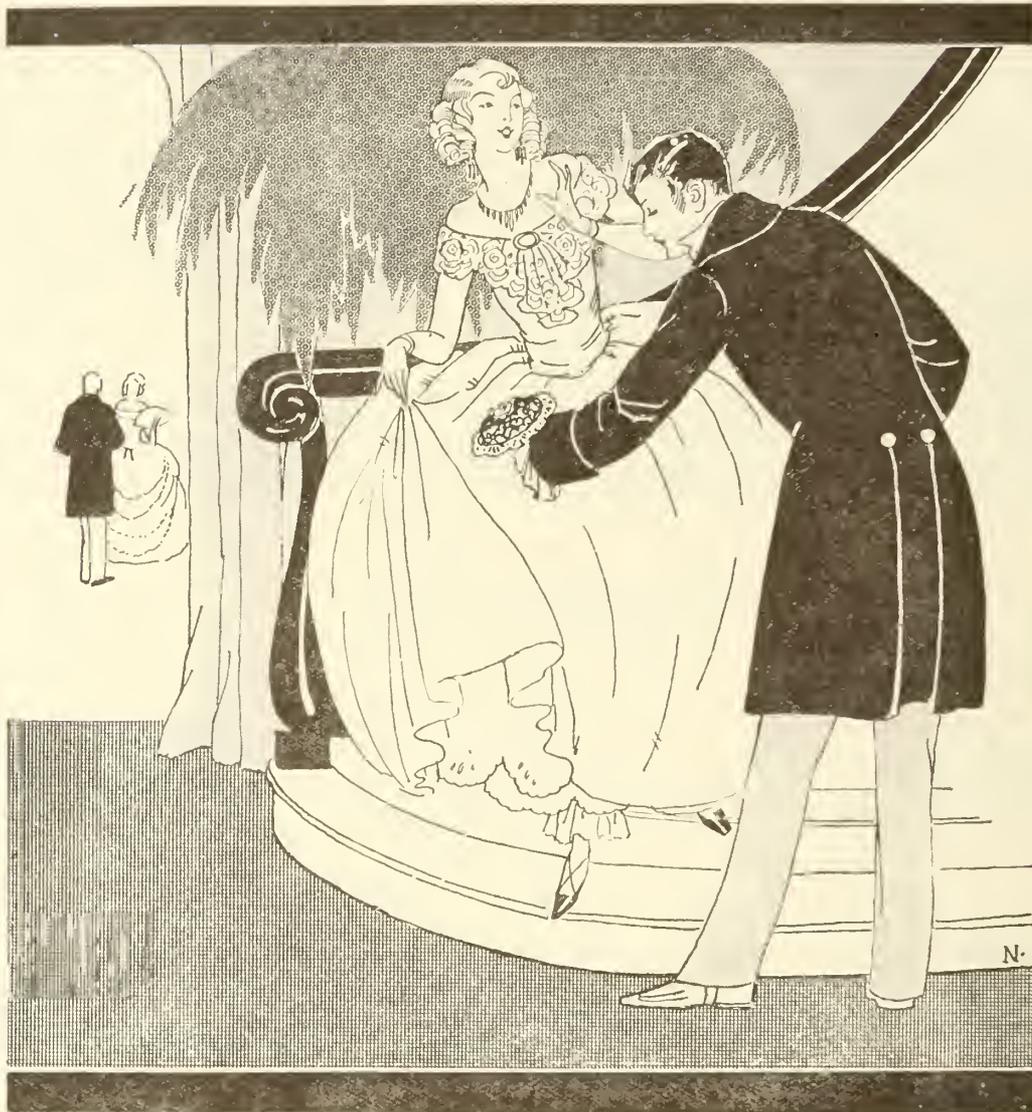
There is only one way to get one of these profit makers. It goes FREE with every first order for 3 gross or more of Beaded Tip Laces. Bottom of case holds 7 gross of laces, keeping stock clean and in order at all times.



L. H. Packard and Co., Limited
Montreal

SOLE AGENTS FOR CANADA

Mention "Shoe and Leather Journal" when writing an advertiser



To meet the growing demand for high-grade shoes at prices in keeping with present day conditions we offer Society Brand.

These turns are made by a factory noted for fine shoes, and will fill that baffling gap in your stock.

Mr. J. E. Des Roche, our special All-Canada representative is now out. Why not send a postal to ensure an early call?

188 241-Blk. Suede one eyelet Tie, with patent overlay on vamp and strap.

179 238-Patent one strap tongue pump. Fancy stitching on tongue.



GEO. A. SLATER Limited
MONTREAL

Mention "Shoe and Leather Journal" when writing an advertiser

In The Market Place

General Business

Business throughout the country seems to be on the mend, and although progress is somewhat slow it is nevertheless steady. The weather has been the great hindrance to the moving of retail stocks, although it has favored operations in certain lines, which is bound to react upon general business conditions. Building has continued well into the autumn, and this with road making, lumbering and farming operations will undoubtedly be felt in increased purchasing power later on. Farm produce prices have with some exceptions been low, and this has kept back business in agricultural communities as well as retarded payments. Farmers have inclined to hold their grain in the older provinces although in the West there has been the greatest movement on record. With the vast amount of money, that must be set in circulation through the marketing of this year's crop there is bound to be a goodly development in business.

On the Other Side

A report just issued by one of the large commercial institutions of the United States says:

"Evidences of business expansion multiply, and the gains now cover a wider field. One of the best features of the present situation, marking a further departure from hesitation, is the increasing disposition to provide for forward requirements. While this tendency is not yet general, it is developing steadily in various lines and is especially noticeable in textile channels. Purchasing for immediate or nearby needs only, which had long been the common practice, is being succeeded in numerous instances by demands running well ahead, indicating a better sentiment and more confidence in the future.

"Instead of continued active competition for orders, with price concessions made to stimulate buying, the point has been reached in some cases where producers are so well engaged that additional orderings have been withdrawn and many prices are rising. With few exceptions, statistical measures show that the trend of operations in basic industries is upward, output at some plants being the largest in two years or more, and reports of labor shortage reflect the decided change in employment conditions.

"Losses in wages resulting from recent protracted strikes have not been without restrictive effect on consumption of commodities, yet the retail turnover is heavy in the aggregate and general trade in the South responds to the noteworthy advance in cotton prices. The business revival is not confined to any single, geographical section, but extends, in varying degrees, to all parts of the country, and records of bank clearing, commercial failures, car loadings and other indices reflect the improvement."

Shoe Trade Conditions

Retail shoe dealers report trade very "spotty". In some localities there is very little doing, hardly enough to cover expenses while now and then there seems to be a sudden spurt which is succeeded by lethargy. Dealers attribute a good deal of the slackness to the impression created by special retail sales announcing sacrifice prices which give the impression that shoes are still going down. Mostly however, the feeling prevails that the open season has been responsible for the delay in demand for staples, while uncertainty as to styles particularly in women's lines has simply paralyzed business. Certainly business has not been so poor as a rule with the retail shoe trade in a long while, and hopes are freely

expressed that something may happen soon to completely change the situation.

Leather Market Strengthens

During the month leather manufacturers report increased enquiry for their product, which would seem to indicate that manufacturers of shoes, in some lines at least, are somewhat busier than they were a month ago. Probably the strengthening of the market has had a good deal to do with the greater inclination of operators to buy. There has been an advance of three cents in sole leather, and an increase in the price of upper stock in prime tannages of light grades to practically correspond. There was an advance in kid last week of five cents a foot, and some grades and colors seem difficult to procure. Undoubtedly the recent turn in the raw stock market is making itself felt, and tanners have felt it necessary to meet the situation. Shoes have already responded in some lines, and as soon as there is any great activity others will follow. Makers of staple and medium lines of shoes seem to be fairly well occupied while those turning out fine lines in men's as well as women's are at present marking time.

As to Deliveries

A shoe manufacturer in discussing the more or less frequent complaints regarding deliveries said to a representative of the Shoe and Leather Journal the other day: "If some of those who berate the manufacturer would only think a moment or two they would realize how unreasonable their accusations are. These days we are accustomed to have orders thrust upon us for lines we do not make. The customer wants a certain last and a certain type of shoe. Even where the last remains the same, we have to change all the patterns. In the first place, we have to prepare a draft pattern which has to be worked down to the type wanted. This has to be sent to the pattern maker, and he has to prepare the working pattern. After we get this and decide that it is right, back it goes to the pattern maker to be prepared for the factory. As the pattern maker has a large number of people for whom he is doing the same thing, he is apt to keep us waiting two or three weeks. It is easy to see how five or six weeks may be consumed getting this new line under way and it can also be surmised how expensive the process is to the shoe manufacturer."

Jazz In Shoes

Everybody from the shoe manufacturer down is sick and tired of the "jazz" note in shoes. There is no money in it for anybody. It has demoralized business just as jazz music has played hob with the social life of the community in the past five years. Everybody would be glad to see the last of it. It has been a costly thing for the manufacturer not only in the matter of production, but in the revolutionizing of business methods. It has eliminated all the stability that went with the two season selling of a few years ago, and has made the distribution of shoes an expensive proposition. Travellers come home loaded with samples and pictures of shoes that will help them meet the excessive competition in styles if not in price. As for the retailer, he is bewildered. He does not know what to buy, and is afraid to take three steps ahead for fear he may have stock bought a month ago grow stale on his hands. In the meantime, his sizes are shot to pieces, and it is costing him more than ever to run his business. The conference held on the subject recently in Montreal did not seem to get beyond a resolution that may not mean anything and if manufacturers and retailers really want to get from under the yoke they have made for themselves, they will have to get down to brass tacks and that soon.

Stray Shots From Solomon

Everybody hates a knocker. It doesn't get a man anywhere to say mean things about his competitor. It helps the latter if anything.

FOLLY OF KNOCKING People argue when you hit out at your neighbor that the shoe pinches you somewhere, and ninety-nine times out of a hundred, they are right. If you devoted half the time you spend knocking to setting your own house in order, you would be a lot better off. The wise old Hebrew said "He that despiseth his neighbor sinneth." In the original the word sinneth means "misses the mark." When you draw a gun on your competitor you are sure committing business suicide. Get busy and mend your ways. Get the green out of your eye, and the poison out of your tongue, and people will give you credit for having at least sense enough to mind your own business.

* * * *

Keep right inside and the outside will take care of itself. It matters a good deal more what you are than what people think about you. Many a suit of fine clothes and clean shaved

HAVE A HEART. mug covers a charnel house of corruption. We are beginning to learn, too, these days that a clean mind has much to do with a healthy body. Plenty of men go to the dogs physically because they have let a rotten heart sap the foundations of life. "A sound heart is the life of the flesh." When a man is clean inside it somehow shows through the skin. There is nothing like a good conscience and a mind at ease to build up a bodily presence that makes itself felt wherever a man goes. If you are beginning to wobble or fall down on your job, take a look inside. Watch the heart.

* * * *

There is a lot of wasted effort in this old world. There are people who seem to work from morning till night, and from one year's end to the other,

WORK TO WIN. without getting anywhere. Work is a good thing and keeps the body as well as the mind in good trim, but the man who is content to blindly plod misses the biggest thing in life. Work that does not result in real achievement is a poor substitute for that which puts fire in the eye, force in the muscle, and joy in the heart. "Much food is in the tillage of the poor, but there is that as

destroyed for want of judgment." How much "lost motion" is there in your business? How much "busy idleness" are you guilty of in the plugging you do from day to day? Put a little more aim in your stroke, cut out some of the waste effort, do some of the things you don't like to do instead of spending so much time in the things you like. Watch for results.

* * * *

The reason most people go wrong mentally and morally is that they do not have enough work to keep them out of the Devil's way. It is true

TEMPTING THE DEVIL. at later periods of life, as well as in childhood that "Satan finds some mischief still for idle hands to do." When the mind and body are fully employed, it is comparatively easy to be "good." The people who whine about temptation are usually those who "stand in the way of sinners," and it is never very long till they are found "sitting in the seat of the scornful." Hard work is the sovereign remedy for wandering desire. "Commit they works unto the Lord, and thy thoughts shall be established." Get your mind on some real worth-while job, and you will find that your thoughts will not be running loose, and tangling your feet in the meshes of the strange woman or the gaming house.

"The prudent man looketh well to his going." There never was a time when a business man needed this counsel more than today. There are a

WATCH YOUR STEP. lot of people just jogging along waiting to see what the weather, better times, or a change in government may bring them.

These are days when one has need more than ever to watch his step in both buying and selling, yet thousands of business men are following the policy of childhood "shut your eyes, open your mouth, and see what God will send you." Look well to your going in the matter of buying. Don't let travellers load you up with "frills". Don't let your stock develop ragged ends. Look well to your selling. Don't be lavish in your expenditures, but above all don't stop outgo that means business. Keep your eyes open but keep going. This should be the attitude of the aggressive business man at this particular juncture.

Solomon

The Round Table

Handling Novelties—Hosiery Methods — Children's Department

THE subject of novelty shoes, while it has been heavily stressed during the past year or so, will, like the poor, always be with us, and as long as it is with us, it will bring its problems, profits, and losses. There has been a lot of money made, and a lot of money lost on the so-called novelty shoes. Even the man who has studied the game, and thinks he not only knows it, and that he has a clientele that warrants his playing it, gets nipped from time to time. The day has gone by when a retailer's stock can be made up entirely of "staple" shoes. Though it is often difficult to distinguish between the various types, as what is novelty stuff today may be staple tomorrow, so to speak. This may serve to introduce the first question in the Round Table discussion this month:—

What is the proper percentage to allow for style depreciation of novelties? What is the best way to handle novelties?

There is no question that the man who is handling novelties must realize that he is "taking chances," and that he must be paid for doing it. His mark-up therefore should be sufficient to take care of his mark-down, and the inevitable loss on odd sizes and obsolete numbers. If he can gauge his requirements exactly, and clean out to the last pair, he classes as a genius. If he underbuys, he feels he has lost sales, so that the general tendency is to overbuy.

A Western Ontario merchant suggests writing them down fifty percent after they have been in stock for a year. "The best way" he says, "is to allow six months in stock and seventy-five to one hundred per cent profit (on cost) on goods upon arrival for sale."

An Ottawa dealer, intimating that normally he would require a high percentage on novelties says, "Owing to present conditions, which are showing signs of improvement, I believe it is wise to mark all lines with a reasonable percentage of profit—say fifty to sixty percent—to mark all lines so they will sell fast. Buy just enough novelties to stimulate your stock and to give the public the idea you are up-to-date with the styles. Don't buy too heavily. Mark them fairly close and never repeat on a good line. Always buy something to take its place that is different."

This checks up with the views of a Saskatchewan dealer, whose motto is "Never repeat them."

A London man says "add at least an extra ten per cent on the novelties. Buy in small quantities, but buy often."

A Windsor dealer says:—

"I think that stocks of shoes on retailers' shelves should be dated in some way so as to know just when they were received and I think that a good method of writing off depreciation is to consider that goods more than two years old, that is to say goods that are three years old and more have no intrinsic value at all. This plan, if followed up, would liven the merchant up to getting rid of goods in due time, as he would feel that if he did not do so, he could not count them in his inventory and I am sure that this would cause direct action on his part."

A manufacturer who follows the novelty game very closely says:—

"There is nothing to be afraid of in buying novelty shoes, if a man uses his head. We don't want to sell

big quantities of novelty stuff, but prefer to have the dealer buy often. His big business cannot be done on these shoes alone. But he must have a fair range to hold his share of the business. What we like to see him do is to buy enough novelties to brighten up his stock, to help make a display, and to help sell his other shoes. As these move out, he should sweeten up his stock with more new lines. In this way the public feel that he is always up to the minute, and still he does not have to overload himself and take any bigger loss on novelties than he figured on in his original mark-up."

Should a stock of hosiery include only men's and women's or children's also? What would be the range of the average store that carries a hosiery department?

This question is capable of many answers, depending on the store, its type and clientele, the community, and other factors. It is admitted that the store that is big enough to be devoted to a full line of shoes, is capable of installing and profiting from a hosiery department. Those who have developed complete departments for hosiery have not done it in one jump, but have felt their way until they discovered what they were capable of handling. The suggestion has been made that on installing a hosiery department a couple of reliable houses should be consulted, and their advice taken as to a minimum stock.

For stores doing a general trade, as one London man puts it "A full range is advisable, if you can give sufficient room to it."

A Western Ontario man says, "We only handle men's and women's."

A Saskatoon man says, "We handle men's and women's, in silk, silk and wool, and wool. Principally women's."

A Windsor man says:—

"I have never found it profitable, though I have attempted to handle children's hosiery. But I find that men's and women's hosiery, carried in small quantities, assorted often, is a considerable asset, and a profit bearing department."

Another Ontario retailer says, "We stock ladies' only, and find it much more successful. Our range in silk, is three grades, two dollars, two dollars and fifty cents, and three dollars; in heather we have three grades, running one dollar fifty, one dollar eighty-five, and two dollars and a quarter."

An Ottawa dealer says, "Hosiery stocks should include men's, women's and children's lines."

Would an upstairs Children's Department be a success without an elevator or would it be a success with an elevator?

This is one of those questions as to physical arrangements that are hard to answer, and hard to get opinions about. The real answer can only be obtained from actual experience, yet the experiment might be costly.

One Ontario man says:—

"Our children's goods are carried entirely on a balcony. The height of our ceiling is about sixteen feet and we have a balcony at one side of the store and at both ends. We have an elevator, which goes to the two floors above this, the Ladies' Department, Sporting Goods' Department and Stock Room. Where one hasn't an elevator the children's department on a balcony and the store departmentalized so that someone would be in charge of this department at all times, would be a success in a store of medium size in a town of 10,000 or greater.

The Novelty Craze In Shoes

"If the shoe business were on the same footing as millinery" said a prominent shoe man the other day to the Shoe and Leather Journal, "there might be money as well as excitement in this style game. A woman will discard a fifty dollar hat if she finds it passé, and get another, but with shoes it is different. She will make them do, and in any case there is not the profit in six pairs of shoes that there is in one stylish hat."

There is not the least doubt that the constant changes in women's shoes are creating problems that are getting the nerves of both makers and distributors. In discussing the situation recently an eastern manufacturer said: "We are all to blame, to some extent. The manufacturer and especially the traveller is afraid of losing business, and it is a case of 'do what you think the other fellow is going to do but do it first.' The retailer is as much responsible as anyone. He sees in his neighbor's window some 'snappy' lines and immediately sets about getting something to meet them, although he may have in his stock shoes that would suit his customers quite as well if he would only exercise a little salesmanship. You newspaper men are also responsible to a certain extent. There is hardly a day we do not receive from a retailer or traveller a shoe illustration that he insists is the last word in style and wants it duplicated. We have gone stark mad on style, and it is making it hard not only to make money but to give satisfactory service."

An Ontario retailer in discussing the problem said that he had come to the conclusion that the whole thing was a business nightmare and he had inaugurated a policy that was eliminating very largely the disadvantages under which his establishments was working through it. "I am getting my stock down to a real selling basis, and am cutting down novelties to what I consider a necessary minimum. Why, I had a traveller call the other day, and asked me to look at six or eight new lines which he said were 'winners'. I had just put into stock a fairly good order of goods from his firm and when I protested that these new lines would spoil the sale of some of them, he replied that I ought to have the new shoes to put 'pep' into my window. I refused to look at them, and said I was content to do without the extra 'seasoning'. I believe that if retailers were to get down to real business there is enough to be had on regular lines spruced up with enough novelties to catch that class of trade."

The effect of the present situation in which retailers seem to have developed a tendency to buy all varieties of shoes after this hand-to-mouth fashion was illustrated last month down in the mining district of Nova Scotia. When the labor trouble was settled, and the miners received their back pay, they flocked into places like Sydney to purchase necessities in shoes as well as other lines. One of the largest dealers down there says that it was like a tidal wave. They could not get enough help to wait on customers, and to cap all they found they lost sale after sale through the stock being inadequate in sizes. "Never again," he said, "will we be found in this shape." Some of the travellers who happened to be on the spot when the situation developed left with the largest orders they had booked in two years. Now this condition of affairs must exist very largely throughout the country. Stocks must be at a point where a sharp revival of trade would mean embarrassment to the retailer. This applies to rubbers as well as shoes.

"There is no valid reason" said an Ontario manufacturer to the Shoe and Leather Journal, "why a dealer should hesitate about buying regular lines just now either for present or future needs. Any wide awake shoe man should be able to pick out a score of good saleable lines that are sure to move, and order up to his full requirements." Picking out about fifteen regular sellers from his sample shelves, he said he did not see how there could be any hesitation with regard to their every day selling qualifications. "Let the dealer go slow on novelties if he will but it seems to me suicidal to neglect at this time of year to cover himself with goods like these. In my mind fear is one of the greatest enemies to business as well as to the individual, and we are just now having a senseless epidemic of 'the willies' in the shoe business, which is going to mean a tremendous loss to handlers as well as makers."

A Montreal manufacturer had a good customer come in a week or so ago, and the first words he spoke were: "Now don't show me anything new. I have a list here of lines I want filled in, and I have a few others that I want to complete the lines I have. I am determined that I will not be induced to add any novelties. I don't think people know where they are on this class of goods, and as for me, I am going to devote all my attention to pushing regular every day goods, that suit my trade, and that I can make a little money on." Before he left the order sheets were filled out and the sum total was such as would delight the heart of any ambitious traveller. He carried a few fancy lines of course, to brighten up his regular stock, but he pinned his faith to the goods he found selling readily at this season in other years.

Another result of this "fireworks" in the shoe trade is the number of fake sales put on by those who pick up a few fancy lines largely in the shape of left overs. Manufacturers who suddenly find certain numbers obsolete can hardly be blamed for disposing them at a price but these flashy "bargains" are used to the detriment of the regular shoe trade. There is hardly a city or town in the country where one will not come across these shops with flamboyant signs announcing sacrifice sales of manufacturers stocks. They are largely the result of present "jazz" conditions, and are working havoc amongst the regular trade from the fact that the cut prices make those of the ordinary store look like highway robbery. As a matter of fact the stocks kept by these establishments are all broken and often the prices are only used to entice the passerby who usually finds the sizes are not available, and the goods offered in their place inferior. This is one of the attendant evils of the present situation which call for action on the part of the whole trade.



(The Montreal Star)



N.S.R.A. Notes

**Activities of the Retailers' Association Cover Wide Field.—
Preparing for Big Convention.**

THE National Shoe Retailers' Association of Canada is preparing for a bumper convention in January, and meanwhile Canadian Retailers are being lined up for membership and attendance. The membership fee is practically a nominal one; the benefits are both tangible and intangible; and every shoe dealer who has faith in the future of his trade, and has an interest in its development, should line up with the movement.

The Association has just issued the following circular letter to its members, dated October 25th:—

"The Annual Convention of the National Shoe Retailers' Association of Canada will be held at Montreal's big new hotel, the Mount Royal, on Tuesday and Wednesday, January 16-17, 1923. The Shoe Manufacturers' Association of Canada will hold its annual meeting at the same place on January 15-16. A joint open session of the two associations will be held in the afternoon of the Tuesday and will be followed by a joint banquet in the evening. It is probable also that The Shoe Wholesalers' Association of Canada and the Shoe Travellers' Association will hold their annual meetings in Montreal, within the same three days, so that we shall have the biggest gathering of shoemen in the history of the Canadian shoe trade. Application has been made for special convention rate on all railroad lines. Members will be kept advised as arrangements are developed but it is none too early to plan your trip to Montreal to attend this Annual Meeting. It will be well worth while for you to be present and we are counting upon your attendance.

"After November 1st the office of the Association will be ROOM B-9, BOARD OF TRADE BUILDING, MONTREAL. We invite correspondence from all members of the trade. Is there some information we can supply to you? Or some problem or difficulty in which we can assist? Give us an opportunity to be of service. Let us hear from you—the oftener the better.

"The Association has protested to the Canadian Fire Underwriters' Association against the advance in insurance rates on retail shoe store stocks, which was put into effect at the end of last year. We have pointed out that the better element in the shoe trade is being penalized unfairly to carry the moral hazard attached to insurance of stocks in the possession of certain less reputable dealers. Under legislation passed at the last session of the Ontario legislation, the Superintendent of Insurance for Ontario has certain powers of investigation and representations are being made to him. This matter also is being taken up with the Dominion Department of Insurance and if there is any possibility of securing withdrawal of the increase we shall do our utmost to obtain such withdrawal. We shall be grateful if members will supply to us specific instances showing the fire insurance rates formerly paid by them in comparison with those now in effect.

"The Association has made representations to the Dominion Government asking that the stamp tax on receipts of \$10 or more, which tax according to present legislation, is to come into effect January 1, 1923, be withdrawn.

"The Association has written to the manufacturers of rubber soled footwear asking that laces be threaded

into rubber shoes instead of being placed loosely in the cartons.

"This Association has been instrumental to a very considerable extent in securing adoption by the manufacturers of the policy of including cases and laces at the prices quoted, instead of making an extra charge for these on their invoices. Some manufacturers still continue to make such charges, but a number of them have promised that the policy of free cases and laces will apply on shipments for Spring 1923. This matter has been taken up with the manufacturers of felt footwear in the hope that they, too, will adopt the practice which we hope soon will become uniform and recognized throughout the trade.

"The Association again is urging upon the rubber manufacturers the desirability of an extension of time for payment for rubbers, in view of the fact that the retailers now are required to pay for rubbers before their selling season commences and inasmuch as the present practice involves unfairness to those retailers who place their rubber orders well in advance of requirements.

"Members will have noticed that to an increasing extent the manufacturers are marking the contents and weight upon every case of shoes before it leaves their factories. This development has been in response to a request from the National Shoe Retailers' Association of Canada. Members should check the weight so marked against the weight shown on their shipping bills to ensure that they are not overcharged. The Association has suggested that it would be of advantage if, for the purpose of making contents and weight, the manufacturers use a standard form, to be printed or stencilled on their shipping cases.

"We have summarized only a number of the recent activities of the Association. The Executive Committee is working on plans for still greater usefulness. But do not expect the Executive to do all the work. Let us have your suggestions. Moreover, if you approve of what the Association is doing, you have a splendid opportunity to show your approval by recommending membership to other retailers.

"There are retailers in your district who are not yet in membership. Tell them that the National Shoe Retailers' Association of Canada is a live organization and that they can come into membership from now until the end of 1923 at the low membership fee of \$5. Every member will receive the circular service of the Association, which will be issued monthly, and special circulars from time to time. We ask those who already are members to help us in our membership campaign. Will you do your part to put the National Shoe Retailers' Association of Canada in a position where it can exercise the maximum influence and be of the greatest assistance to the trade?

"Members will find herewith a slip showing the Association's emblem in two sizes. It is desirable that members employ this device on their letterheads, other stationery and printed matter and that they do their utmost to earn for members entitled to use such emblem the confidence and respect of the trade and the public. Electrotypes, mounted type high and ready for use on stationery, etc., will be supplied to members at a charge of \$1 per cut, which charge just about covers the cost of such cuts, in quantities under a specially favorable arrangement, packing and postage. Please indicate clearly which size is desired. If payment be made by cheque on a bank outside of Toronto or Montreal, please add ten cents for exchange. Members wishing to have one or more of these cuts are asked to fill out the attached order slip, detach it and mail it with their remittance."

Re. Insurance.

The Association received the following letter from the Canadian Fire Underwriters' Association in reply to their letter which was quoted in our last issue:—

October 19th, 1922.

S. Roy Weaver, Esq.,
National Shoe Retailers' Assoc. of Canada,
6 Jordon Street,
Toronto, Ont.

Dear Sir:—

I duly received your letter of the 16th inst., referring to an increase in the rate on stocks of retail shoe dealers, made at the end of last year.

The increase is, of course, due to the experience the Companies have found in their writings upon this particular class of business. There was a time when the general view was, and this was supported by experience in individual losses, that a shoe stock was not particularly susceptible to damage from heat, smoke or water, and in fact it was regarded, from the materials that were used and the way the stock was ordinarily kept, as of a desirable class. Experience of late years however, has completely revised this view, and retail shoe stocks of late have been shown on appraisalment of partial losses to have been especially susceptible to damage.

I note what you say about moral hazard, and no doubt moral hazard is an important factor, but I must point out that a rating organization such as the Canadian Fire Underwriters' Association would find it an exceedingly dangerous attitude to take up, to say that the Association was prepared to discriminate between risk and risk on the basis of the moral hazard of the individual.

No doubt the individual Companies try to discriminate not only with regard to the physical but also to the moral hazard, but as regards the latter, such a course is not open to a rating organization like this.

Yours truly,

(Signed) John Robertson, Secretary.

On the subject of insurance, the following communications were sent out by the Acting Secretary:—

October 25th, 1922.

Mr. G. D. Finlayson,
Superintendent of Insurance,
Ottawa, Canada.

Dear Sir:—

We should be grateful if you let us know how fire insurance rates on retail shoe store stocks in Canada compare with corresponding rates in the United States. If possible please let us have a number of definite comparisons for stocks of about the same class in cities or towns of equal size.

What jurisdiction or authority has the Superintendent of Insurance in regard to rates? Is he required to approve or authorize changes? Has he the right to disallow or to investigate alleged discrimination or inequity in respect of rates?

Has the Insurance Department received from the Canadian companies any explanation of why so sharp an increase in rates on retail shoe stocks was made at the end of last year? Has the Superintendent of Insurance the right to review in a judicial way any representations in support of or in opposition to such advance? If so what is the proper procedure to obtain such review.

Yours faithfully,
NATIONAL SHOE RETAILERS'
ASSOCIATION OF CANADA.
Acting-Secretary.

October 23rd, 1922.

Superintendent of Insurance for Ontario,
Parliament Buildings,
CITY.

Dear Sir:—

We enclose herewith copies of a letter from this Association to the Canadian Fire Underwriters' Association and the latter's reply. We are bringing this correspondence to your attention on account of the powers which are vested in you by the Ontario Insurance Amendment Act, 1922, and our belief that the substantial increase which was made at the end of last year in insurance rates on retail shoe store stocks was unwarranted and discriminatory.

You will note the statement by the Canadian Fire Underwriters' Association that "experience of late years, however, has completely revised this view (i.e. that shoe stocks are desirable risks), and retail shoe stocks of late have been shown on appraisalment of partial losses to have been especially susceptible to damage." The business of insuring against loss by fire is old and well established, and it is remarkable that long experience should have been disproved so suddenly by "experience of late years." Have the underwriters in the past been so ill-informed that they have been underwriting shoe stocks at a loss which now has to be overcome by so sharp an increase in insurance rates?

The plea that "the increase is, of course, due to the experience the companies have found in their writings upon this particular class of business" is vague and indefinite. The term "experience" may cover a multitude of mistakes and much laxity in the acceptance of risks.

The depression in the shoe trade commenced in the Spring of 1920. Apparently the "experience of late years" to which the Canadian Fire Underwriters' Association refers, in an effort to justify the increase in rates, dates from that time. We are prepared to admit that fire losses during that period have been unusually heavy, but we maintain that the physical hazard is no greater than formerly and that the higher losses are attributable in part to moral hazard which properly should be held against a small minority only, instead of against the entire retail shoe trade. During the period of expanding business, the insurance companies apparently assumed risks which included a large element of moral hazard, and, when the depression came naturally their losses increased. But we contend that such larger losses are due rather to failure on the part of the underwriters themselves to make a proper and reasonable discrimination between risks than to any substantial change in the physical hazard. If the underwriters made mistakes, if they accepted risks involving abnormal moral hazard, if they were lax in failing to discriminate as they could and should between stocks owned by men of proved integrity and those held by persons who could not fairly be given as high a moral rating, it would seem to be reasonable that the underwriters should bear the increase in losses, rather than that the entire retail shoe trade should be penalized so heavily by an increase in rates. The retailers and other business classes are unable to shift in this way the consequences of their own mistakes of judgment or carelessness.

You will note that the Canadian Fire Underwriters' Association declines to admit that, as a rating organization, it can "discriminate between risk and risk on the basis of the moral hazard of the individual." But whether such discrimination is to be made by the rating bureau or by the individual companies, or by the Department of Insurance, it is time that it were

(Continued on page 47)

REMEMBER

That Wet Feet Mean Impaired Health

WINTER IS NEARLY WITH US AND YOUR FEET NEED THE BEST IN BOOTS AND SHOES. YOU WILL FIND THEM AMONG OUR LARGE AND VARIED ASSORTMENT, AND THE PRICES WILL SUIT YOUR POCKET AS THE BOOTS SUIT YOUR FEET AND THE WEATHER

R. & R. Shoe Store

COR. OF CLERGY AND PRINCESS STS.

1

Light Feet, Cool Feet--



THE proper kind of Summer feet. Make white buckskin Brogue Oxfords in leather trimmed, good looking and very comfortable.

\$10.00

Also plain white buckskin Brogue Oxfords \$9.00

Very excellent Oxfords with a shock of three colors—black, brown or tan, built on the new semi-straight last.

\$9.00 and \$10.00

'Reddens' for Shoes

REDDENS'
BARRINGTON and BUCKVILLE

2

**For the Business Man
The Store Clerk
The Office Man**



Black and Brown—
Roxbury Tan
Medium Tan
Full Tan
\$4.50 to \$10.00

A very large and well varied range of size and pattern in shoes produced by using Canadian leather makes us in providing a well fitting shoe for almost any foot.

Every shoe bears our own guarantee and that of the maker as well.

THE ROMPER SHOE
For Girls For Boys
\$2.65 to \$4.50 \$2.65 to \$3.00

Waterbury & Rising, Ltd.
Three Scores

3



'BROGUES'

R. ANDREW & CO.
LEADERS IN FOOT FASHION

6

'NERO' The Shoe of the Hour

Just in—and a "winner" Made in a beautiful shade of dark brown. Heavy angle sole, rubber heel, new shape, full round toe. Ease and style guaranteed. Price—

\$7.50

Carvin
FOR SHOES



5

The Best Shoe in Kingston

If you want the best shoe in Kingston, come in and let us show you this high shoe for fall and winter. It will give you real comfort and excellent service—it is made of the very best imported Brown Calfskin. Calfskin fitting, double sole to the heels, gives you an extra heavy shock. This is a piece of art so far as shoe-making is concerned—it has the look—it has the quality—and the wear is there.

No man ever had better. The price is only

\$10.00

ABERNETHY'S SHOE STORE



7

The New Hi-Gear Last



A Snappy Shoe for Snappy Dressers

\$10 the Pair

Knox Shoes
THE CHOICE OF THE CRICKET

Oxfords or High Shoes In All Leathers
Have the Crawford arch sustaining steel shank.

SOLD ONLY BY
KILGOUR & CHAMBERS 110 YONGE ST.

8

Feet Shoes as clear as

\$2.95



Feet Shoes as clear as

\$3.95

Every Shoe Means a Saving in \$ and Cents TO YOU

Wish to afford the latest styles and latest in a Shoe Value Sale—Oxfords and laces in Boots, Oxfords and Pumps. In clear three-to-five lines we are prepared to take a loss. In our loss add only two prices.

\$2.95 and \$3.95

Extra Special \$5.00 Offer

Especially models in Black Oxfords and Tan Strap Oxfords.

At 100% also Snappers with Laces and Baby Ties, Ties.

Regal Boot Shop
392 St. Catherine West
Opp. St. George Hotel

4




The Last Shoe Arrivals Emphasize the Earlier Styles

Smart and Comfortable Footwear

Men's and Boys' Durable Heavy Shoes

Extra Value in Shoes for Men. \$5.00

FREE!
A Handsome Kiddies' Shoe!

For Children

CHAS. E. RAVEN
WHERE QUALITY AND ECONOMY MEET

9

Shoes That Satisfy

Whether you want shoes for yourself, or for your family, you will find satisfaction here.

There are Many Reasons

for buying shoes here—just the foremost, is that we are not satisfied unless you are.

We are showing a complete stock of the new season's styles—also Harbutt Cushion Welt shoes and the best school shoes for children.

GOLES
SHOE CO.
TWO STORES
122 and 120 Colborne St.
Phone 474 15492

10






SURPASS SHOE Fall Styles

These illustrations give a splendid idea of the new and distinctive Surpass Shoe creations for Fall wear. But—in our stock, newly arrived, are many more designs. Best of all—are exclusively Surpass designs, and therefore cannot become common.

SURPASS SHOE Company Limited
505 ST. CATHERINE ST. WEST
Telephone 474-12

See the display in our windows

11

Our Ad. Critique

What do Dealers Get for their Money— Opportunities to Make Investment.

EVERYBODY'S doing it! So why shouldn't the shoeman? Practically every customer the shoe dealer has is harping on the question of prices, and wants full value for the money he spends, whether it be in a shoe store or at a movie palace. The shoe dealer hands the same line on to his manufacturer, wholesaler, landlord, and almost everybody else but the newspaper. We believe the average shoe dealer is "sold" on the value of advertising as a puller for immediate business, and also as an investment for permanent good will. Yet we would venture to say that if that same dealer gave in proportion the thought and attention to the buying and use of newspaper space as he does to the buying of shoes and supplies, he would get far better returns from his advertising than he does at present.

In our efforts to serve the shoe trade, the development of attractive and forceful advertising is always in our minds. We endeavor to get a comprehensive view of the type of advertising that is being done from coast to coast, and if our criticisms, taken in the spirit with which they are offered, are of assistance to one dealer only in shaping his advertising policy and methods, we will feel that this service has justified itself.

For this issue we have selected an unusually large number of advertisements, some good, some not so good. Let us look them over.

No. 1. This is an example of the use of a fairly large space in a generally inadequate manner. At first glance it looks like a rubber advertisement. Looking more closely, we see that it contains a fair argument for shoes, and for this particular store. But the whole effort is spoiled by lack of cuts and proper type face. The use of solid capitals in the body of an advertisement is not only poor typography, but weakens the whole effect, by making it more difficult to read. From the standpoint of the printer, the use of several different type faces is poor practice, though the general public might not know the difference. Even with the same copy and layout, if one type face had been used, copy set in lower case, the four-line border used all round, the advertisement would have been improved fifty per cent, a cut would have added another twenty-five per cent, and some descriptive matter and prices another twenty-five.

No. 2. A decided improvement on No. 1. This advertisement has been set with an eye to the reader's comfort. Note in the heading "Light feet—Cool feet" how a light face Italic has been used, where many printers would have used a type face suitable for advertising boilers. Little things like that put your message over. The price is right, and easily located with the eye, but is a little offset by being repeated. The printer has spoiled a good cut by running his saw into it when he mortised the block out for his rule. Describes his shoes with prices, but gives no reason why you should buy them there. The slogan "Reddens for Shoes" does not mean much unless repeated constantly. On the whole a good advertisement.

No. 3. The three line heading could have been boiled down to one, namely, "For Business Men." Reading the last line of the first paragraph might give some people the impression that the advertiser can't fit any foot. That might spoil a sale with the "tired business man with a difficult foot." The cut shown hardly seems

to carry \$10.00 value. Outside of the price, nothing is said of the "Romper Shoe." Not many people will spend \$4.50 for girls' shoes without a little more definite information. The printer was evidently short of border slugs, hence the mixture. On the whole an attractive advertisement that should pull business.

No. 4. A case of too much display. The cuts of shoes carry no message. Too many display headings. The fact that only one type face has been used keeps it from becoming a circus poster. First argument has no kick, second, not much better. A fair sale advertisement, but not up to the Regal standard.

No. 5. Here's an advertisement that should bring sales. The entire argument, cut of shoe, name of shoe and store, and price of shoe, stand out on the surface, to be taken at a glance. No deep burrowing here for detail. It is attractively laid out with a good strong cut, plenty of white space, and copy with a selling punch. We should say this is the best sample of good advertising on the page. Would be interested in hearing the results.

No. 6. The same old mixture, two type faces, two borders. A good cut spoiled by a sickly selling reason. The spelling is a little weak. Lack of price and description cramps selling effort. It is too bad to see a nice cut and layout weakened by lack of a "follow through."

No. 7. "The Best Shoe in Kingston" covers a lot of territory. As far as appearances are concerned, this is an excellent advertisement. Everything knits nicely together, including the price, the cut, the little description panel and the store name. The heading might have been improved. Something more positive would have been better. The copy matter is fine, a real detailed description.

No. 8. A good advertisement, yet a bad one. The cut and price get the eye at once, but the rest of copy spread out all over the space rather detracts from the main idea. All the necessary details are there but they do not hang together well. Should pull business though.

No. 9. As far as copy prices, display and type faces are concerned this advertisement is O.K. At the first glance it is apt to give the appearance of being top heavy, on account of the light and artistic decorations at the top, and too much solid stuff, to one side, if this lower cut could have been centred it would have improved the advertisement greatly.

No. 10. The cut and illustration set off the square look bad. Advertisers should get proofs and check these details up. The layout is no better than average. The headings would have looked better centred. Important points emphasized in bold face, is an improvement over the jarring string of caps so often found. The copy could have been more definite; there is nothing to tell prospects why they should buy at "Coles." It is all very well to say that you have the best school shoes for children, but you have to prove this to the public. Tell them why.

No. 11. An attention compelling advertisement could have been made of this material. The four excellent cuts could have been used to a better advantage, spread around the page, with the type arranged around them, and the white space more evenly balanced. "Surpass Shoe" in the heading, and signature, gets, and centres the eye, but nearly crowds the "Fall Styles" off the page. The copy is fairly good, the "exclusively Surpass designs" will appeal to a lot of women. On the whole a good advertisement, very poorly laid out, but with some selling appeal.

What Is Holding It Back?

Business Slowly on Mend But Requires Additional Push.

CONSTANTLY in the back of the head of the keen merchandiser is the question "What can I do to stir things up?" These days we ask whether business is bad, or whether it is capable of improvement by any means that lie in our power. Recently a representative of the Shoe and Leather Journal was told by a dealer in an Ontario city that his business had been bigger this year than ever before in the history of the concern.

"We have no complaint to make," he said. "We are very busy, and expect to be busier."

"How do you do it?" we asked. "Have you any special selling stunts, new ways of advertising, or of getting business? How do you account for it?"

"There is only one answer," he replied, "and it's just the same wherever you are. We have the right shoes at the right prices. We'll take a shoe at \$5.00 and sell it for \$7.00. A man down the street sells it for \$8.00. We'll sell two pairs while he sells one. Who makes the most money? As for me, I like to keep the old cash-register ringing."

We asked a number of shoe men a few questions, dealing with present conditions, and what is necessary to put business on its feet.

What has held back business so far, apart from weather conditions?

A leading Toronto dealer answered.

"In the first place, I think business this fall is not as poor as the average man thinks. If one takes the total sales of the last month or two of last year, and deducts 33 per cent, which would represent the average drop in costs since a year ago, and then compare with the same period of this year, I venture to say that he will be surprised to find how good business is."

A Hamilton man blames the style situation, saying, "There is a general tendency to withhold purchasing until the style situation is settled. We feel that the chargeability of styles in the last year is reacting to a certain extent on the purchasing public."

A central Ontario man says, "People are short of cash, which is the principal reason."

One of the best merchandisers in the country names as some of the factors "the coal situation, unemployment, and the extra supply of footwear laid in during the war, especially in men's lines."

It is evident from the opinions offered that various reasons are suggested, and that men are thinking along a wide variety of lines.

Then we asked:—

What do you think is needed to create a demand for seasonable shoes?

We were looking for some ideas that would be helpful to the trade in general in shaping their ideas and opinions. Every retailer feels that if the public demand could be stirred up by natural or forced means, the impetus given to business would carry it over the hump.

One phase of the situation is touched by a shoe man who says:—

"I feel that if manufacturers would settle down and stabilize styles, stop sending their travellers out with their season's lines and then as soon as a merchant buys getting out other lines, so that he finds himself stocked up with shoes that are not the latest; also to discontinue showing so many cuts, so that a merchant can confidently lay out a season's campaign."

Another dealer says; "We require wet weather or snow which would do more good than anything else."

Others require seasonable weather, for, as one man says, "The weather is the only thing to force people to buy fall or winter footwear."

What can the ordinary shoe retailer do to promote a good sales volume for the next two months.

This is one of those questions that has so many angles, and is so important that it is hardly fair to treat it in a short space of time. The man who knows the

(Continued on page 52)



B

Onyx — Archgrip — Georgina
"Grips the Arch"



Gore Tongue Pump

Suggestions in Goodyear Welts

Glazed Brown Calf—Beige Suede, Qtr. and Tongue, Inlay
Brown Kid—Otter Suede, Qtr. and Tongue, Inlay
Patent—Grey or Beige Suede, Qtr. and Tongue, Inlay
also All Patent, All Brown Calf, All Black Glazed Calf.

Suggestions in Turn Shoes

All Patent with Stitch Tongue
Patent with Black Suede
" " Grey Suede
" " Beige Suede
Otter Buck with Brown Kid
Bamboo Buck with Brown Calf.

The above model promises to be a leading line for Spring. Order now while you can get deliveries. Styles do not change over night but gradually develop. This model is developing to big proportions now.

Immediate or Spring Delivery

Blachford Shoe Manufacturing Company Limited

MAKERS OF

Onyx — Archgrip — Georgina

SHOES FOR WOMEN

90 TO 94 SHERBOURNE ST

Toronto

COLUMBUS RUBBERS



LOUISE

To fit the latest Baby Louis Heel.



SPANISH

To fit the latest in High Heeled Footwear.



FOUR, FIVE and SIX BUCKLE

Made in Jersey and Cashmerette

A few popular Models
from our wide range of
up-to-date Women's Lines.

Our complete Men's Lines
are of equal superiority--
famous for value and
wear.

A STOCK OF THESE LINES
ALWAYS ON HAND



CAVALIER

Made in Combination Colors, all
Black or all Fawn

Send for our new catalogue, and order any needed styles or sizes now.

THE COLUMBUS RUBBER CO., OF MONTREAL, LIMITED

Branches At

Montreal, Que., Ottawa Ont., Winnipeg, Man., Calgary, Alta.

Sales Agencies:

LePage Brady Co. Ltd. Charlottetown, P.E.I.
Wm. Cook Shoe Co. Truro, N.S.
Fleetwood Footwear Ltd. St. John, N.B.
Poliquin & Darveau Quebec, Que.
Louis McNulty St. Johns, Que.
J. I. Chouinard Montreal Que
M. B. Young Toronto, Ont.



S. Marantz Winnipeg, Man.
Wholesale Distributors Ltd. Winnipeg, Man.
Trees Spriggs Co. Ltd. Winnipeg, Man.
W. A. Law Footwear Co. Ltd. Winnipeg, Man.
Shaw Brothers Edmonton, Alta.
Anderson & MacDonald Vancouver, B.C.

Novel Montreal Shoe Window

The illustration on this page shows a novel idea in a window display recently carried out by the Regal Shoe Store, St. Catherine St., West, Montreal, which attracted crowds of people and created considerable interest.

For about two hours each afternoon and evening for several days the store made use of the services of an attractive young lady in giving practical demonstrations of the fitting and wearing of women's style footwear. The young lady displayed before the street spectators the beauty of the various styles of footwear to the best possible advantage, and at intervals of about five minutes was refitted with different models of shoes by a young gentleman, thereby giving the onlookers a "close-up" of the correct fitting of shoes. During each demonstration a wide range of models were fitted and shown, from the daintiest evening slippers to the most up-to-date styles in overgaiters. Suitable cards were displayed emphasizing the fact that the young lady was not a factory model with special fitting shoes made particularly for the demonstration, and impressing the ladies with the idea that anyone could be fitted in the same perfect manner with the same beautiful footwear. The window was attractively but simply decorated with a view of having the interest of the spectators concentrated on the actual display.

Mr. A. E. Jones, Manager of the store reports that the scheme was a very successful one, as it enabled them to place their new styles before the people in a most attractive way and also because it created strong interest in the important question of shoe fitting and their ability to serve in this respect.

READ THIS!

The following is from the Hamilton Spectator of October 30th:—

"Convicted on three charges of false pretences, Hugo Fortier, St. Denis Street, Montreal, was this morning sentenced to three months in jail.

"By representing himself as a book agent, Fortier managed to secure sums of money from three different shoe merchants here.

"He had made complete restitution, but it did not help him any, as he had been guilty of the same thing in several other cities, and the court remarked that it was about time this sort of petty thieving was stopped."

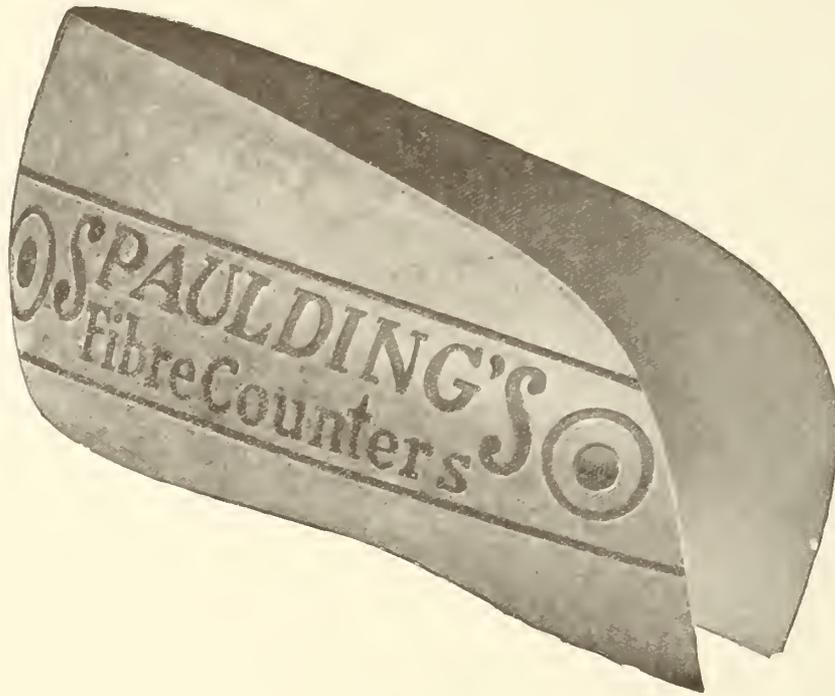
In the above story there is a warning to subscribers and a tribute to Mr. Arthur Wilson, of R. Wilson's Shoe Store, Hamilton.

Mr. Wilson was suspicious of the canvasser, who endeavored to collect money ostensibly for subscription to the Shoe and Leather Journal. He communicated with us by long distance, and in half an hour the detective department were at work. Shoe dealers were warned, and by quick work in Mr. Will Batstone's establishment the man was arrested.

Every once in a while there springs up an epidemic of this sort of thing. Again we wish to warn subscribers against giving money to any one who has not our regular subscription forms and credentials with which our bona fide representatives are supplied.

Shoes Displayed and Fitted on Model
by Regal Shoe Store, Montreal





With Spaulding's Fibre Counters in your shoes you can be sure that they will retain a trim, perfect shaped back that will reflect credit on your line and result in greater all-around buying appeal.

We make our own fibre

J. SPAULDING & SONS CO., Inc.

Main Office and Factory
NORTH ROCHESTER, N.H.

Boston Office
203-B ALBANY BUILDING

PHILADELPHIA John G. Traver & Co. 141-143 No. 4th St.	CINCINNATI The Taylor-Poole Co. 410-412 E. 8th St.	ST. LOUIS The Taylor-Poole Co. 1602 Locust St.	CHICAGO J.E.D. McMechan & Co. 217 W. Lake St.
SEVEN FACTORIES			
Tonawanda, N. Y. No. Rochester, N.H. Townsend Harbor, Mass.	Rochester, N. H. Milton, N.H.	English Agents: J. Whitehead & Co., Ltd. Leicester, England	

Canadian Agents: International Supply Co., Kitchener, Ontario, and Quebec City
V. Champigny, Montreal.

These Well Known Quality Lines Can Now Be Bought Through Your Jobber



GRIFFIN SHOE POLISHES, Dyes, Creams and Cleaners—
ANDERSON'S Fit All Shoe Trees—
KAMEL HIDE & BETTER'N HIDE Leatherized Shoe Laces—
"PREMO" Corrugated guaranteed fine Shoe Laces—
"CHICAGO" Fine wire drawn Shoe Brushes, all styles—
"CLARKE EMERSON" Latest type automatic foot Measurer—
"Flexible Cork Insole Co.," Finest and most reasonable priced insoles on the market—(All styles)
J. H. Hemmerdinger & Son-SOLID leather Laces—(variety)

THESE LINES have PROVEN to be MONEY MAKERS it will pay you to carry them in stock—

If your jobber cannot supply YOU send us your order DIRECT and we will fill it through him—

LOTION CREAMS

Take the place of old styles combination
 Wholesale price \$3.00 dozen
 Retail 35c to 50c—

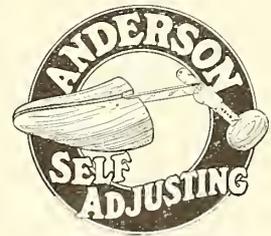
"FITALL SHOE TREES"

(4) Trees fit every size shoe—
 any style shoe—and any width
 Wholesale \$1.25 Pair
 Retail \$1.75 Pair—

SHOE STORE SPECIALTIES CO.

260 Yonge St.,—Toronto—Canada

DISTRIBUTORS TO THE WHOLESALE TRADE)



SHOE TREE

KENDEX

The Insole for Maximum Comfort

KENDEX is a positive non-conductor of heat and cold. This keeps feet at natural body temperature and relieves all burning and stinging sensation. Practically all rubber companies realize its merits and use it in their tennis and outing shoes. **KENDEX** never hardens or cracks, but remains flexible always, and eliminates callouses. **KENDEX** is not a substitute for leather. It is a scientifically better insoling, that will eliminate hosiery staining and give added comfort. **KENDEX** is also perfectly adaptable for middle soles.

Try **KENDEX** yourself and realize how much it will please your trade.

Slip Insoles
 Kendex Slip Insoles will not bunch, crack or curl. Packed one dozen pairs assorted sizes in a box. Order a sample lot.

This shoe is made by Ames-Holden-McCreedy Ltd. No. 2169, Men's Gun Metal Calf Bal. Derby Last.

They appreciate KENDEX and use it in many of their lines.

Kenworthy Bros. of Canada, Limited

St. Johns, Que.

KENWORTHY BROS. CO.

Stoughton, Mass.

Montreal Office:

224 Lemoine St.

Tel. Main 6986



Remember—The Feeling of the Feet is Reflected in the Face—Wear Kendex.

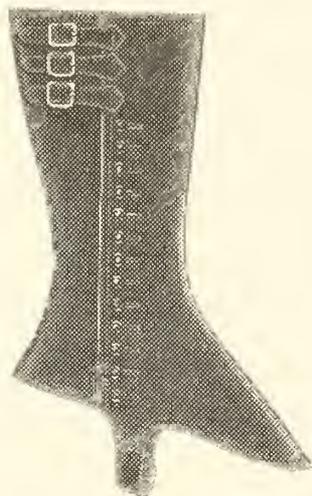
Order From Stock

DOUBLE H BRAND

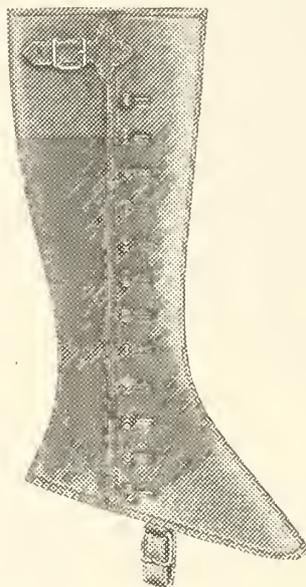
Overgaiters

To take care of your rush sorting business, we have put into our stock department a special line of felts, packed in cartons of 1 dozen to a colour.

Fawn, Beaver, Slate or Ecu



No. 1010
12 Buttons 3 Buckles
\$21.00 per doz.



No. 1210
1 Buckle Knee-High
\$25.00 per doz.



No. 510
15 Buttons
\$19.25 per doz.

Order the best from the makers

HALL and HODGES LIMITED

16 ST. SACRAMENT ST.

MONTREAL

Extended to November 15th.

The closing date for the Semi-Annual Examination Contest has been extended to November 15th.

Any paper posted by that date will be eligible.

We hope to be able to publish the

Results in Issue of December 1st.

For particulars refer to our last issue. Send Replies to
Salesmanship Department SHOE & LEATHER JOURNAL
545 King St. West Toronto

American Leather Situation

Tanners of United States Discuss Conditions.

THE Tanners' Council of the United States at their recent meeting in Chicago discussed the leather situation from various angles. These opinions are of equal interest and importance to the Canadian trade.

Sole Leather.

Mr. J. J. Desmond, of J. W. & A. P. Howard Co., warned tanners of the danger of being carried away by a rising market. He said:—

"Business is better, gentlemen, there is no question about it, and I don't want to be the one to talk pessimistically, but the tanning industry, the sole leather industry in particular (and that is the one for which I speak now), is going along merely headed for the same rocks that nearly wrecked the industry in the past three years. I speak now about the prices of hides, and the relation of leather prices to hide.

"We still have an enormous stock of finished leather on hand. It has been reduced only five, possibly seven percent. in the last sixty or ninety days. Prior to that there was a steady increase.

"This doesn't sound very good to an enthusiastic gathering, but I feel that, along the line of our President's talk, it is very important that the members of the industry, and particularly the sole leather industry, use conservatism in their buying, because if they do not, they are going to get into the same situation that we were in—an unheard of inflated basis of prices that only ends one way, and that is disastrously"

Mr. V. T. Lombard, of the Ohio Leather Co., who spoke on calf leather, devoted the greater part of his address to conditions as he found them in Germany and France last winter.

Glazed Kid.

Mr. Laird H. Simons, of Wm. Amer Co., covered the glazed kid situation. He said in part:—

"We are in the same position today that we were one year ago as regards raw material. In the spring of this year again we could buy raw material at less than normal, sub-normal, some of it twenty percent. below normal. Today, back again to where we were a year ago, as much as twice normal is being asked for some types of raw materials.

"A year ago—and this I take as more vital—we were seeing in the papers the hang-over effects of the deflation propaganda which had been perpetrated (I like that word) on our industry, and today we are suffering again from the perpetration of inflation propaganda.

"Gentlemen, I would stop right there and thank you, but I would have said nothing that would have been in the least constructive. I feel that it was absolutely inexcusable for the raw material (I am speaking of goatskins) to drop below normal in the spring of 1922. Who brought it about? Did the tanners? Did the shoe manufacturers? Or was it the little retailer who knows nothing about the economic condition, who simply said, 'No, I won't buy,' or the shoe manufacturers who folded their hands and said, 'No, I won't buy,' and the tanner said, 'Unfortunately, I can't,' and down we went with the market.

"If that was all, it would be serious, but, we have no domestic supply of raw material. All our raw material is gathered from the four quarters of the earth. The farmers in this country know something about sub-

normal prices for hides; they are taken care of in a measure in this country, but in these out-of-the-way places of the earth, thousands and thousands of skins were not taken care of. There came about a shortage.

"Shoe manufacturers had no supply and retailers needed shoes, and they started to take our accumulations and we started to gather up skins that didn't exist and the prices have steadily gone up and up and up, and up, but on an inflation theory and on an inflation propaganda.

"Are the rocks there? Well, I don't know whether they are or not, but my plea today is that we, as business men, take out of the hands of the retailer of shoes the determination of whether our prices of raw material are going to be sub-normal or twice pre-war normal, and that we also take out of the hands of the retailer the determination of whether we will pay more than double pre-war normal.

"As for me, I hope to be able to continue to supply my customers, but when the time comes that raw material has a pyramidal demand for it that seems illegitimate, I will close my mill and say, 'No, I will wait for the period of deflation.' Where is it? Mr. President, I wish I knew, but I don't."

Side Upper Leather

Dealing with the various aspects of side leather, Mr. I. Horween, of Chicago said in part:—

"For the first time in about two and a half years, we tanners are at last standing on our feet, and see things not only in the perspective, but as they really are, and the sight we observe, to my mind, is such as to afford encouragement—if not for the present, at least for the immediate future, and that even to those who are thoroughly saturated with pessimism. We have at last reached a stage in our business where some of us, at least the bravest, have nerve enough to talk back to our customers. The leather buyer who expected, and in some cases succeeded in getting side leather at 14c. per foot, has disappeared from our midst, and even the 13c. per foot man who has succeeded him is now forced to revise his figures.

"Leather buyers have come to realize that tanners cannot perform miracles, but must base their prices on actual figures of cost. Such, I am sorry to say, has not been the case in the past two years. The side upper leather tanner has been expected, during the time when hides were cheap, to sell leather on a basis of replacement value, and when hides went up in price, leather buyers thought it was an imposition to ask them to pay for leather on prevailing replacement value. The tanner was expected to sell leather at cost on an advancing hide market. It took a good deal of time for some tanners to realize that such a condition would not permit them to remain in business long.

"The side upper leather tanner, probably more than any other branch of our industry, has suffered considerably from the fact that so much raw material has been converted into leather by tanners for the account of hide owners, that raw material, when converted into leather and unsaleable at a profitable price, has been forced on the market at almost any price, due to the fact, probably, that some of the owners of the hides were unable to meet tanning charges, and to the further fact that they had no confidence in the future of the leather market. It is a pleasure to remark in this instance, that that class of merchandise has been practically liquidated.

"However, the biggest individual factor which has contributed to the depression of upper leather generally, and side leather in particular, has been the attitude of the average tanner to make his best effort to run his plant at as full capacity as possible. It seems almost

unbelievable that the average tanner was willing to lose money in operation, rather than have his overhead expense increase. It is my personal opinion that so long as the tanner continues to lay so much stress on the overhead item, so long will the further recovery in our business be slow. Efficiency is the only practical way to reduce overhead expense. Saving a cent a foot, or two cents a foot, if you please, on overhead expense, and creating a condition where leather has to be sold at three to five cents a foot cheaper, is not good business policy.

"The tanning industry has weathered the storm of depression creditably. It now remains to be seen how the members of our industry, as a whole, will conduct their affairs and how much they will collectively and individually contribute to the full recovery of our industry. Better times are with us and the near future promises better business conditions. Of course, if we at once rush to our factories and commence to run full capacity, regardless of whether we have orders for our product, we will naturally drive up the prices on hides and accumulate a surplus of leather on our shelves. This will then lead us to liquidation whenever our burden becomes too heavy.

"If, however, we guide our actions by reason and keep our impulses under good control, that is, if we manufacture no more than we can sell at a reasonable margin of profit, our future or at least, our near future, is more or less assured. The elements for better business have unfolded themselves before us, and it is for us to utilize them if we will. Permit me to repeat that we must for a short while, at least, forget that spectre that we call "overhead." We are in business to supply the country with one of its most indispensable commod-

ities, and are entitled to reasonable profit on our investment. In fact, for the good of the industry, it is necessary that a manufacturer make a profit on his operations. We are not in business to save overhead expense. Let us have that settled once and for all.

"As I see the situation, the demand for dress side leather is fair, and to the extent as calfskins and kid in the raw advance in price, to that very same extent will the dress side leather business improve. Workshoe leather, such as elk, is in good demand, and those tanners who refuse to sell leather on basis of prices of hides as they were six months ago, are able to sell their merchandise at prices commensurate with the present price of hides, plus cost of manufacture. The same is true of heavy waterproof leather, as well as on chrome retan leather. Smoked leather such as is used for sport and outing shoes, has been in good demand till late in the fall, and indications are that next spring will see again a good call for this type of leather.

"Business in all lines is improving and some industries are on a normal basis. The leather industry has been the exception long enough, and it is my belief that normalcy is now within reach."

A SUGGESTION TO MANUFACTURERS.

A prominent dealer says:—

"Many of the buying public are buying side leather shoes under the impression that they are calf-skin. Would it not help retailers and the public if a tag were attached to every pair of shoes stating exactly what the upper stock was?"

*Win Extra Winter
Trade By Featuring*

SAMSON'S HOCKEY SHOES

They are known from Coast to Coast as shoes that are the last word in improved hockey shoe construction. Sales and satisfied wearers prove their superiority.

With to-day's demands, Samson values in Staple Lines are the strongest trade attraction you can offer.



A complete line of McKays
A leading line of Heavy Staples
Unequaled Hockey and Football Boots.

J. E. Samson, Enr.
20 Arago St. **QUEBEC.**

VANCOUVER NOTES

The weather has again become dry, which has materially affected sales. White shoes are still to be seen on the streets, and running shoes are finding continuous sales.

The quantities of cheap shoes that flooded the market during several months of the summer appear to have ceased with the advent of the rise of leathers.

Mrs. W. Theobald, wife of Mr. W. Theobald, Victoria Drive, has arrived home safely after a four months' extended visit to friends in England.

Mr. J. Hicks, of 4th Avenue has moved into his new store he has just had erected close to his previous stand.

Mr. R. Robertson of Kingsway has returned from Winnipeg where he went to attend the funeral of a dear friend. Mr. Robertson stopped off at several points on his way back to renew old acquaintances.

During a fog Saturday evening, an automobile with passengers was proceeding west into the city. The driver lost his bearings at a point where the road curves, and went head on to the curb, seriously damaging the auto and passengers, and breaking the front of Mr. J. Theoharis' repair store.

Mr. H. Aley from Saskatoon has taken over the two repairing stores of Mr. J. Birch, Alma Rd. Mr. Aley comes from Stratford, England, and was in the Imperials and later with the 147th Toronto Battalion during the late war.

Mr. J. Birch, who has had a stay of less than a year in the City has passed on to California upon his anticipated trip around the world.

Mr. W. Edgley of the B. C. Leather Co. has returned from his business and pleasure trip to England.

For stealing two sample bends from the car of the city representative of a local leather and findings house two men drew terms of six months each in jail. The car was parked outside the office of the firm, during the lunch hour, during which time the men removed the leather and made attempts to dispose of the same to a second hand dealer on Main St. A detective of the city police being in the store at the time, and recognizing two old culprits, was not long in placing them under arrest. They were captured within twenty minutes of the time when the leather was missed.

The Goodwin Good Shoes are installed in their new home at Hastings St. West.

Mr. H. Tobin has opened his third Quality Shoe Store on Fraser Avenue, South Vancouver.

Mr. J. Moore of 4th Avenue, had the misfortune to have two ribs broken.

The case at the Police Court that followed was dismissed after hearing the evidence.

Mr. C. Harvey late of Saskatoon has purchased the repairing stand of Mr. W. Lester at McKay.

Mr. Lester with wife and family has sailed for England where they will take up their residence in Devonshire.

A bouncing baby boy has arrived at the home of Mr. T. Wilson, Lansdowne Avenue.

Sole leather having taken another rise has caused consternation amongst those shoe makers who were too anxious to reduce their prices, at the first fall in leather since the war.

THINGS LOOKING UP.

Shoe manufacturers say they may have to raise the price of foot-wear because hides are costing the tanners twice what they did a year ago. At that rate the farmer must be getting as much as fifty cents for a cow hide.—Edmonton Bulletin.

Show Them JOHN BULL Shoepacks



For your customers who are looking for EXTRA VALUE in shoepacks let them examine a pair of Beal's. They will note the good leather used—our own tannage—the high class workmanship and the real GOODNESS contained in every pair. These qualities can only give one result—long service, comfort and resistance to weather.

The R. M. Beal Leather Co.
Lindsay, Ont. Limited

United States Hotel

Lincoln, Beach and Kingston Sts.

BOSTON, MASS.

Near South Terminal and easily reached from North Station by elevated

European Plan \$2.00 up

Jas. G. Hickey, Manager G. W. Hanlon, Asst. Mgr.

"O. K." ARCH SUPPORT SHANKS

There is a tremendous demand these days for arch support shanks.

We beg to call your attention to the fact that we can make your arch support shanks for you using either your own dies and moulds or allowing you to pick your dies and moulds from a large and varied assortment we have in stock.

As you know, we also make all kinds of combination and plain steel shanks.

"O. K." Fibre Counters are up to the same high standard as "O. K." Shanks.

O. K. SHANK COMPANY
307 Fourth Street Chelsea, Mass.
Canadian Agents: Trudeau Co., 719 Panet St., Montreal, Que.

OUR EXPERIENCE MEETING

In order to START SOMETHING the SHOE AND LEATHER JOURNAL offers the following inducements to its readers to write down their experiences in shoe selling along the lines suggested. They ought to be interesting, profitable and amusing if we can get the ball rolling. Even if you are not interested in the prizes with CHRISTMAS in sight, send in your contributions. They will be helpful.

To Retailers:

1. Describe the best individual sale you have ever made.
2. Describe the best selling stunt you have ever put across.
3. Describe the meanest customer you have ever handled.
4. Describe the funniest incident that has happened in your store.

To Travellers:

1. What was the best sale you ever put across?
2. What is the most valuable thing you have learned on the road?
3. What was the smallest thing attempted or put over you in selling?
4. What is the funniest thing in your actual experience or observation on the road.

Names need not be mentioned and communications will be held absolutely confidential. Literary style will not count in the decisions.

Five Dollar Gold Piece

For the best answer to each of the above questions and a year's subscription free to the two next best in each case.

Competition ends December 1st, Announcement December 15th.

Address: Experience, Shoe and Leather Journal, 545 King St. W., Toronto.

Selling Merits!

Peterboro staples offer the dealer the utmost in shoe values. Every piece of leather, and every stitch in a

Peterboro
SHOE

is absolutely high quality. If you have never sold Peterboro Shoes, write for samples and prices right away now.

*No. 1 Quality Tan Mennonite Munson
Army Last, twenty gauge sole with Bulldog
Chrome Waterproof Cut Sole and top lift.
Standard Screwed. Men's \$3.75. Boy's
\$3.00.*

B. F. Ackerman, Son & Co., Limited

Peterboro

-:-

Ontario

N. S. R. A. NOTES.*(Continued from page 33)*

made and that the better element in the retail shoe trade be granted insurance at a rate to which its fire experience entitles it.

We ask you to be good enough to make an investigation of the Underwriters' "Experience of late years," to examine critically and thoroughly the companies' reasons for the drastic increase in rates on shoe stocks last year, to ascertain why such increase was applied only to certain classes of stocks, and to investigate the record of fire losses both before and since the Spring of 1920, with a view to judging whether or not our belief be correct, that the increase in loss is attributable to the moral hazard involved in insurance of stocks owned by certain elements in the trade, for which the well established, thoroughly reputable shoe merchant is being penalized unfairly. We are confident that a searching investigation will convince you the our contention rests upon a sound basis and we believe that the retail shoe trade is entitled to your best efforts to remove what is considered a serious injustice.

PROMINENT QUEBEC LEATHER MEN BANQUETED.

Messrs Arthur and Wilbrod Richard of Richard Freres, popular leather men of Quebec City, were banqueted on Saturday evening Oct., 21st., at Bertani's Cafe, by about sixty of their friends and business associates of the Shoe and Leather Trade of the Ancient City. Both gentlemen were the recipients of sterling silver cigar cases, while the Misses Richard were presented with engraved plates. Mr. O. Goulet, the well known Quebec shoe manufacturer presided at the banquet, and Mr. J. A. Cloutier acted as toast master. After the toast to the King Mr. Goulet proposed the toast in honor of the hosts. In a clever speech Mr. J. A. Scott, better known as "Jimmie" Scott, expressed the sentiments of the gathering. Sheriff of Quebec, Mr. C. Blouin, next followed and spoke in his usual witty vein. Mr. C. Reid, who has been visiting Mr. J. A. Scott and who attended the dinner followed in a very interesting speech in reply to a toast to The Old Country. Mr. Luc Routier one of the best known and popular shoe manufacturers of Quebec City was not forgotten by his many friends present, and was presented with a tobacco pouch, and was requested to present his twenty year old one to the museum, as through Mr. Routier's generosity in passing it around to his friends it has become worn through long service. Mr. Lucien Borne was not to be outdone in the making of presentations and in a clever speech stated that he wanted to give his dumb bells and hair restorer to the Richard Freres. Mr. John Sheey declared that no gathering of shoe men at which Mr. Scott was present would be complete without Mr. Scott singing "Allouette", and in order that he might sing it more effectively, he begged to be allowed to present Mr. Scott with a pair of fancy shoes. They were of a radiant hue and of the latest stage style. "Jimmie" was equal to the occasion and standing on a chair sang his old favorite "Allouette". Songs were also given by Mr. Hebert and Mr. Leclerc. These songs were specially composed for the occasion. Among the others who spoke was Mr. J. E. Samson who enlivened the evening with his witty remarks, and Mr. B. Goulet, Mr. John Sheey and Mr. W. Hatch were also included among the speakers. The Messrs. Richard made very appropriate replies in both French and English, expressing heartfelt thanks for the kindness of their friends and appreciation for the honor that had been shown them.

Make 'Kiwi' your first line in Boot Polish

There is no substitute for KIWI Polish. The real leather insurance. Don't let your stocks get low. You can't satisfy your customer with other brands. It is waterproof. KIWI is made in seven shades. Patent Leather, Black, Tan, Light Tan, Tan and Ox Blood Stain Polish. Wholesale Price on application. Have you tried it?

CANADIAN AGENTS

J. W. Price & Co.
Lombard Bldg. Toronto, Ont.
Anglo British Corporation Ltd.
Mercantile Bldg. Vancouver, B.C.

MANUFACTURED BY
THE "KIWI" POLISH CO. PTY. LTD. FINCHLEY, LONDON, N. 3



Men's Brown Canvas Shoes

Real dependable and durable canvas shoe for men. Leather trimming, strongly made, of selected material. A steady seller that satisfies and holds customers.

Samples on Request.

Jobbing Trade a Specialty, Close Prices
B. & M. SHOE & SLIPPER CO., Ltd.
126-128 GARDEN AVE. - TORONTO.

24 Greeting Cards

for \$1.50

YOU have some friends or business acquaintances in the shoe and leather trade whom you wish to remember at Christmas.

For friends of business life, a suitable gift is hard to locate. They are spread from town to town, one here and one there. You cannot afford expensive gifts for them. Then there would be the postage on top of that. What better gift could you send than the Shoe and Leather Journal for

A Real Trade Paper

a year. A real live Journal carrying the spice of Canadian advertising, up to the minute editorials and articles on shoe and leather interests. A year's subscription to the Shoe and Leather Journal would carry your greetings of esteem and respect to friends' minds, twenty-four times a year, each time a fresh remem-

brance of your goodfellowship. If your friend is already a subscriber, we will tack the extra year on, and notify him by sending an attractive Christmas Card.

This is also an excellent opportunity for dealers to present their clerks with a copy. Every clerk should have his own copy. Passing the same copy around the store is not satisfactory, it does not give the clerk time enough to read and digest the contents.

The Gift Card

If he is not now a reader, send his or her name in on the attached coupon, and we will forward a greeting card giving the recipient your name as the sender. For \$1.50 a year you forward your best wishes to your friend twenty-four times a year, without additional cost or worry to yourself. Send the coupon now.

Christmas Gift Coupon

Please send the Shoe and Leather Journal for one year to

Mr

and forward attractive greeting card.

From Mr.....

Yearly Subscription \$1.50

KITCHENER

Conditions in the shoe manufacturing industry in this centre are far from depressing. A round of the many factories and interviews with the executives of most elicit the information that generally all are busy, working full time with adequate staffs.

The Woeffle Shoe Company, Ltd., makers of women's fine McKays, are installing new machinery and equipment that will increase their output fully twenty five per cent.

The Provincial Cut Sole Company report an increase of over one hundred per cent. in business since they moved to their larger premises last spring and they are now employing more hands than ever before.

Price tendencies are upwards, of course, inevitably so when prices of hides and leathers are advancing and there is no diminution of labor and other manufacturing costs.

The tanneries are finding it difficult to fill orders with that expedition which they desire. On the whole the outlook for the shoe and leather industry here is encouraging.

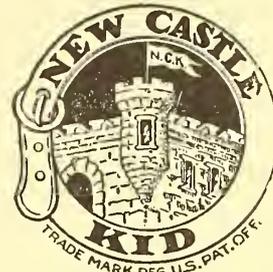
PRESTON

The two large shoe manufacturing plants in this town are experiencing satisfactory progress and success. The new addition to the factory of the Hurlbut Shoe Company is nearing completion, although it will be after the new year before the machinery and equipment are in full operation. Some machines are already running, notwithstanding that the carpenters and painters are not finished with their work. The new addition and equipment when finished will have represented an investment of about \$100,000. The Hurlbut Company's recently organized subsidiary, the So-Cozy Company of Saint Mary's, is steadily gaining headway and turning out ever increasing quantities of infants' soft sole footwear. The factory here has established itself as makers of children's cushion sole shoes; and the new wing and equipment will be given to manufacturing misses' and children's Goodyear welts. Within a year the company expects to be turning out upwards of 1500 pairs daily.

Ever considerate of the welfare of its employees the Hurlbut Company has just finished what is said to be one of the best lawn tennis courts in Ontario, exclusively for the use of the employees and staff. There are two clay and one grass courts, enclosed by a high wire screen and with ample room at sides and ends to make first class tennis possible. The surroundings have been beautified by flowers and shrubbery and the courts are a decided addition to the beautification of the town. Electric lights aggregating twelve thousand candle power have been installed and evening playing is indulged in almost every night. The courts adjoin the factory premises.

Mr. Clayton Hurlbut has just returned from a six weeks' trip to Great Britain, combining business and pleasure. While there he looked carefully into the possibilities of export trade, towards which the Company is looking with optimism.

The Solid Leather Shoe Company is working to capacity, in fact has not had any slack time for several years. The company is at present undergoing re-organization, particulars of which will be reported later. This Company, which is across the street from the Hurlbut Company, is providing for the recreation of its employees by laying down a lawn bowling green adjoining the factory. The Manager of the Company, Mr. Steel, is an enthusiastic bowler, as are others of the office and managing staff, as well as many of the operatives.



New Castle Kid

Noted for its excellent Finish, fine Texture and wonderful Wearing Quality

The Leather for Greater Value

Fancy Colors, White, Black, Glazed or Mat

Canadian Agents

for American Tanners of Calf, Splits, Indias, Heavy Leathers, Skivers, Cabrettas, as well as for Cotton and Cloths

WRITE OR WIRE FOR SAMPLES

New Castle Leather Co. Inc.

New York

*Canadian Branch—335 Craig St. W. Montreal
Factory—Wilmington, Del., U. S. A.*



The Kid That Made Fine Shoes Famous

Ask any of the Shoe Manufacturers using *good kid* and they will tell you that they can always rely upon FAMO.

Henwood & Nowak, Inc.

95 South St.

Boston, Mass.

New York Representative
SEIDERMAN-SALMON, Inc.

95 Gold Street

--- New York City

GEO. W. NEWMAN LEATHER COMPANY

Cincinnati and St. Louis

Canadian Representative

R. E. Bennett & Co. Room 32, 70 Lombard St.
Toronto Phone Main 4016w

SHOE SHANKS

**ALL STEEL
LEATHER BOARD
TURN SHANKS**

**Leather Board and Steel
Leather Board and Wood
McKays and Welts**

MADE IN CANADA

The H. W. Steel Shank & Specialty Co.
LIMITED
PRESTON ONT.

Thos. Rearden & Co. Ltd.

BROCKLEY LEATHER WORKS

LONDON, S.E.4, England

Telegraphic Address "Rearden" Brockley, London.

**MANUFACTURERS OF FINEST
ENGLISH CURRIED
SHOE LEATHERS**

Specialty

BOX & WILLOW SIDES

Also Specialists in

**Belt and Suspender Leathers
Case and Bag Leathers
Account Book Leathers**

THE HUNTING SEASON IS HERE.

As November fifth—or sixth this year—dawns, the howl of the dogs resounds through the woods and the annual chase begins in Ontario. The leather and shoe men number many enthusiasts in their respective circles, and for two weeks business will be forgotten in the outdoor pursuits.

Hon. E. J. Davis and his family, friends from Newmarket and other parts of the country are off for their camp near Huntsville. Among their guests this year is Mr. G. W. McFarlane, of Williams Shoe Ltd.

The Edwards' party, who always get their quota up in Haliburton, will have as its nucleus Messrs W. H. Edwards and Jas. Edwards, of J. E. Edwards & Son; W. S. ("Bill") Edwards, of Edwards & Edwards, Ltd; Emil Jacobi, of Philip Jacobi and Clayton E. Hurlbut of Preston.

DEATH OF MR. A. C. LAWRENCE.

Arthur C. Lawrence, Dean of New England leather men, and head of the A. C. Lawrence Leather Company, died Thursday, October 5th, at his home, 54 Beacon Street, Boston, in his 74th year.

He had long been associated with the leather business, having been a director in the Ashland Leather Company, the National Leather Company, Vice-President of the latter company, and of the New England Shoe and Leather Association; Treasurer, General Manager and Director of the Winchester Tannery Company, and Treasurer and Director of the A. C. Lawrence Leather Company. He was a member of the Algonquin Club of Boston and the Country Club of Brookline, Mass.

He was a widower, his wife, Mrs. Sarah Field Lawrence, having died some years ago. He is survived by a daughter, Mrs. Marion Lawrence Higgins, and two grand-children.

Mr. Lawrence began as a boy in a leather store, suffering many setbacks, he eventually became one of the leading figures of the industry, to whom the magnificent plants at Peabody remain as a fitting monument.

MRS. JOHN A. E. TURNEY

Mrs. John A. E. Turney of Nottingham, England, the only daughter of Richard Young of New York, died suddenly on October 24th from heart-failure after a serious illness from which she was convalescing.

This, of course, was a great shock to Mr. Young as it was the last member of his own family, having previously lost his wife and two sons. Fortunately he has left his daughter-in-law, Mrs. Richard Young Jr., and two children and his son-in-law, Mr. John A. E. Turney, and five children.

Mrs. Turney lived in Brooklyn, until about three years ago when Mr. Turney joined his father, Sir John Turney, in conducting the large business of Turney Brothers, Nottingham, England, manufacturers of chamois, skivers, calfskins and other leathers. Unfortunately Sir John Turney, who is now over eighty years of age, was operated on for appendicitis and is still in a critical condition. In view of all these circumstances Mr. Young decided to leave for England per S. S. Majestic with his daughter-in-law and grandson, Cecil Turney, who has been a student in Princeton and who recently had been honored by being given a degree of that University.

An appropriate memorial service was held in the old Dutch Reformed Church on Flatbush Avenue, Brooklyn, on the 26th at which the Rev. J. Frederick Berg officiated and the Mendelssohn Quartette rendered some exquisite selections.



AMONG THE SHOE MEN.



We like to receive items for "Among the Shoe Men." Send 'em in!

The tannery, of Arnaud Biron & Co., at Three Rivers, Que., was completely destroyed by fire recently. The damage is estimated at \$50,000.

Mr. J. M. Stobo, of Quebec, spent some time lately in Montreal and Toronto on business.

Mr. Jos. Dupres, of the Montreal Heel Co., Limited, Montreal, has been calling on the Ontario shoe trade recently.

Mr. K. E. Crosby, of H. H. Crosby & Co., Limited, Hebron, N.S., was a recent visitor to Montreal on business in the interests of his firm.

Messrs. Thompson & Smiley, of Ottawa, Ont., have purchased the shoe business of Mr. G. B. Farmer, Perth, Ont.

The Williams Shoe Co., of Brampton, sent a liberal consignment of shoes to the needy Ontario fire victims.

A new shoe store, known as the B. B. Shoe Store, operated by Messrs. E. Bolton and V. Beardsall, opened for business in Barrie recently. The two partners are young but experienced shoemen. They will carry a full line of men's, women's and children's shoes.

Oak Hall, located in St. Johns, N.B., has established a Shoe Department under the name of The Oak Hall Shoe Store. The new department is under the able management of Mr. E. C. Girvan, who has had considerable experience in Canadian and American shoe fields. No shoes will be sold higher than \$9.00.

John Agnew, Limited, well known shoe merchants, with branches throughout the Dominion, has just opened a branch store in St. Catharines, having secured the store formerly occupied by Mr. Harry Devor at 63 St. Paul Street. The acquisition of the St. Catharines store makes 13 in the chain of the Agnew firm, this being the first store east of Hamilton. Mr. Andrew E. Buck is branch manager.

Mr. H. H. Heckman, has purchased the shoe store of L. Higgins & Co., New Glasgow, N.B. Mr. Heckman, who was Manager of the store for 22 years, has the necessary experience to carry on a successful business.

The big carnival sale of D. A. Gibson's Family Shoe Store, Portage La Prairie, Man., has been a satisfying success.

Mr. R. C. Mann, Shoe repairer, on Walton St., Port Hope, has received a small shipment of English made men's boots.

The Gutta Percha & Rubber Co., donated \$1000 to the recent drive put on by the Federation of Community Service, in Toronto.

The employees of the J. W. Hewetson Shoe Co., Brampton, raised \$75 in aid of the Northern Ontario fire sufferers. The executives of the firm doubled this, resulting in shoes to the value of \$200 being sent to the victims.

Head officials of Dominion Tanneries, were in St. John, N.B., recently inspecting their properties there.

The William Cathcart Co. Ltd., of Victoria, B.C., have moved their shoe business from the Pemberton Building on Fort St. to more modern and commodious quarters on Douglas St.

Mr. L. E. Turgeon, of the Eastern Shoe Mfg., Co., Ltd., Montreal, spent some time recently in Boston, on business.

Emile Galibert, a member of the firm of C. Galibert & Sons, leather merchants, died recently at his residence, 3045 Gouin Boulevard, Cartierville, in his 75th year. He had been ill for two months. He was born at Milhau, France, in 1847, came to Montreal in 1863, and has been here ever since, having been associated in business with his father, the late Calixte Galibert.

Mr. Chas. F. Bagley, is opening a shoe repair business in Merlin, Ont.

Mr. George Pipe, has taken over the shoe business of the late Mr. James Huston in Manitou, Man.

Dufour Shaneuf & Co., of Montreal, has been registered.

The King Kid Shoe Co., located in Montreal, was registered last week.

Shoe merchants on the Market Square in Hamilton, have been the victims of sneak thieves to a considerable extent lately.

Mr. S. H. Parker, of the Solid Leather Shoe Co., of Galt, who purchased the machinery from the old Yale Shoe Co., of Galt, has had it moved to the Preston plants, part being sold to the Steel Shank Co., and the Hurlbut Shoe Co.

The Hurlbut Shoe Co., of Preston, is to have a ladies' hockey team again this year. They will start training shortly.

Mr. Chas. Duclos, of Duclos & Payan, Montreal, has returned from a flying visit to the Maritime Provinces on business in the interests of his firm.

The sodding of a new bowling green for the use of the employees of the Solid Leather Shoe Co., and The Steel Shank Co., of Preston, is well under way. It is expected that it will be ready for playing on about next June.

Mr. J. A. Lapage, President of the Eastern Shoe Co., Ltd., Montreal, has bought out Mr. Pierre Blouin's interest in this firm, and they report business exceptionally good with them at present.

Mr. L. Scheuer and J. Normandin, of Scheuer, Normandin & Co., Limited, Montreal, have returned from a business trip to Boston.

Fire caused by an overheated stove used for drying leather, did damage to the extent of \$600, in the premises of the Minister Shoe Co., Wellington St. W., Toronto, recently.

Mr. C. E. Betournay, of J. A. McCaughan & Son, Montreal, has been calling on the trade recently in Ottawa.

Mr. Wm. F. Martin, of Kingsbury Footwear Ltd., has left for a short trip to the west.

Mr. J. A. McLaren, made a flying trip to Montreal. Mr. Hugh White, visited the Montreal market last week.

Messrs. Albert Tetrault and Peter A. Doig, of Tetrault Shoe Mfg., Co., Ltd., spent a few days in the New York market last week.

L. H. Packard Co., Ltd., of Montreal, report that business with them has been unusually good.

Mr. Jules Payan, of Duclos & Payan, Montreal, spent some time in Quebec City recently, on business in the interests of his firm.

Mr. Pare, of Dupont & Frere, Montreal, called on his customers in Toronto last week.

Mr. Hebert, of Gagnan Lachapelle & Hebert, Montreal, was in Toronto recently calling on the trade. Mr. Hebert also extended his visit to London and Hamilton.

Mr. Wilfred Gagnon, of Aird & Son, Montreal, was a recent Toronto visitor calling on the trade.

Mr. Phil. Pocock, of The London Shoe Co., London, was in Toronto attending a meeting of the Huron and Erie Mortgage Corp. recently.

Mr. Hugh White, the golf enthusiast of the shoe trade, is, we regret to say, temporarily laid up, owing to the violent exertion of a strenuous golf competition. Even young fellows like Hugh have their physical limitations.

Mr. W. F. Martin, of the Kingsbury Footwear Co., of Montreal, as in Toronto recently. Mr. Martin after completing his spring collection of artistic productions for 1923, and which for the present is being kept as a pleasant surprise for his customers later on, has relaxed and is taking a short vacation, which he is spending in Winnipeg.

Mr. Ben Goulet, of Messrs. O. Goulet & Sons, Limited, of Montreal, was in Toronto last week visiting his clientele.

Mr. Peter A. Doig, the sweet singer, of the shoe trade is expected in Toronto early in November, to fulfill an engagement made last time he was here, to give a rendering of a song he has made known the world over, entitled: "The Johnson Boys they built a Mill." This is as much of the song that we are permitted to divulge at the present time. Those who wish to hear it in full should make arrangements and reserve seats before it is too late.

Mr. H. Frechette, of the Canadian Footwear Co., Limited, of Montreal, was in Toronto looking after the interests of his firm last week. Since Mr. Frechette took hold of the selling end of the Canadian Footwear Co. their trade has increased wonderfully owing to Mr. Frechette's well known personality and the ability he has shown in getting out just what people want.

Mr. Desmarais, of the La Duchesse Shoe Co., was in Toronto showing some new specialties for immediate and Spring trade.

Mr. Desmarais, who is one of the best known shoe experts, says that he has a selection of lines coming through for the early spring trade of 1923, that will keep his factory going at full speed for many months, and anyone who wishes to be in right for the spring trade will have to get his order in early.

We wish to apologize for the unfortunate error in the spelling of Mr. Harry Tew's name in our last issue. This was spelt Lew.

We also extend our apologies to Mr. Ed. R. Lewis for throwing that extra "F" in. We might also mention that Mr. Lewis was in Kitchener, and other Western points of shoe interest recently, calling on the trade. On his return to Toronto he expects to leave for the east.

Mr. A. Bell, of 3213 Yonge St., Toronto, Ont., has decided to try his luck in the shoe game by opening an up-to-date store at the above address.

Mr. L. B. Hutchinson, of the Kaufman Rubber Co., Ltd., Toronto, motored to Penetang where he spent Thanksgiving among old surroundings.

Mr. J. E. Windsor, of Mt. Dennis, has purchased the shoe store of Mr. D. M. Russell, 1440 Gerrard St. E., Toronto.

Mr. E. E. Code, Ottawa Manager, of the Kaufman Rubber Co., Ltd., paid a visit to Toronto recently.

Mr. W. S. Woods, shoe merchant, of St. Catharines, called on the Kaufman Rubber Co., Ltd., while in Toronto last week.

Mr. Jimmie Bryant, of the Kaufman Rubber Co., Toronto, who's wife Mrs. J. C. Bryant, died on Oct. 24th has been the recipient of many expressions of sympathy from the shoe trade. Many shoemen from out of town points paid their respects with flowers, or by their personal appearance at the funeral which was held at Prospect cemetery. The death of Mrs. Bryant leaves three young children motherless.

WHAT IS HOLDING IT BACK.

(Continued from page 36)

complete answer has no fear for prospects for fall and winter.

Touching some of the high spots only, various dealers suggest:—

"Have his goods well assorted and reasonably priced." This was not the same man we referred to at the beginning of this article, either.

"This calls for a little extra attention to the window display, advertisements, and if possible, a little more personal co-operation while making a sale, by suggesting other requirements, such as slippers, rubbers, hosiery, polishes, etc."

"To show seasonable goods, especially in gift-giving styles for Christmas, such as felt slippers and moccasins, and novelty footwear."

How Much Has Unemployment And Lack Of Money Amongst Farmers Abated In The Past Two Months?

Industrial and agricultural communities have both felt the pinch of hard times. There is a general impression that unemployment is not nearly as serious now as it has been for some time. On the other hand, it was expected that the farmer would have plenty of money when his crops were harvested. Unfortunately, prices have been disappointing, and while this has been offset to some extent by increased yields, the situation has been more or less unsatisfactory.

A retailer who is well posted on conditions in farming communities says, "There is not much change in the unemployment situation in Ontario cities and towns, while the farmers have not marketed their produce."

Another says plainly:—"I do not feel that lack of money amongst the farmers has anything to do with the slowing up of business in the past few months."

PRIZE AD. COMPETITION.

In order to encourage and develop good advertising practice amongst shoe merchants of Canada, the Shoe and Leather Journal has offered a series of prizes for competition amongst daily or weekly newspapers or their employees.

The prizes will be given for the best lay out, and most appropriate setting of a bona fide shoe advertisement, to occupy space not less than 100 lines nor more than 600 lines agate measure. The advertisement must have appeared in the regular course of business in the paper.

The amount of matter will not count; that is to be subject to the approval of the advertiser. The decision will rest with a committee of three advertising experts, who shall not be given the names of the competitors.

The object of this contest is to secure the co-operation of newspapers in promoting better advertising and especially better typography in the setting of ads.

We would suggest this as an opportunity for the shoe retailer who is anxious to get the maximum results from his publicity. Get after your newspaper and see if your ad. can't win a place.

The Shoe Repair Man

The Importance of Shoe Repairing

IN the United States the shoe repairer is assuming a position in the business world that is gradually growing in importance. This is evidenced by the recent address made by Mr. A. J. Ehlers, President of the National Leather and Shoe Finders' Association before the annual convention of the Tanners' Council. He said:—

"Shoe repairing has had a rather varied experience. Many of us can remember when a shoe shop was actually looked down upon, disregarded and dishonored. The transition from custom shoemaking to the modern up-to-date repair shop was fraught with many disappointments. Our National organization struggled along for several years working night and day in an effort to improve these conditions. Many times it was extremely discouraging, but there seemed always to be a goal that we hoped to reach. Then came the war.

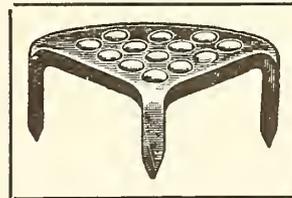
"Shoe repairing in late war days probably passed \$500,000,000 per year. The old-time cobbler's basement was displaced by the up-to-the-minute shoe repair shop on the main thoroughfares of our towns and cities. The price of new shoes kept climbing. Patriotism ran high. We needed leather for the boys in the trenches. Bankers, lawyers, doctors and business men had their shoes resoled and bought Liberty bonds. Then came peace, and afterwards the slump. Shoes dropped in price; the quality dropped still lower. Junk shoes were almost as cheap as good half soles and heels and the people bought "cheap shoes"—many so cheap and so poor that they could not be repaired.

"But the public cannot be fooled for long. There has come a reaction against mere cheapness. Your customers and ours are realizing that true shoe economy really means to buy better shoes and have them cared for by good shoe repairmen. At the peak of our shoe repair prosperity our Association realized that great as had been the progress from the cobbling of 1900 to the modern shoe repair shop of 1919, much remained to put shoe repairing generally on a par with our shoe factory fineness of work. It may interest you to know that for upwards of three years we have been editing an educational magazine at a cost of \$70,000 a year, with a circulation of more than 61,000 out of a total of 70,000 to 75,000 shoe repairmen in the United States. This list embraces the shoe repairmen doing work that will compare favorably with high class shoe factory workmanship. Leading shoe machinery concerns are co-operating to establish shoe repairing where it belongs in American home and business life. When we reach a certain point of efficiency we hope to launch a national advertising campaign on behalf of shoe repairing.

"The tanning industry is older than civilization itself. Our ancestors wore leather shoes when skins of animals or a fig leaf comprised the other apparel. There are 200,000,000 feet in the United States. How many owners of these feet know anything about the history, the romance, the value of leather? How many people wanting ten iron soles realize that it takes five

to six years to make them? Your woolen suit, your cotton underwear, your felt or straw hat can all be produced in one-fifth of the time. What is the comparison of service? Can you wonder that the public substitutes and misunderstands for lack of information? Can such organizations as yours and ours, shoe manufacturers, wholesalers and retailers, carry the "Message to Garcia" concerning leather? The rubber heel manufacturers have carried their message.

"For eighteen years we have striven to improve conditions in our special branch of the leather industries, and today we are concentrating our efforts in trying to improve the service which comes out of the shoe repair shop. In this effort we are getting the loyal support of the tanner who is producing better finders' leather each year; from the manufacturer of machinery who is making a separate machine for almost every operation necessary in the proper rebuilding of the worn shoes. The rubber heel manufacturer, the makers of laces, the shoe polish manufacturers, the numerous other producers, each is contributing some item among the many necessary to give to the people a high-class and attractive service. Jobbers are stocking all of these goods and otherwise helping in their proper distribution. All of this effort is being made because of the conviction in the minds of our people that the whole industry will be judged by the quality of the job that is done in the repair shops of the country.



WE COULD NOT IMPROVE ON THE "NATIONAL" SHOE PLATE SO WE HAVE IMPROVED TREMENDOUSLY ON FORMER METHODS OF PACKING HEEL PLATES!

"National" Shoe Plates now are packed first in neat one-gross cartons and then in heavy cardboard telescoping boxes as follows:

Size No. 1:	Packed	10	one-gross	cartons	in	box
" "	2:	"	10	"	"	"
" "	3:	"	6	"	"	"

Furthermore, the boxes are neatly re-wrapped in stout paper with plain markings as to description and size of contents.

National Shoe Plate Mfg. Co.
160 North Wells Street
Chicago, Illinois

"The masses of this country do not deal direct with the tanner or the manufacturer; they do not come in contact with the jobbers, but they do hold direct dealings with the shoe repairer, and, therefore, our whole industry will be judged (by the people) on the quality and attractiveness of the service which the shoe repairers' unit gives to them. Tanners may make the best leather that can be produced; manufacturers may put out the best machinery ever made; jobbers may stock the finest materials to be had, but if these products are not used by a repairer who is able and willing to combine them with proper skill and give to the people a service that will appeal to them as a satisfactory one, then our whole industry will prove a failure. This, gentlemen, is a potent fact which we cannot ignore, and the sooner we realize the importance of the repairer, the sooner will our industry take its place among the popular service industries in the United States.

"Let us once make shoe repair service one that will be sought by the people in all walks of life just as laundry service is sought today, and we may rest content that we have reached our highest ambition in the leather and findings' business. Then will our volume be at the crest; then will our profits be commensurated to the amount of capital and energy invested in this industry. It has been said that the shoe repairer is so important in this industry that upon his success depends the success of the entire industry. This may be looked upon as a rather broad assertion; but, gentlemen, figure it out for yourselves and see if you do not come to a similar conclusion.

"Therefore, assuming that this reasoning is conclusive of actual conditions, it is evident that the first thing to do is to educate the shoe repairer to turn out the best service possible; to clean up his shop so that it will the better attract the public; to send his work back to the customer looking as near like a new pair of shoes as he can. In fact, to so satisfy his customers in workmanship and appearance as to cause them to seek his service under all conditions because of its value and attractiveness to them. This industry cannot become a big or a valuable one in point of service unless we can make our service a popular one. If only the poorer classes use our service because it means economy to them, then our industry will remain small and obscure in the eyes of the people whom we desire to serve. We must make it a service that will appeal to the better classes as well,

from the standpoints of health and comfort. Then will our service be used by all the people, because it will conserve the health of their bodies, will mean economy to their pocketbooks and bring comfort to their tender feet.

"There is no doubt what ever in the minds of our interested manufacturers and jobbers that if the people knew fully what benefits they may obtain through a wider use of shoe repair service they would flock to it. Instead of a minority using this service, as in the present, the great majority of our people would seek the service when they have a real knowledge of its merits.

"The tanner and the manufacturer, the jobber and the shoe repairer must believe in this propaganda. Each man must, believe in it so completely that he will be willing to pay his share of the cost and do his part to better serve the public. We do not anticipate any great difficulty in selling this proposition after we have convinced our people that the success of our industry depends altogether upon the amount of shoe repair service which we can sell to the public. When this has been fixed in their minds the raising of the funds necessary for a nation-wide advertising effort will be only a question of time.

"That is what this Association which I represent is striving for, more and better shoe repairing. Yes, more, and the very best possible shoe repair service to the people is what we need to make this industry what it should be. We have given this question eighteen years of close study. We have considered this problem from every possible angle, and out of all this study comes the conviction that the service which this industry can give is a real service to the public, and, being sound in principle, it must live and thrive if we who are responsible for its success can realize our obligation of promoting to its fullest extent.

"To my mind, the future of shoe repairing is very bright, provided we can give the people the proper knowledge of the benefits which this service will bring them under all conditions. Once this is done, I look for a volume of business that would perhaps look foolish at this time if placed in figures. We have the materials; we have the machinery; we have the distributing agencies; we have the mechanical skill to give the service, and the proper publicity I believe we can run the yearly figures up to a billion dollars in the next ten years."

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.

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J. HARDY SMITH & SONS

HIDE and LEATHER
FACTORS

CODES: MARCONI, BENTLEY, LIEBER.
CABLES: HIDES, LEICESTER

Belgrave Gate, Leicester, Eng.

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

Mention "Shoe and Leather Journal" when writing an advertiser

Working On A Large Scale

THE possibilities of the shoe repair business are exemplified by many concerns, particularly in the United States, that have developed their systems till they are more in the nature of factories than shops. One of these, owned by J. D. Zinke, is described in the Shoe Retailer, and will be of interest to Canadian repairmen. He has five establishments, the total volume of which runs upwards of half a million dollars, each shop putting through about 350 pairs a day, and employing from twenty to thirty-five men. They say:—

"Mr. Zinke makes his prices regardless of what competition does; and there are plenty of cut-price competitors, some working without a knowledge of costs and some that cut the quality along with the price. He figures his costs and then adds a percentage that insures profit. Although about the highest-price stores in the city—certainly far from the lowest—he is steadily increasing the number of patrons who visit his stores.

"One of the greatest failures of repair men, said Mr. Zinke, is their failure to know costs; and that, of course, is one reason for their lack of growth, for a man cannot grow unless he is making money. Not merely taking it in, but banking a percentage of it as profit.

"Put it this way: The journeyman shoe repair men know what they are getting each payday; but very few of the employing shoe repair shop proprietors know what net profit they receive.

"If repair men knew costs better they wouldn't cut prices so freely. Knowing costs is the one and only preventive against going broke. If a man through

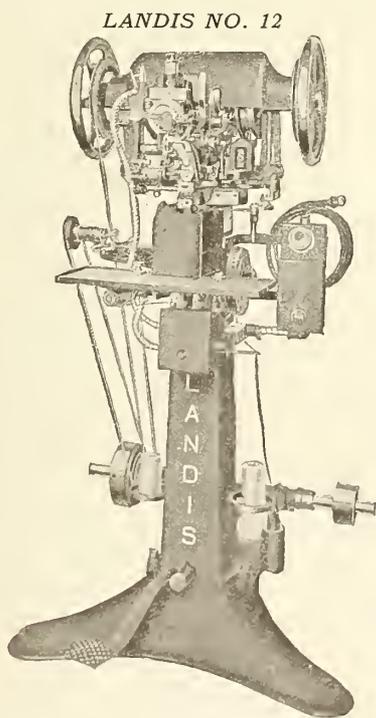
ignorance of costs charges too much—which is not likely—he would lose the business; and when he cuts prices through not knowing how to price he works for fun.

"Early in his experience Mr. Zinke did what few shoe repair men do: He hired an expert accountant to go through his business and tell him about his costs and to help him establish a cost system. It cost money then, but it has insured profits since then. He knows each month what each store makes—not alone what it takes in.

"Jobbers have come to him to tell of the condition of some of their accounts. Those accounts do not seem to be making money, even if they are taking in money, and without profits an account cannot pay jobbers' bills. Mr. Zinke has urged them to assist repair men in finding their costs.

"When the prices of leather came down this weakness of the trade was illustrated in the general methods of reducing repair prices. Material, Mr. Zinke figures, forms only about one-third of the cost of repair work; yet many repair men reduced their prices at the same percentage rate as their materials were reduced. It meant wiping out their profits in many cases. For instance, if material were 30 per cent of the cost of a job and material were reduced 40 per cent a reduction of 40 per cent was made for the job; that, of course, would be about 26 or 27 per cent too much. A 40 per cent reduction on materials alone meant but 13 per cent on the total cost for the job.

"One of his first steps was to departmentize his shop. This gets the information as to costs or profit or volume down to the smallest point and makes the remedy easier and more direct. There are therefore in his departments, the fitting, Wooden Heel, Leather Heel, Men's Soling, Women's Soling, Machine Work, etc., each man being specialized and working mostly



Model D

OWN YOUR OWN

LANDIS Stitchers and Finishers for the Shoe Repair Trade.

Highest Quality.

Prompt Shipments.

Canadian Representative

ROBERT J. VAN STONE

167 John St. S.

Hamilton, Ont., Can.

Special inducements to immediate buyers.

Write for particulars.

Landis Machine Company

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NOVELTY GOODS
SKIVERS
EMBOSSED LEATHERS
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The H.S.P. Uniform Finishes are the standard.
In the latest colors for Calf, Side, Sheep and
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If you want the best glazed finish, try H. S. P.
Pigment Finishes.

Our 72 years' experience and up-to-the-minute
methods are yours for the asking.

Black Finishes in Mats and Gun Metal are all
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SHOE
ILLUSTRATION
TEL. CENT. 8232
WOODS BLDG.
CHICAGO

YOU WANT
THE BEST



SERPENT SHOE

H. Handelan & Staff

We do not carry stock cuts

on what he does best.

"Mr. Zinke's idea is that a repairman should take a monthly inventory, and let this give him the percentage that material takes in the cost of the work done. To this is added the payroll and known items of overhead, and costs can be found fairly easily.

"Specializing as he does, he has certain people who do the selling. These are not the operators but men trained in their work. His idea is that the average person only asks for about three-quarters of the work the shoes actually require. It is up to the repairman to sell him the other quarter. This builds up volume and profits.

"Mr. Zinke believes in the value of window-displays as selling aids. He features various operations in his windows, and his salesforce emphasize the same features at the same time.

"Mr. Zinke believes in spending enough to make his store not only efficient in layout, but attractive. His latest store, for instance, was fitted up at a cost of \$23,000. He believes that a shoemaker without means or time to keep extensive books will do well to set out a certain amount of working capital and make that keep the business and himself going. Another thing that would help would be to take material inventory for three months and let the average determine the percentage of materials as applied to gross sales. He has eliminated delivery after trying every method that he could think of; it meant an expense of from 30 to 40 per cent.

"Keep a clean, light and busy shop and use salesmanship and efficient records, he urges as a recipe for success."

REPAIR CONDITIONS.

Mr. W. S. Pettit, of Brantford, President of the Ontario Federation has been finding business good, and showing an improvement. The manufacturing situation in that city is not as satisfactory as it might be, so that nothing unusual in the way of business is looked for.

Price complaints are becoming less frequent, and these are met by comparison of general costs with those existing in 1914.

Mr. Pettit has been pushing his publicity in connection with his boys' hand-made shoes, by systematic newspaper advertising, samples of which are shown in this issue.

Mr. F. H. Revell, of Hamilton, Past President of the Ontario Federation reports business as fair, and about 25 per cent. less than a year ago. Complaints as to price have largely disappeared. He depends on the use of the best materials, the rendering of prompt and efficient service at fair prices to hold his business and to cause it to grow. He says:—

"I consider that the business of shoe repairing is standing up well, in comparison with other trades during the reconstruction period."

The Atlas Shoe Hospital, of Montreal, reports trade as fairly good, and with every prospect of improvement. In that quarter the public do not complain very much as to prices. With regard to business methods, they say "Satisfaction is the best builder of this business."

Business in Saskatoon has been better, according to one of the leading dealers of that city. While not up to last year, the past two months have shown a steady improvement, while the outlook is favorable. The weather has been so fine, however, that business has not had the chance to go ahead as was expected.

IMPORTANT:—Are you worried keeping books? Are collections slow? Worry no longer. Write or phone me. Immediate relief given. J. Pascoe Beel, Emergency Accountant, 545 King St. W., Toronto. Phone Ade. 6507

\$2,000 OF BOOTS AND SHOE STOCK FOR SALE in Parkhill, Ontario. Must be sold at once as proprietor is leaving; also building. Address to Box 563, Parkhill, Ont.

WANTED by Experienced Shoe Traveller, living in British Columbia, a Line of Samples to represent that province, and, in addition, part of Alberta if necessary. Could give close attention to the trade. Apply, Box 56, Shoe and Leather Journal, 545 King St. W., Toronto.

POSITION WANTED.—Experienced Traveller desires Position with Manufacturing Concern or Jobbing House. Excellent connection from Orillia North. Replies to Box 58, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

CRIMPING MACHINE WANTED to Crimp Gaiters or Boot. Old Style Hand Machine will do. State price, Box 57, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED a 4 foot Dicing Out Machine, also a Heel and Bottom Scourer, Box 64, THE SHOE AND LEATHER JOURNAL, 545 King St. W.

WANTED—Position as Shoe Salesman, 7 years' experience, A.1 References, Good Window Trimmer. Apply to Mr. Gerald Schwoob, 187 Sherbourne St., Toronto.

FOR SALE—A First Class Shoe Business in the Town of Ingersoll. Well located, with a first class up-to-date shoe stock, and doing a number one business. Must be sold by Jan. 1st, 1923. All enquiries will be answered promptly. Box 389, Ingersoll, Ont.

AGENCY WANTED—A Man having many connections with Quebec City Shoe Manufacturers would like to have Agencies in Findings, Leather, etc., on a Commission Basis. Write to Box 59, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

MANUFACTURING OR SELLING—Man with wide experience in Manufacture of High Class and Staple Shoes, open for position with Canadian house, either in manufacturing or selling ends. Box 60, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED—Position as Manager and Buyer for Retail Shoe Store or Department; ten years' experience in this capacity, one store. Keen buyer and good advertiser, window trimmer, show card writer and expert fitter. My personality and ideas will increase your business and profits. Address, "Manager," Box 61, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED—Shoe Line on Commission Basis for Maritime Provinces. Good connection with many of the best accounts. Making a trip to Shoe Centres in January. Write me now. Address, "Maritime," Box 62 SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED—Shoe Business in good town or small city. Stock must be up-to-date. Apply to Box 63, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

A WORD FROM CALIFORNIA

Shoe and Leather Journal.

Sir:—

Please find enclosed express money order for \$3.00 for Shoe Journal. We find many good points in it. Business is good with us. No kick.

Sorry to see of Mr. Walter Burnill's passing out. Let us hope he has gone to the Happy Huntin' Ground.

Yours,
Stentiford Bros.

A lastin' tack may not be in sight

But a wholesome look will do,

'Twas not th' last in time he took

For there, the tack came through.

CLARKE & CLARKE Limited

Established 1852

Tanners 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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High-Grade WOOD HEELS

All Styles

Prompt Service

Standard Quality

Canadian Trade a Specialty

G. H. MOORE HEEL CO.

39 N. Water St.

Rochester, N. Y.

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Send \$3 and we will mail you regularly every week for 52 weeks a copy of any British Weekly Newspaper, such as: Lloyd's, People, Tit Bits, Pearson's, etc., etc.. etc. Hundreds of papers on our Big List mailed free. A different paper sent weekly, or the same publication for 52 weeks. \$3 pays for a year's subscription, including postage. Most unique and up-to-date service, greatly appreciated by members throughout the Empire.

Send \$3 to-day to

Periodical Posting Coy., Plymouth, England



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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BASLE



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"We deliver what you buy"

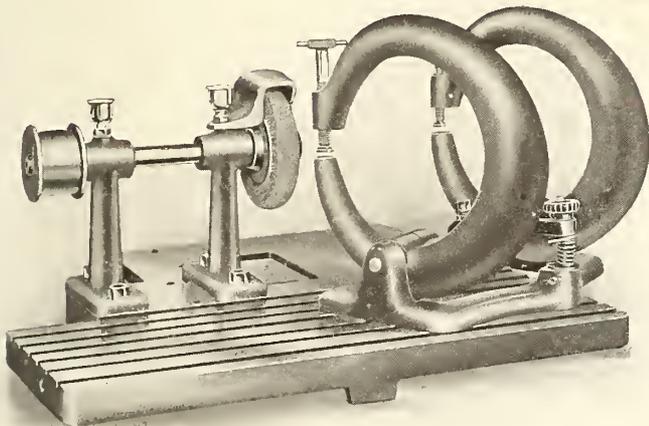
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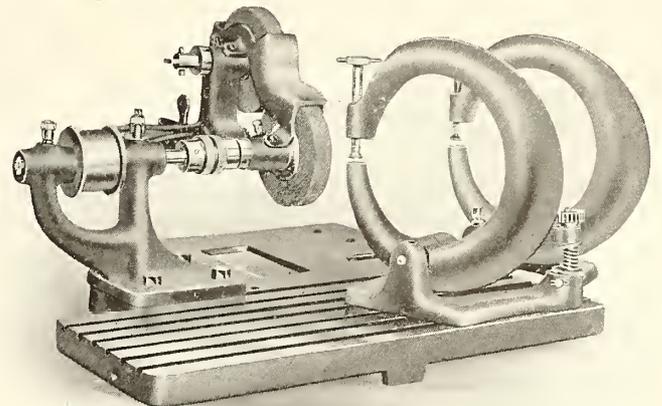
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**THERE IS NO DULL SEASON
IN SHOE REPAIRING
WHEN THE EQUIPMENT INCLUDES A**

USMC



Model A



Model B

SKATE SHARPENING MACHINE

**EARN EXTRA PROFITS
DURING THE WINTER MONTHS**

WITH ONE OR MORE OF THESE FAMOUS SHARPENERS

"They Hollow Grind Perfectly"

Simple to Install

Easy to Use

Will Operate On Any Shoe Repairing Outfit—Or Separately

Bring in new customers just when they are needed most

Send in your order NOW to assure early delivery.

UNITED SHOE MACHINERY CO., OF CANADA LIMITED

MAIN OFFICE AND FACTORY

MONTREAL

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KITCHENER

46 Foundry Street S.

QUEBEC

28 Demers Street



Winning Trade Everywhere

A CLARK BROS.

One Strap Colonial Pump

Made in ALL Leathers and Combinations

Our complete lines of Oxfords and Pumps

RETAILING AT \$5.00

*are the Trade's biggest value in popular
style and good shoemaking.*

CLARK BROS., Limited

St. Stephen

N. B.

THE SHOE & LEATHER JOURNAL

PUBLISHED · TWICE · A · MONTH

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Shoe Conditions
Problems of the Shoe Trade
Salesmanship
Advertising Methods
Show Cards
Christmas Ideas
The Bicycle
by Dr. Frank Crane
Shoe Repairing

ACTON PUBLISHING CO. LIMITED
TORONTO MONTREAL



Established 1857



"THE WEAR Is THERE"

The Sole of a Shoe

The life of a shoe depends upon its sole. The strength and vitality of the sole depends upon the leather used.

Breithaupt's Hemlock=Union=Oak Sole Leather

Gives long wear. It assures a long living shoe, because its quality is supreme, being based on long experience and highly developed methods in modern tanning. Breithaupt Sole Leathers represent the output of five up to date and well planned tanneries. There is a Breithaupt tannage to meet your every need in sole leather. Used by Canada's leading shoe manufacturers.

The Breithaupt Leather Co. Limited

Producers of the Standard of Canadian Sole Leather

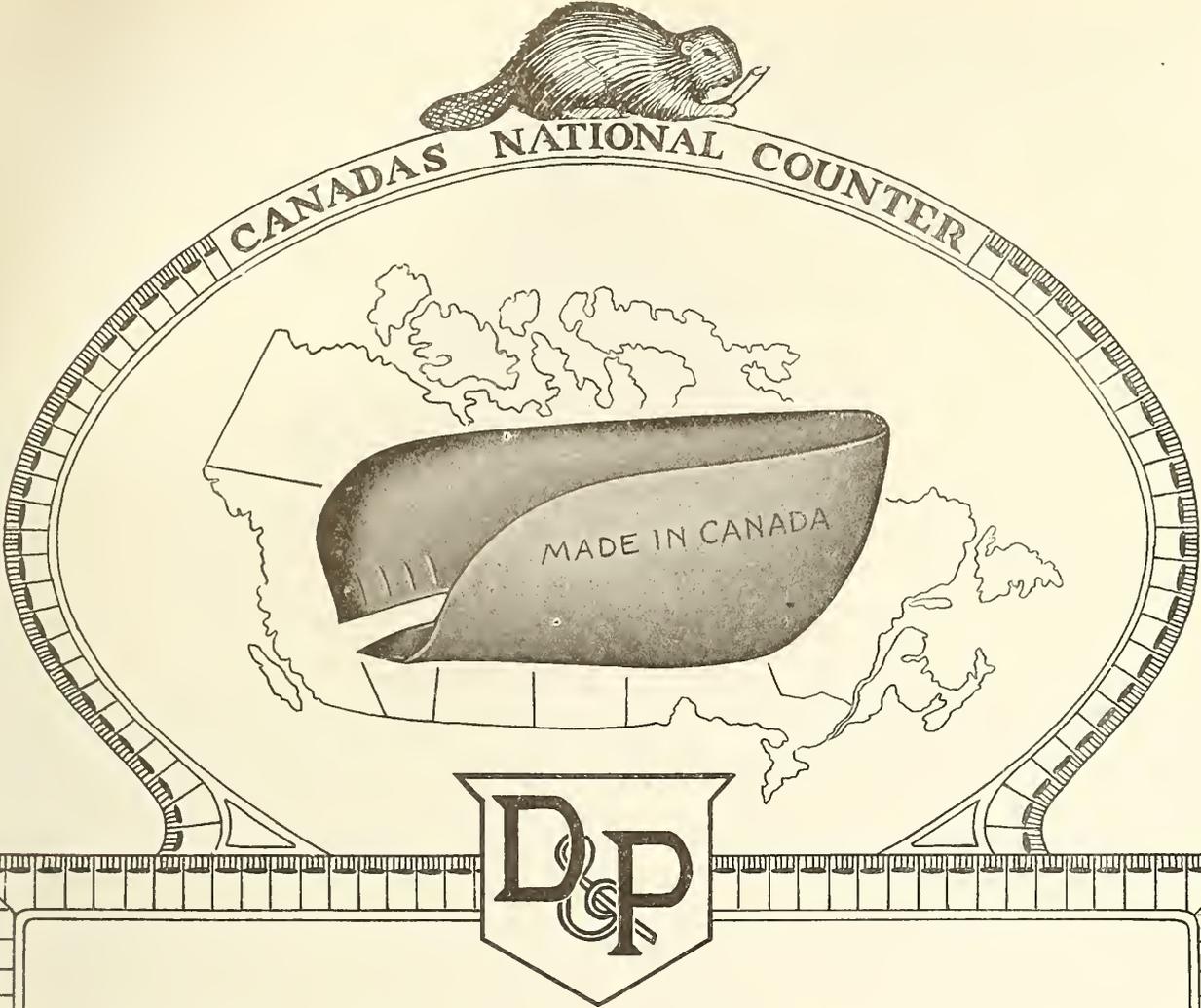
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TANNERIES AT

Penetang Hastings Kitchener Woodstock Burk's Falls





CANADA'S NATIONAL COUNTER

MADE IN CANADA

D & P

Made for Merit

Because first place in Canadian shoemaking is the position we want D. & P. Fibre Counters to hold, we put into them all the merit of a First Quality Counter. We make them strong, uniform, perfectly shaped. The best shoes are being built on them—one reason why they ARE the best shoes,—and one reason why YOU should be a D. & P. user exclusively. Consult us about Counters to exactly suit your new lasts.

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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



Shoemaker s To The

Wholesale Trade

Mention "Shoe and Leather Journal" when writing an advertiser



The Test of Service

The shoe, no matter what its other qualifications, stands or falls on the question of service.

DAVIS CALF LEATHER has that particular quality above all others. It stands the wear.

This means that it holds its appearance as well as shape. It keeps its lustre, as well as its strength till the last.

And it has the style, which is what people want these days--a perfect effect of color harmony as well as a finish that resists dirt and moisture.

A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.

Black Beauty

Chrome Patent Sides



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For Social Functions

A Flowered Brocade Tongue Slipper in Black, outstanding for its gracefully modelled last and beautifully finished workmanship—shoe style of the character that makes a woman conscious that her footwear is one of the most attractive and pleasing features of her attire.

The merchant who offers any of the imitations of Bell Quality in this fancy Dress Footwear seriously handicaps himself in winning the better trade, and lowers his prestige with the many patrons whose demands can be most successfully met with Bell Creations.

J. & T. BELL, LIMITED

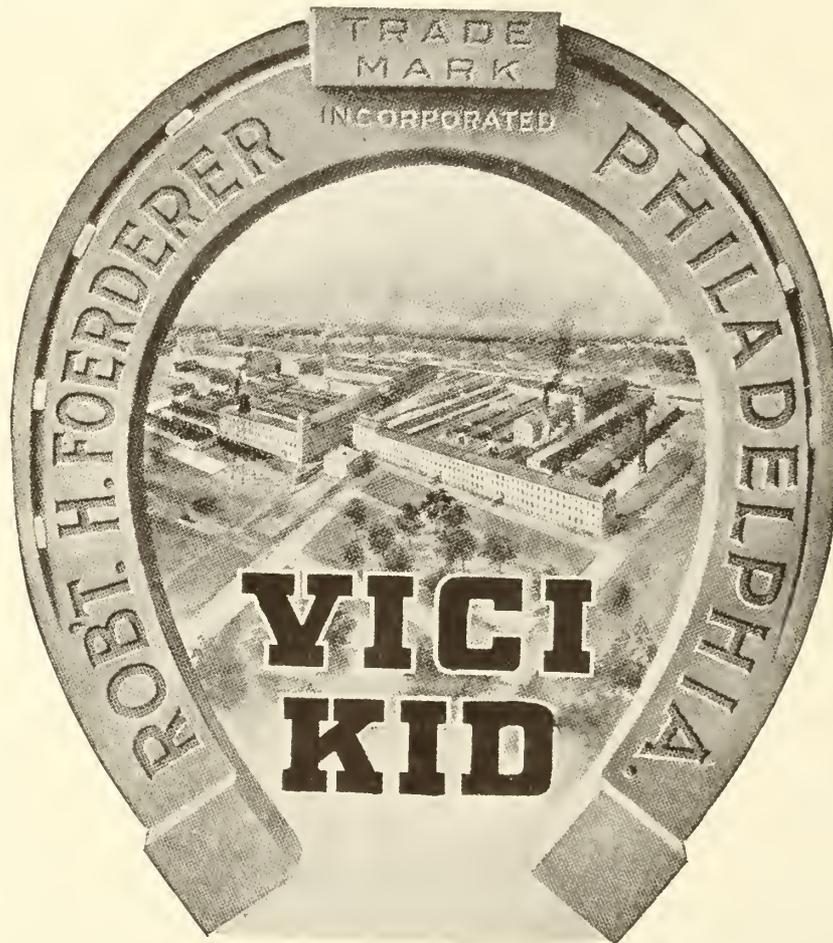
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Toronto Sample Rooms; Room 206 Stair Bldg., No. 123 Bay Street

C. E. Fice, Representative

Manufacturers for Canada of Dr. A. Reed Cushion Sole Shoes

ROBERT H. FOERDERER
 PHILADELPHIA INCORPORATED PENN., U.S.A.



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"Frank W. Slater's Strider Shoe"

*Ready For Shipment
December 1st.*



Last 418

- No. 5020** Vos. Black Kid Cir. Vamp Oxford Single Sole, 12/8 Heel, Width D, Sizes 2½-7... **\$4.40**
- No. 5021** Vos. Lotus Tan Calf Cir. Vamp Oxford Single Sole, 12/8 Heel, Width D, Sizes 2½-7 **\$4.25**



Last 406

- No. 5009** Vos. Black Kid Cir. Vamp Oxford Single Sole, 14/8 Heel, Width C.D.E., Sizes 2½-7 **\$4.40**
- No. 5014** Vos. Lotus Tan Calf, Cir. Vamp Oxford Single Sole, 14/8 Heel, Width C.D.E. Sizes 2½-7 **\$4.25**

Last 94

- No. 5008** Vos. Lotus Tan Calf English Brogue Oxford Slip Sole, 12/8 Heel Width D, Sizes 2½-7 .. **\$4.60**

In these numbers, with their stylish lasts and neat patterns, we offer the Trade dressy, serviceable shoes that women will fancy and that will prove live sellers for Winter.

MEN'S AND WOMEN'S FINE WELTS

Leadership in style and value is the tribute that dealers from Coast to Coast are paying to the complete lines our men are now showing. Be sure to inspect them thoroughly.

IN-STOCK LINES AS WELL AS A FULL RANGE OF SAMPLES CARRIED AT ROOM H, YONGE ST. ARCADE, TORONTO. PHONE MAIN 3960.

COMPLETE SAMPLES AND IN-STOCK LINES ALWAYS READY FOR INSPECTION AT OUR FACTORY SHOWROOMS, 587 BEAUDRY STREET, MONTREAL.

"By every standard of comparison Strider Shoes are better."

EAGLE SHOE CO., Limited
587 BEAUDRY ST. MONTREAL

Satins and Seasonable Novelties

FOR IMMEDIATE DELIVERY

The exceptionally complete range of slippers listed below feature fashion's latest creations in Women's smart footwear for Fall and Winter trade.

The extraordinary demand we are having for these lines proves their popularity with the public and the extremely low prices at which we are offering them, supplies the retailers' demand for quick selling, medium priced novelties that will allow a substantial margin of profit.



4124	Women's Patent Vamp, black brocaded quarter 1 strap, French cord binding, covered Louis Heel	\$3.85	4118	Women's Black Satin, 1 strap, covered Louis Heel.	\$3.00
4127	Women's Patent Vamp, black brocaded quarter, 1 strap, French cord binding, covered 12/8 Sport Heel.	3.85	4119	Women's Black Satin, 2 strap, covered Louis Heel.	3.00
4125	Women's Patent Vamp, 1 strap, silver brocaded quarter, French cord binding, covered Louis Heel.	3.85	4129	Women's Black Satin, 1 strap, black brocaded quarter, covered Louis Heel.	3.75
4128	Women's Patent Vamp, 1 strap, silver brocaded quarter, French cord binding, covered 12/8 Sport Heel.	3.85	4130	Women's Black Satin, 2 strap, black brocaded, quarter, covered Louis Heel.	3.75
4126	Women's Patent Vamp, 2 strap, black brocaded quarter, French cord binding, covered Louis Heel.	3.85	4131	Women's Black Satin, 1 strap, French cord binding, covered Louis Heel.	3.75
4123	Women's Patent Colonial, 1 strap, dull calf inlay in tongue, covered Louis Heel (as cut).....	4.00	4133	Women's Black Satin, 2 strap, French cord binding, covered Louis Heel.	3.75
4136	Women's Patent Colonial, 1 strap, grey buck, inlay in tongue, covered Louis Heel (as cut)....	4.00	4132	Women's Brown Satin, 1 strap, French cord binding, covered Louis Heel.	3.75
4120	Women's Grecian Colonial, 2 button, dull calf inlay in tongue, covered Louis Heel.	4.00	4134	Women's Brown Satin, 2 strap, French cord binding, covered Louis Heel.	3.75
4121	Women's Grecian Colonial, 2 button, grey buck inlay in tongue, covered Louis Heel	4.00	4347	Women's White Satin, 1 strap, 2 buttons, covered Louis Heel.	4.00
4122	Women's Patent Wish Bone strap, French cord binding, covered Louis Heel.	3.75	4348	Women's Black Satin Pump, covered Louis Heel.	4.00
4135	Women's Patent 1 strap, 2 buttons, covered Louis Heel.	3.75	4349	Women's White Satin Pump, covered Louis Heel.	4.00
4117	Women's Silver Brocaded, 1 strap, covered Louis Heel.	3.75	4137	Women's Black Satin, 1 strap, French Cord binding, Covered 12/8 Sport Heel.	3.75
			4104	Women's Patent Vamp Colonial, 1 strap, black brocaded quarter, covered Louis Heel (as cut)..	4.00
			4105	Women's Black Satin Colonial, 1 strap, black brocaded quarter, covered Louis Heel (as cut)..	4.00

ALL LINES SIZED 2½x7

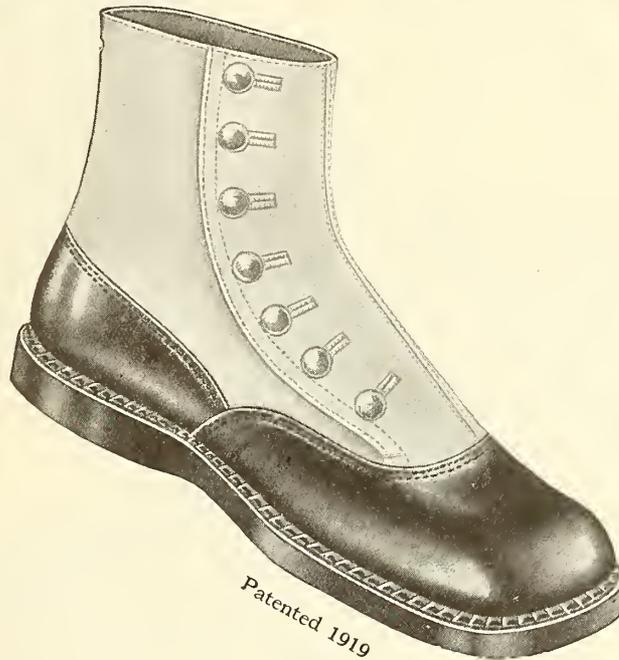
The Davies Footwear Company Limited

Wholesale Footwear

60 Front St., West

Toronto

GLOBE



The Trade is finding that it pays extra well to take advantage of the superior selling qualities that our good shoemaking and correct designing put into every pair of Globe "Pillow Welt" and "Baby Pillow Welt" Shoes.

THEY ARE THE ONLY GENUINE GOODYEAR WELT SHOES MADE WITH A PILLOW WELT INSOLE.

They are the **ONLY** shoes to which you should entrust the growth and prestige of your Children's Shoe Department.

When completing your stock for the Winter Season send in your request for a salesman to call with the entire Globe line.

Carried in stock by A. Lambert, Inc., Montreal.

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It's a Marsh Shoe



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Men's Royal Purple Bluc. Oxford

A Marsh shoe with Marsh quality built on Marsh workmanship. Our No. 947 has a double sole, with a solid leather heel.

Marsh shoes are just a little better than the average in popular priced shoes.

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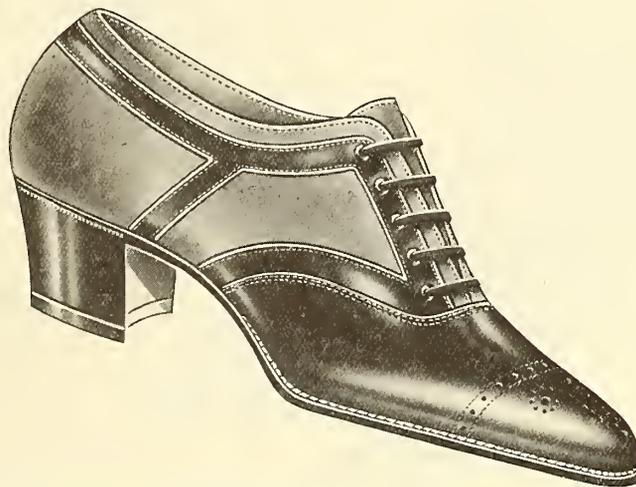
ROOM N

PERMANENT SAMPLE ROOM

QUEEN'S HOTEL

TORONTO

La Duchesse



Women's Patent Oxford, Colored Nubuck Inlays: $1\frac{3}{8}$ Heel, Good-year Welt. Can also be supplied in any combination desired.

In this Oxford we have produced a shoe of such particularly good merits in style and shoemaking that the Wholesale Trade are ordering it freely for Winter selling, taking advantage of a value the equal of which is seldom obtainable.

The many new lines we are showing for the coming Season are the quick turnover kind which only the La Duchesse combination of popular style and moderate price can make possible.

“LaDuchesse” Shoe Co., Registered
MONTREAL QUE.,

Making Women's Welts, McKays and Turns of a Standard Quality for the Wholesale Trade

J. A. McLAREN COMPANY LIMITED



When the chill of cold November settles down upon the earth
And the storm clouds hover o'er you, dark and drear;
When the early season's flurries of the fleecy flakes give birth
To the later, greater, storms yet to appear.

Then with careful preparation for the wintry winds that blow
You'll be safe whatever kind of weather brews,
If provided with "Superior" Felts that make your feet to glow
And with "Independents" and "Imperial" shoes.



As Solid as the Dominion!

Imperial Shoes are as safe and solid as the Dominion of Canada. For quality they are unequalled. In style they lead. In workmanship they represent the highest in the shoemakers' art. For all round value they are unsurpassed. Imperial Shoes are the dealer's one best bet—as salesmakers.

Hockey Boots

We have a complete range of Hockey Boots for men, women and children. All sizes included.

House Slippers

Our Canadian made boudoir and leather house slippers are the last word in slipper manufacture. Have you ordered your winter supply?

Independent Rubbers

The wise dealer will stock now, knowing the sales he will gain from early sorting. We have all styles and sizes for prompt shipment.

Oil Tan Shoepacks

and moose moccasins. Here is a line popular with lumbermen, and all outdoor workers. An "All Quality" line.

"Superior" Felts

Superior Felts in light and heavy styles carried in stock for prompt deliveries.

J. A. McLaren Company Limited

30 FRONT STREET W.

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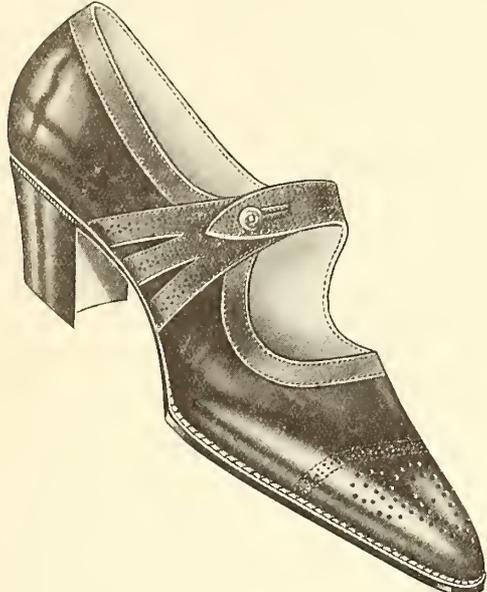
TORONTO



KINGSBURY



*Canada's
Pride*



The interest which this shoe arouses with the keen dealer is greatly multiplied when he considers that, beautiful as it is as here shown in Patent with Calf overlays, it is a pattern that lends itself to many such attractive combinations, and it is a last that strongly emphasises the beauty of any combination used.

A study of the many other Kingsbury Styles for the coming Season will show you why so many merchants find it so worth while to constantly feature this leading line.

KINGSBURY FOOTWEAR CO.,
 Limited
MONTREAL



DeLyte

KINGSBURY
SnoWhite
 — SHOE —

The Key To The Country's Shoe Style



It's an expensive proposition in both time and money for you to keep in personal close touch with New York, Boston, Chicago or any of the large centres where Fashion displays shoe style at its newest.

By far the better way is to let the United Specialists do it.

Walk into any United Last Showroom and you see not only what is new but exactly what any one part of the country is particularly partial to.

We give you the key to Footwear Vogue but we keep locked in confidence our work on your own individual ideas in the production of your lasts and patterns.

United Last Company Limited

Lasts and Upper Patterns

MONTREAL, QUE.

Toronto Sales and Pattern Shop, 76 Richmond St. East



These
Staples
Lead
All Over
Canada



What The Public Wants

Your success in shoe selling is in direct proportion to your accuracy in judging what the people want.

Yamaska Brand shoes are ALWAYS a wanted line. We make them so that your customers will WANT them because of their attractive style, their good shoe-making, their pleasing fit, their longer wear and their greater value.

Talk over YOUR wants for the coming season with our salesmen. They are showing styles and offering values that assure greater popularity than ever for the Yamaska Line.

Yamaska
Staples
for
Value!



La Compagnie J.A. & M. Cote
ST. HYACINTHE, QUE.



"GUTTA PERCHA"

Canvas Shoes and Rubbers

Will Reward Your Effort Handsomely

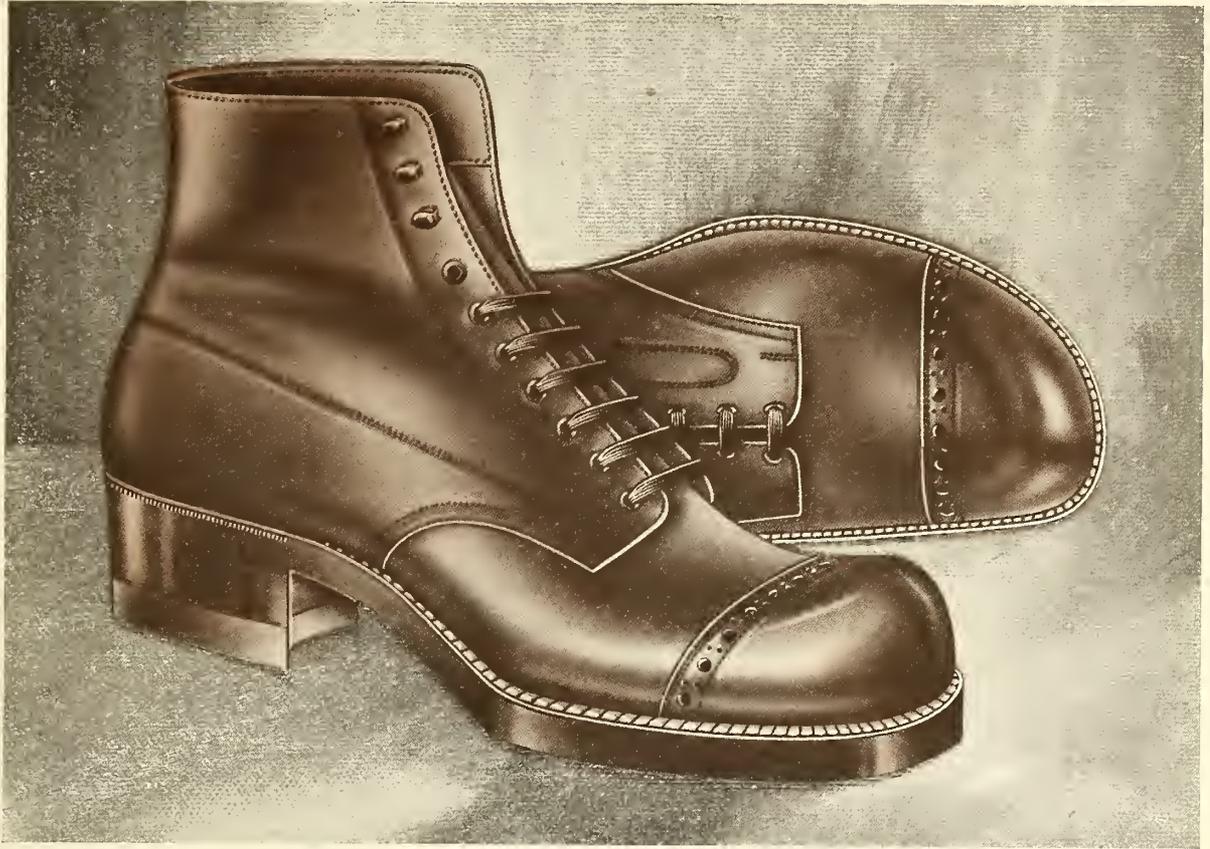
"Gutta Percha" products are the tried and proven kind. They assure the merchant sales and profits. You are not asked to experiment with an obscure, little known-line. These excellent shoes and rubbers have successfully met the test of time for service---and sales.

Get the new catalogue from your nearest distributor and welcome the salesman when he calls.

Manufactured Exclusively By

**Gutta Percha & Rubber,
LIMITED**

Head Offices and Factories, Toronto



“Dee-lighted!”

“Greetings! My Good Balkan. There is the thrill of an old friendship at the very sight of you again, don't you know.”

And it's a fact that time, change and competition have not dulled the popularity of Tetrault's "Balkan." It takes a competitor to recognize merit in a last. With imitations some have paid tribute to "Balkan's" excellence, and with criticising attacks others have confessed to their inability to equal it. Tetrault's is the one and only "Balkan," and as a shoe of comfort, fit, style and wear it's "The Daddy of Them All," and is "Still Going Strong."

There are many others in the Tetrault Family just as outstanding and inimitable—THE ALWAYS SAFE LINE.

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

Largest Makers of Boots and Shoes in Canada.



BLACK DIAMOND CHROME PATENT

A LAWRENCE LEATHER THAT
DEVELOPS TO THE FULLEST
THE BEAUTY OF PATENT
FOOTWEAR

**“LAWRENCE LEATHERS
ARE
RELIABLE LEATHERS”**

There is every indication that Patent will be a mighty strong factor for Fall in both men's and women's models. Black Diamond is a strictly full grain Patent side that can be depended upon to yield complete satisfaction all along the line.



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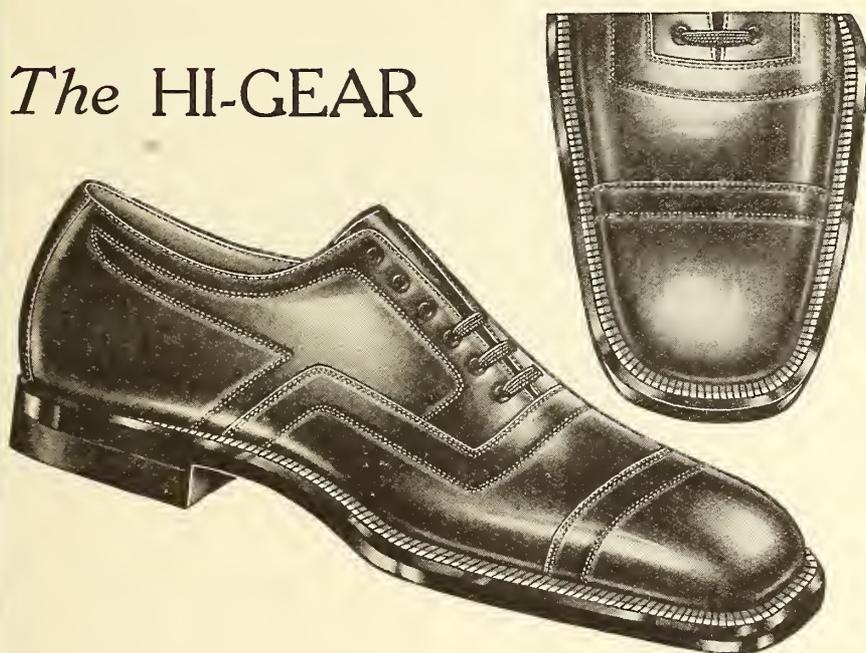
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Seen The "Hi-Gear" Yet?

With its snappy masculine appearance; its new French Square Toe and general lines accentuating the square, solid effect.

It's a beauty, particularly in Toney Red, and of course it's

The HI-GEAR



THE
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Tailor Made

For Particular Trade

the product of Scott-McHale, Limited,
leaders in new styles and high quality
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Order At Once For Early Shipment.

Scott McHale, Limited

London

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Canadian Crown Overgaiters

In stock for immediate shipment in various colours and styles, made from best quality felt or English cloth.

*Write for
Samples*



Adam's Welt Shoes for Children

In stock for immediate shipment at low prices

Gunmetal Calf, W. Q. Blucher
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Tan Calf, W. Q. Blucher
Sizes 4-7½ and 8-10½

MAIL ORDERS SHIPPED SAME DAY AS RECEIVED

Ralston's Polishes and Dressings for Every Shoe.

Robt. Ralston & Co., Ltd.

HAMILTON, ONT.

Style Shoes of Quality

STYLE continues to reign as the deciding factor in merchandising shoes for women. The models which comprise our Spring Sample Line were never more attractively beautiful than they are this Season.

But Quality, Fine Fitting and Superior Workmanship, the elements which in addition to style have created and sustained this firm's reputation as makers of "Style Shoes of Quality" are of greater importance than ever before because of the increased discrimination of the public and its purchases.

One of the many new style found in our Spring Sample Line



Style 1100

Woman's Black Brocaded Satin two strap Norberta Pump, Patent Trimmings, Lausanne last, turn sole, 2 $\frac{1}{8}$ inch Satin covered full Louis heel.

Our Salesmen are now on the road.

Shall we have one of them call on you?

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Bush Terminal Sales Building
130-132 West 42nd St., Room 1521
S. A. McOMBER, Representative

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RETAILERS!

Here's Your Chance

An unusual buying opportunity made possible by the liquidating of our

\$200,000 STOCK OF FOOTWEAR

Having bought out the James Robinson Co., Limited, I intend, prior to re-organizing the company, to dispose of the extensive lines on hand, comprising a wide selection of

Men's, Women's and Children's Lines

You know the high standard of quality and value and the reputation for leading styles maintained by Robinson Footwear.

Take Advantage of This

Come and take your pick. It's an opportunity of getting sure selling shoes at exceedingly low prices, and of providing yourself with values to meet the demands of the times.

I respectfully solicit a continuance of the support which the Canadian Trade have for so long accorded the James Robinson Co., Limited, and will endeavor to extend an efficient, value-giving shoe supply service at all times.

GEORGE ROBINSON

184 McGill St.

Montreal

Successor to James Robinson Co., Ltd.



The MINER RUBBER CO. Limited

Branches and Selling Agents

The J. Leckie Co., Limited.....	Vancouver, B.C.
The Miner Rubber Co., Limited.....	Calgary, Alta.
The Miner Rubber Co., Limited.....	Edmonton, Alta.
Congdon, Marsh Limited.....	Regina, Sask.
The Miner Rubber Co., Limited }	Winnipeg, Man.
Congdon, Marsh Limited.....	Winnipeg, Man.
The Haileybury Wholesalers, Limited.....	Haileybury, Ont.
Coates, Burns & Wanless.....	London, Ont.
R. B. Griffith & Co.....	Hamilton, Ont.
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Miner Rubber Footwear is a combination of tough rubber, strong fabrics and careful workmanship. Satisfied customers all over Canada prove that this combination can't be beaten.

Send your orders for prompt shipment to any of the above.

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*Men's eleven inch smooth elk
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Wholesale Only

The T. Sisman Shoe Company

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Branch, Newmarket

Shoe and Leather Journal

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161 Summer Street

Over a period of thirty-five years the Shoe and Leather Journal has steadily worked to the purpose of building and maintaining a circulation which is thoroughly representative of the shoe trade of Canada. An advertiser is entitled to know not only aggregate circulation, but also just where his advertising is being sent. To that end our lists have always been open to the inspection of our advertisers.

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
MEMBER OF CANADIAN BUSINESS PUBLISHERS ASSOCIATION

Making Money For Everybody

The shoe man is in business to make a profit, not simply to supply people with shoes they may want. When the two objects are happily combined, we have prosperity not only for the individual but the entire trade.

For the past two or three seasons business seems to have wandered away from the beaten track. Both manufacturers and retailers have been following the will-o'-the-wisp of style with a restlessness and recklessness that has led many into the bog of dangerous and unfruitful business.

Because it has been difficult to gauge the trend of fashion in women's shoes, many buyers have sat back and played a waiting game with all other lines with the result that stocks today are so ill assorted and inadequate that sales are jeopardized and often lost.

One of the worst results of this policy has been that manufacturers have been compelled to watch the wheels slow down while their overhead goes steadily on. Anyone can see that an idle plant or one that is running only part time is working under a serious disadvantage, and must, if it is to remain solvent, add the increased cost of slackened operation to the goods produced. This is one of the most serious aspects of the hand to mouth buying but not the worst. The manufacturer cannot protect himself against the rising market, by buying ahead.

There is no valid reason why a retailer should not anticipate a fair proportion of his requirements three or four months in advance as formerly. There are certain classes of shoes as staple as flour or sugar and the dealer who is not able properly to gauge his requirements in these lines can hardly qualify as a good shoeman.

Price considerations are practically eliminated. All signs point to stability and even a strengthening market in materials, while competent authorities seem to agree that the coming year will be a good one for business, and particularly for the shoe trade.

The surest way to enhance shoe costs is to force manufacturers into more expensive methods of production of which none is more effective than compelling him to turn out his shoes in broken lots.

What is needed to help business more than anything else just now is confidence. We will be hobbling along hoping for better things at the close of next year unless we are willing to adopt a policy of giving ourselves and others a chance to get ahead.

In The Market Place

Conditions Improving.—Style Situation.—Spring Buying.—Confidence Necessary.

WEATHER conditions have continued to hold back trade in general, and in the shoe trade in particular. From the standpoint of the coal user the spell of mild weather has been welcome. But from the angle of the man who wants to make or sell goods, it has been anything but desirable. Nevertheless the commercial world still gives evidence of a healthy undertone. Prices hold steady, with a few advances. Business men in all quarters, however, ask themselves as to the possible effects of further advances in prices of commodities, and a general spirit of conservatism holds them back from what might easily become a dangerous situation. In those industries which have liquidated, advances were to be expected. But when the advance becomes too pronounced, the law of supply and demand comes into effect, and undue inflation up to the present at least, has been prevented.

Retail shoe trade during the latter part of October and early November was characterized as fair, generally in excess of the previous month, but not up to the figures of the same period last year. What is wanted now by dealers is some cold weather, with some rough days to stimulate buying.

Women's shoes are of course largely confined to low shoes, and oxfords predominate, in brown and black kid and calf. In some quarters brown brogue oxfords are selling well. Some straps are sold, but these are largely for evening wear, in patent, and satin. So far as street shoes are concerned, some dealers find a better sale for brown than black, while others find that the demand is largely for black. For afternoon wear combinations are still good, a few colonials are also being sold. Prices run from low to medium grades. Ten dollars is a top figure with the biggest volume running from five to eight dollars. Probably seven dollars could be taken as a fair average price.

Men's shoes are moving more freely. Brown and black oxfords and bals are about evenly divided. In some localities the high shoe has the call, in others the oxford. Brogues, of course, are selling as seasonable goods. Broader toes are in demand. Prices are ranging from five to nine dollars with the average probably around seven dollars. This would be from one to two dollars lower than the average a year ago.

Buying continues to be of the hand to mouth variety, and retailers will not look very far ahead. Men's shoes have been bought more freely than women's, many dealers having covered their men's lines. Total purchase would run from thirty to sixty per cent. of requirements, while numbers of dealers have not bought any women's shoes at all for spring. An Eastern dealer reports having bought for spring largely oxfords, colonials, and a few boots. An Ontario man has bought straps and oxfords. Another has bought principally staples of various classes. Another is planning his purchases to cover what he considers staple lines, including men's oxfords, 65 per cent. brown, 35 per cent. black; women's straps 65 per cent., oxfords 35 per cent., principally in black.

Speaking of the uncertainty in retailers' minds as to spring goods, a leading manufacturer emphasized the fact that delay in buying till the first of the year will cause many lost sales. Up to Easter, which comes on the first of April, a dealer should have a fair idea of what he will sell. He must have a range of oxfords, some straps, and if his trade calls for it, a certain selection of Colonials or tongue pumps. There is no sign that these will dominate the market, but the man who stocks some of them will sell them for winter trade, but more particularly for Easter trade, as they look for quite a run on them then. Nothing that will be "sprung" on January first can affect trade for the first three months of the year at least.

Speaking of this "springing," and of the novelty situation generally, here is what one manufacturer says:—

"If the retailers ask for new stuff, and will buy new stuff, then they are encouraging a continuation of this very unsatisfactory condition in the women's shoe business. But if retailers would simply refuse to buy, say, 80% of the fancy stuff that is offered to them, then manufacturers certainly would not be encouraged to continue, and would mighty quickly drop the very expensive methods that are now in vogue of trying to encourage business. Surely there is no retailer who thinks that manufacturers put out all this new stuff for the sake of showing artistic footwear. Novelty shoes were put out to get business, and succeeded because dealers would buy this class of footwear. The extreme novelty proposition would have died long ago if dealers had passed up this continual hunt for new stuff.

"Not only that, but in my opinion we can get better and steadier business if the retail merchants would steady down, themselves. In other words, the retailer controls the situation, and not the manufacturers, for no manufacturer will make up novelty shoes to keep a stock as a permanent evidence that freak or extreme novelty shoes can be made. Yet in my recent trips I gathered the impression that many retailers are carrying quite a stock of shoes that not so long ago were novelties, but to-day are dead ones.

"However, perhaps we are all getting down to a more sane basis, and particularly the women's end of the shoe business will show more steadiness after the New Year."

Dealing with the problem of the low-price competition, which has disorganized the trade in some localities, another manufacturer says:—

"The general public will buy cheap shoes; anything with laces in them. Many retailers will purchase that class of stuff, and hand it out, catering to the public, losing sight of value. That reflects back on the best shoes in the Dominion. It drags the whole value of shoes in the mud. In place of getting our shoes in Canada out at a standard, at present they are being dragged down into cheap values."

As one retailer puts it:—

"Our biggest problems are the uncertainty of women's shoe style in the better grades, and the unceasing demand for cheaper merchandise. The people generally have not the money to purchase the better grades of shoes. It is ridiculous, to my mind, to talk of raising shoe prices at this time.

The Bicycle

By Dr. Frank Crane

The Bicycle is a type of a great truth.

It is, that the only way to keep up is to keep going.

When the Bicycle stops it falls over.

And this is a symbol of one of the most important facts in regard to the universe, and all things and all people in it.

The notion that there is permanency in what is fixed and unmovable is a delusion. It is a superficial view.

On the contrary, nothing is permanent, nothing can be said to be eternal, but what is constantly changing.

A rock seems everlasting, and the little brook it rests by is ever running away; but come back in a hundred years or so and the rock will have worn away and the brook still be merrily singing:

“For men may come and men may go,
But I go on forever.”

Scientists tell us that the ultimate stuff of matter, the atoms of which the atoms are composed, are probably whirling, lively things constantly in motion.

And we know that the “ever fixed” stars are really huge globes rushing through space with inconceivable rapidity.

And what is true of the infinitesimal particles of which all things are composed, and of the stars, is equally true of everything between them.

Including us.

For our bodies are always changing, our nails and hair growing, our very bones re-forming.

Your business cannot remain stationary; if you are not going forward you are losing ground.

And the same thing is true of your mind.

Some people boast that their opinions are just the same today that they were yesterday and a year ago. That is nothing to be proud of. If your mind is alive and active your opinions ought to be improving.

“Growth” is the word of words. It explains everything. The mind does not necessarily grow old with years. Some of the youngest minded men in the world are over sixty. They are still reading, still learning, still pushing forward.

In fact, when you find yourself standing still you may well be alarmed. For when we stand still it is an indication that we are about to fall over, just as in the case of a bicycle.

No man’s business is solid unless it is progressing. There is but one safe thing for you and me to do, and that is, as Jimmie Elliott says,

Keep on keeping on.

Copyright, 1922, by Dr. Frank Crane

Eliminating the Wild-Catter

A Consideration of Some of the Problems Facing the Shoe Trade.

THE leading editorial in our last issue, headed "A Menace to the Shoe Business," has brought out comments that indicate that the subject may be considered from several angles. Commenting on the question raised, from one point of view, a leading manufacturer says:—

"There are always two sides to a question, and we are aware that there are a number of stores that endeavor to pick up the job lots around the country. These wild-cat schemes could be eliminated if the average retailer would do his part. Some years ago, a joint meeting of the retailers and manufacturers was held in Montreal, and this question was discussed. The average merchant stated he should get the first choice in purchasing. The average legitimate merchant has been getting the first chance, but he absolutely refuses to purchase, even at sacrifice prices. The average merchant would prefer the manufacturer to hold the bag, and hand out shoes when he is ready for them.

"The average manufacturer, having house shoes, stock shoes, or cancelled orders on hand, wishes to dispose of them as soon as possible. They are no use to him after being manufactured. But the legitimate retailer refuses to purchase, even at the price given to the wild-cat man.

"Any discussion in January should come from the retailer showing his willingness, either to have a clearing-house among themselves, or to take advantage of the shoes offered, by reason of cancelled orders, etc., and by so doing to eliminate the fly-by-night merchant.

"I think if you were to interview the average manufacturer, he will give you the same information that I have."

Survival of the Fittest.

Business these days is a question of the survival of the fittest. Under ordinary conditions the shoe business is far from being simple, and under present circumstances, the average dealer has so many difficult problems to face that anything tending to eliminate one of them is worthy of serious thought. The elimination of the so-called "wild-catter" would be to the general advantage of all branches of the trade. But there are several types of "wild-catters," some wilder than others. Just where the line can be drawn presents a problem in itself.

The merchant who has been established several years, who has become a member of the community, who knows his customers, has served them well, and has made friends among them, cannot be blamed if he resents the setting up of a store alongside his own, wherein are sold shoes at prices materially lower than he can make and with the introduction of an atmosphere that tends to lower the whole tone of the shoe business. If the newcomer is conducting his business along sound lines, it is a straight case of competition which can only be met with straight business methods. If it is a case of a series of sales of bankrupt stocks, floor goods, etc., bought at low prices, but sold with a conservative margin, the remedy lies only in some such way as outlined by the manufacturer above. The suggestion for a

clearing house to co-operate with wholesalers and manufacturers is excellent, if feasible. At times this clearing house would become choked, but in normal times it would seem to offer some promise. The fair minded retailer cannot complain, if given the first opportunity he refuses to buy such goods and forces the manufacturer to find an outlet for them. It is impossible for the manufacturer, or wholesaler, any more than the retailer to gauge his market exactly. Therefore he does just what the retailer does in similar circumstances,—he puts on a special clearing sale, and turns his goods into money on the best terms obtainable. This situation will always be with the shoe trade.

Another Type.

Our editorial comments, however, were not aimed entirely in that direction. There is a certain type of dealer who makes some progress despite all laws of commerce and economics. It is pretty well established that to do business permanently, and to the benefit of the community, the selling price of any article must represent the original laid down cost, plus a margin sufficient at least to take care of the cost of doing business. There has been complaint on the part of some manufacturers that some retailers add on too much, say one hundred per cent. on



Elsie, one-strap tongue pump, by Blachford Shoe Mfg. Co. Ltd.

cost. The fair average mark up is considered fifty per cent. on cost, or thirty-three and one third per cent. on selling price. This, if it can be obtained, allows a certain net profit to be made. But what of the man who only adds five, ten, or fifteen per cent. on his cost? You say "It can't be done and live!" Apparently it can be done, but who is to live afterwards is the question.

Perhaps it is not fair to ask manufacturers and wholesalers to look after the morals of their customers. But it certainly is fair to ask them to look after their own interests, and those of the whole trade with which they are identified. If a retailer is "profiteering," it is up to the manufacturer to educate him as to his folly. Similarly if a dealer is cutting his own throat, or that of his competitor, with the possibility of the real sufferer being the manufacturer, he is to say the least, foolish, if he does not take some action. It is possible to iron out some of the kinks in the present situation, to remove a few of the multitude of problems confronting the industry. But to do so concerted action is required, selfishness and jealousy must be forgotten, and the motto adopted "All for one, one for all."

Salesmanship Is Service

perience Has Some Valuable Suggestions on Selling.

Canadian Shoeman With Wide Ex-

THE world is ever in need of salesmen. Ask any manufacturer, or distributor, wholesale or retail, whether he could use a few salesmen.

"Real salesmen," he will say, "are as scarce as hen's teeth. We always have openings for more of them. We can get plenty of order-takers, but seldom can we lay our hands on a salesman with real constructive ability and ideas."

Within the last few years many a man has made a reputation as a salesman—and lost it. Look them over. You know some of them. Even in the shoe business, whether it was in the retail or manufacturing field, you could name several men of your acquaintance who were world-beaters—till the going got heavy.

There is nothing easier to get than unmasked advice. But there is nothing harder to find than the man who can talk, and well. Shoe men are almost notorious for their lack of desire to occupy the spotlight. Yet we have felt that there are many, particularly of the younger men in the trade, who could benefit from the experience and ideas of those who have spent years in the industry. Numbered among this latter class are some whom we hope to persuade from time to time, to pass on their views for the general benefit of the business.

We approached Mr. G. H. Ansley, more popularly known among the fraternity as "Bert," vice-president and general manager of the Perth Shoe Co. Ltd., on the question of salesmen and salesmanship. His attitude, as expressed by himself is: "I am quite free to admit that in my thirty years of selling I find I have about as much more to learn as I already have learned, so I cannot feel that I am yet an authority."

It was on that understanding that we are permitted to pass on his ideas to the Canadian shoe trade. Dealing with the important field of selling, he said:—

Service is the Basis.

"I believe that the only true basis of salesmanship is service. This service to be complete must be twofold, it comprises service not only to the customer, but also to the concern which the salesman represents.

"In order to render this service, broad knowledge is necessary. The salesman should have a rather complete knowledge of the article he is selling, and the conditions under which it is produced by his concern. He must know what the concern can or cannot do, in the way of backing up the service he intends to offer his customer.

"In my opinion it is not salesmanship to offer to grant every wish of the buyer, if it is impossible for his concern to fulfil the wishes of the customer. This only leads to undesirable conditions and relations. I have found that a frank statement of what can be done, and of what cannot be done, is often more appreciated by the customer than a loosely given promise that eventually fails in fulfilment.

Characteristics of a Salesman.

"A salesman should study very closely the cha-



Gore Tongue Pump By Blachford Shoe Manufacturing Company, Limited

racter and general disposition of the customer with whom he is doing, or wishes to do business, and should always make his interviews carry some interest to the customer. He must be able to talk intelligently, not only about his own product, but other products with which he competes, and must always be willing to recognize the good qualities in other articles similar to his own. He should never criticize articles sold by his competitor, or imply that a customer has made any mistake in purchasing from his competitor. A salesman who is conscientious must recognize that his competitors must have a chance to live; at the same time it should be no difficulty to maintain the good points of his own article or the service back of his article, and emphasize these as the feature of his conversation.

"I think a salesman has an advantage in a neat personal appearance, courtesy with a reasonable amount of dignity, and the knowledge that the customer's time is not always at the disposal of the salesman. And I should imagine that an efficient salesman would realize there are times when the conversation should or should not be prolonged.

Conscientious Advice.

"I believe that every salesman finds, in the course of an interview, the opportunity to advise his customer in some manner directly bearing on the article that he is offering for sale, and I believe this advice should be given conscientiously, and not exclusively with the idea of making a sale. I have seen merchants carrying very heavy stocks unnecessarily, because of the insistence and boosting of a salesman for an article or articles represented as being tremendous sellers, when this statement might be very well questioned. There have been times when this idea of selling, without any consideration for the customer, or the article, has resulted in the loss of future business. The idea I would impress is that loading up a customer is not good policy. Of course, this loading cannot be done with all customers, but here and there it has been known to happen.

Size up the Customer.

"A salesman should bear in mind that he cannot sell every customer upon whom he calls. But he should find the way of ascertaining the probable chances of making a sale to each customer; and in the execution of this idea lies a demonstration of his ability to size up a customer. Very frequently, a

(Continued on page 46)

Selling Travelling Goods

Shoe Stores Finding Profitable Volume in Line of Luggage.

IN the larger cities of the country there is a field for a specialty store in every line of business. And there the danger is rather that the dealer spread himself out too thin, with the result that his chief line of merchandise tends to suffer neglect. The goods legitimately carried by the retail shoe dealer to-day comprise a variety that necessitates his being versed in a wide range of products. To his shoes, he must needs add findings, polishes, buckles. Hosiery has become a logical field for the shoe dealer, and those who are progressive enough to stock these goods for women and for men, and to merchandise them intelligently, have been getting good volume and profit from a relatively small investment.

we find many dealers throughout the country have devoted considerable space to this line, with profitable results.

Mr. J. D. McArthur, of Guelph, Ont., is one of those who has made a success of this department, of which we show a photograph along with other departments in his establishment. He says:

"Travelling goods form a recognized department in a shoe store, particularly in towns and smaller cities. This line, that was formerly carried by nearly all harness and saddlery shops, had to hunt new quarters, as all the small towns, and even cities of 20,000 population can only boast of having one shop of this kind left. It is now nearly ten years since we



Club Bag
Five Piece style, heavy brown or black cowhide, pinned in frame



Club Bag
Three Piece style, heavy cowhide leather lined

carried a few trunks and travelling bags, but in the past five years the demand grew so that we had to make room for this profitable line of merchandise.

"It is a line that is easy to handle, as the stock can be turned over four or five times a year. Like a good many other lines, the medium priced articles are the most profitable, with enough high priced goods to show up the stock. We carry a few samples of good wardrobe trunks, and high grade bags as well. The only drawback in most shoe stores for travelling goods is lack of space. This to my mind is most essential to make it a success. To our brother shoemen that have space enough for travelling goods, and who have not been taking advantage of it in the past. I can say from experience that it is a line well worth considering."

Outside of a few large cities where recognized luggage stores exist, and where departmental stores carry large and comprehensive stocks of travelling goods, the shoe dealer has become the community distributor of bags, trunks, etc. The manufacturers and wholesale distributors of these goods have come to regard the retail shoe store as the logical and most important outlet for their goods. As a result



Children's Department

Men's Department
Interior of J. D. McArthur's Store, Guelph, Ont.

Travelling Goods' Department



Suit Case
Seal Grain Cowhide, Silk Lined

Another Ontario shoe merchant who has studied and utilized the possibilities of travelling goods, is Mr. Geo. H. Wilkinson, of Windsor. Dealing with this department, Mr. Wilkinson says:—

“We have found the sale of travelling goods in our store very satisfactory. It seems to me that there are very few stores in any community where travelling goods can be carried as an entire line, that is to say, where it would pay to open up an entire or exclusive travelling goods store. And it does seem to me that a shoe store can do business on just about as small a margin as anyone.

“Their help is above the average in intelligence and training, and, in most cases, stores are obliged to carry more help than they really need, in order to take care of their rush trade on Saturday nights, and days before holidays, etc. It helps to keep their



Club Bag
Heavy Sheepskin, English Sewed-in Frame, Leather Lined

help busy, reduces overhead, takes very little space, is quickly turned over and doesn't require large stock.

“I would, therefore, recommend this as a side line to any shoe merchant in the country, feeling sure that he would be able to give the customer better service than any other store can, and at the same time make a nice little profit for himself.

“As to stock, I should say it should be small. The leading travelling goods manufacturers carry stock of almost every line and can generally ship on receipt of the order. Almost all the merchandise is catalogued; so that should your customer require something different from what is carried in stock, you can purchase it by mail or wire, if necessary, and give your customer prompt service, and an equally low price. The retailer must to-day make good as a necessity to his community, or go out of business, and I feel this is worth a consideration.”

First Barber: “Nasty cut you've given that old gent, Bill.”

Second Barber: “Yes. I'm courtin' his 'ouse maid—that's to let 'er know I can see 'er Tuesday night!”



Suit Case
Brown Cowhide, Linen Lined, Stitched Corners



Club Bag
Three Piece Style, Heavy Cowhide, Leather Lined

Cuts of travelling goods by
courtesy of L. McBrine Co. Ltd

An Attractive Shoe Front

Peterborough Retailer Believes in High Class Windows and Displays.

IT has been said that "Goods well bought are half sold." It is equally true that "Shoes well displayed, are more easily sold." Many a shoe dealer is laboring under the handicap of not showing his shoes properly, or of not being able to do so to advantage. Realizing the benefits to be obtained from attractive windows, and tasty displays, Mr. C. E. Smith, of George Street, Peterborough, installed the windows and front illustrated below. As can be seen, the general effect is of dignity and high quality, and places his store among the best in the province in this respect.

The windows are floored with quartered cut Oak; the background is British Columbia Fir in natural finish. The use of panels, screens, flowers, draperies, and fixtures can transform a window of this type to produce any effect desired, while even without any decorations, shoes displayed would stand out well.

The work was done by local contractors, and much of the material supplied locally. For instance, the French grey marble bases were supplied by the Vermont Marble Works, of Peterborough, as was also the marble flooring of the doorway. The windows are supported by solid copper sash, supplied by the Taylor-Brasco Ltd., of Hamilton.

The windows are lighted from above by prism lights, while the doorway has a separate light. The window lighting can be controlled either from inside the store, or from outside, which means that at night lights can be turned out without entering the store.

At each side, in the base of the windows there is an additional display case. These cases are arranged on tracks so that they can be taken out, dressed in the store, and pushed back into place. At the back of the window, loose panels make any part of the window accessible for dressing, or for the removal of shoes without disturbing the whole display.

Inside the store, below the level of the window are six drawers in which are kept materials for dressing the windows. That will save many steps when displays are being arranged. Mr. Smith's policy is to dress his windows often, keep the public interested in fresh goods, and give his whole range a chance.

Twelve years ago Mr. Smith left the employ of McLaren and Dallas, for whom he had sold shoes on the road for quite a number of years, and set up in busi-

ness for himself in Peterborough. While he does not claim to have by any means the largest business in the country, from modest beginnings, working along sound and systematic lines, he has developed a business which is highly creditable to himself and to the shoe trade. That his worth has been appreciated is evidenced by his appointment as Vice-President for Ontario of the National Shoe Retailers' Association of Canada.

His stock covers a wide range, including farm shoes, and heavy rubbers, as well as the finer lines both of men's and women's shoes, and in his store are handled the products of leading makers of men's, women's, boys' misses' and children's shoes.

HOW TO GIVE.

Here is something worth looking over, from the pen of B. C. Forbes, in his magazine:—

"When I was younger I used to do most of my saving by doing without things. In later years I have done most of my saving by doing things. I used to go without things. Now I go after things. Instead of doing with less, I have applied myself to doing more. Most of my saving for years has been done through increasing my income, through taking greater pains to equip myself to do better work and to keep myself in fettle to do more work.

This little piece of saving, taken from Herbert N. Casson's "Efficiency Magazine," contains a timely thought for the business men of this country:

Many a firm fails because it doesn't know the right way to save.

It thinks that saving means doing without.

This policy of doing without leads in the end to doing without an income.

The right way to save is:

- (1) To make the best use of what you have.
- (2) To increase the percentage of result.
- (3) To buy what you need to increase this percentage.

A baker, for instance, wants to save. He first puts his place in order, so as to save coal.

Then he paints his shop-front and dresses his windows better, so as to save the loss of customers.

Then he advertises, to save the loss of unsold bread.

Then he buys a motor-van, so as to save the loss of trade at a distance.

Then he buys the best text-books on Baking, Salesmanship and Window Dressing, so that there will be no wastes because of ignorance in his bakery.

Nothing takes more Energy than Saving."

New Front of C. E. Smith's Shoe Store, Peterborough, Ont.



Show Cards For Christmas Selling

**Prepare Early for Christmas Selling.—
Make Displays That Are Suitable for
Christmas Presents.**

WHEN the first day of December arrives it is high time that preparations are well under way for Christmas selling. That does not mean that regular lines or regular selling should be neglected, but it does mean that goods, suitable for the Christmas trade, should be brought right to the front and displayed. And from that date till the last hour of Christmas eve, effort should not be slackened to secure every bit of Christmas trade possible.

For a number of years the character of Christmas presents has been changing, the general public having seen that useful presents served better for Christmas gifts better than the old time useless articles whose life was but a day or so. It is not many years since shoe merchants made practically no effort to secure any Christmas trade other than their regular lines. But today the live shoe men cater to the trade at this season by furnishing goods that are attractive and at the same time useful.

Attractive window displays are easily arranged for Christmas selling for there are so many emblems and color effects that lend great beauty and charm to a window trim. Old Santa, holly, poinsettia, frost and snow, evergreens, etc., all of which work in so easily and effectively that the making of a display is no task at all.

The cards prepared for your displays and shown herewith are not overly difficult to make. If you are not able to do the pictures it may be possible to obtain pictures somewhat similar, and paste them on to the cards, which will serve as well. The "Old Santa" card is a greeting design, several of which may be used in the store and windows. The poinsettia flower and the cap and bit of coat of old Santa should be bright red.

The band of the circle will look well in red with green outline. The holly leaves should be in green. The large letters will look well in red with green outline. The ornamentation should be in green. The size of card will be determined by your space but about 11" x 14" (quarter sheet) will look well. Larger will be better for large stores, 14" by 22".

The card with the old home design has just that bit of human touch that appeals to the heart. The picture is not difficult to do and may be done in extravagant coloring. The roof may be red and the chimney the same but marked off into stones with black. The other portions of the house may be left white. The fence may be in some brown color and the snow drift left plain white. The scroll may be in outline and shaded with grey or red. The words "Presents for all" will look best in red and outlined in grey. The small lettering will be best in black.

The "Useful Gifts" card is a very conventional design. The candle stick should be in yellow and the holly in green and the ribbon in red. This design is not so hard as it may appear for it can be done very largely with a ruler. The large letters should be in red and outlined with green. The small letters will look well in black. This card is panel shaped and the proportions should be about 10 by 16 inches. Three cards 11 by 17 inches can be cut out of a 22 by 28 inch card and leave some for price tickets

The "Advance Showing" card is a very easy design. The border should be in red and outlined with green. The leaves in green and the flowers left white. The little birdies should be in black and white and perched on green stems. The lettering may all be in black or red. This card is for your first window showing lines a little in advance of the holiday trade.

Some planning should be done in connection with your Christmas displays and selling. Not all stores will handle the same line or same class of goods for the Christmas trade, so a careful consideration of each individual need will be necessary to obtain the best results.



Push the Goods that Pull for You. A Few Ideas.

By the Advertising Service Department

The circular or stuffer shown here, is a simple idea worked up on the "Baby appeal." Usually the appeal for baby's comfort brings results from interested parents. A few cuts, an illustration and the prices well displayed, will put your message over. Stick one in every parcel or use them in a direct by mail campaign.

Baby Days
What Comfort Means to Baby's Feet.

Price Price Price

Size of ad. for publication
135 lines by 2 columns
Type Face—Bookman

For Those Who Dance
Set 30 pt.

How Good Shoes Will Improve Your Dance
Set 12 pt.

Most every woman has had her dance spoiled by uncomfortable shoes at some time or other. A shoe that gives a perfect fit, not too tight, not too loose, is sure to give perfect foot comfort and that means improved dancing. Don't let your dance be spoiled by tired feet. We pride ourselves on our ability to give a perfect fit. Won't you make us prove it?

Set 12 pt.

In space allowed, set descriptions and prices in 10 pt.

Signature Address
and Slogan
Set to suit

For Those Who Dance
How Good Shoes Will Improve Your Dance

M

Price Price Price

Getting After Holiday Trade

**It is not Too Early To Make Plans for
Christmas Displays That Will Pull
Business.**

By Ernest A. Dench.

CHRISTMAS is the time when every store makes a special effort to have the most attractive window displays in town. It is a time of the year when few merchants can break away to see what merchants elsewhere are doing. To boldly copy the same idea used by another local merchant is a shortsighted policy, because the public labels you as a copy cat instead of an originator. But when the ideas are from other cities, no one is the wiser and harm is done to no one. This is the object in placing a number of Canadian window display suggestions for your consideration.

Making the Most of a Big Window.

Almy's, Montreal, employed a huge circle for the centerpiece of a Christmas window. This circle of wood and cloth was about twelve feet in diameter and rested on a base of blocks, about three feet high. Over the face of the big circle, on the floor were blocks of similar size, covered with white cloth, on which Christmas gifts were laid. At each rear side was a platform, about six inches high, provided with a tapering apex. On the top of each platform stood Santa Claus and a circus clown.

Signs of Winter.

Aime Demontigny, Montreal, made effective use of Beaver Board as a window background. Painted on the board was a typical winter scene with snow drifts, a frozen lake and bare trees. The left corner of the trim was occupied by an old-fashioned electric lantern, the light shining through the deep blue glass. Seasonable merchandise was displayed on the floor, covered with red and white plush. Red and green rope festoons served as appropriate decorations.

The Archway Effect.

T. Dussault, Montreal, used a three-paneled arch in his two show windows. Both panels were decorated in gold, the center panel having been richly carved with the monogram, "T.D.". Green rope was draped with red rope. The green rope was neatly tied in the middle with red rope, while the red rope was tied in the middle with green rope. Gold painted stands carried a seasonable line of goods. Christmas bells were hung from the ceiling at the center.

The First Christmas.

The Cressman Co., Peterboro, Ont., depicted the first Christmas in a window setting. The main exhibit was a painted view of a stable showing the infant Saviour in His Mother's arms. The background was that of an Eastern scene, with a camel and the Three Wise Men.

A Timely Reminder.

Grafton, Peterborough, Ont., introduced an effective central feature. This assumed form in a large showcard with a calendar for the month of December painted on it. The days down to the day the display was put in were marked off. A nearby sign advised one to—

"Buy Your Christmas Gifts Now.
Only a few days left."

A Calendar Stunt.

Grand and Toy, Ltd., Toronto, Ont., had a similar reminder. The back of the window contained a calendar for December, with December 25th boldly ringed. Under this was a card stating:

"Here's the Answer—Gifts he will appreciate."

The remainder of the trim contained an extensive array of Christmas gifts.

A Typical Christmas Morning Scene.

The T. Eaton Co., Toronto, arranged a very elaborate Christmas Gift Window. This was furnished as a model living room, with incidents supposed to take place on Christmas morning. There was the figure of an elderly man inspecting a book that he had received while his wife was examining a skirt. A younger man and woman were also inspecting their gifts. The various gifts received by each occupant of the room were distributed about the room with the cards giving the name of the giver and the recipient of each gift. This window helped to solve the Christmas gift problem, for hundreds of folks.

The Miniature House.

J. J. Laphen, Toronto, gave pride of place in his window to a miniature two storey house. The house which was constructed out of quarter-inch fibre board, had an outer covering of brick. The house was named "Laphen Villa, 1920." Cotton batting produced the effect of snow covered roof, while a snow storm was simulated in the window by attaching small batches of cotton to strings at intervals. Timely merchandise occupied the remainder of the display.

A Find the Thimble Contest.

Peel's, London, Ont., conducted a novel Christmas contest. The window contained an assortment range of Christmas goods, but concealed somewhere among the goods was an ordinary thimble. There was a prize offered to the child who succeeded in locating the thimble. Interest in the contest was maintained by posting letters from children giving their solutions of the missing thimble. This was an excellent stunt in that it encouraged children and grown ups to inspect the goods carefully.

Decorating the Store Interior.

Henry Birks and Sons, Ltd., Vancouver, B.C., decorated their store interior especially for Christmas. From the middle of the tall ceiling a very large bell was hung. This bell was made of pasteboard, adorned with greenery, with the word "Welcome" inscribed on the same. The store pillars were also appropriately festooned. As a Christmas opening event the senior member of the firm from Montreal was on hand to meet old friends and visitors. Another attraction was the orchestra that played selections at intervals.

Helping Along the Early Shopping Campaign.

Little bits of pertinent advice about early Christmas shopping can be given publicity on window cards and by boxed in announcements in your newspaper advertisements. A few suggestions:

"Buy before the rush comes—Buy before the slush comes—

Buy before the crush comes—Merrill and Hubbard,
Barrie, Ont.

Christmas—Buy a present a week from now on.
Shop early.

May we remind you that Christmas is but 43 days
away?



Onyx — Archgrip — Georgina
"Grips the Arch"



Scotch Brogue Oxford

Made in
Glazed Calf and Brown Norwegian Calf

Nickel or Brass Eyelets

Flat Heel on Lasts 35-52-54

Four to five weeks delivery.

Blachford Shoe Manufacturing Company Limited

MAKERS OF

Onyx — Archgrip — Georgina

SHOES FOR WOMEN

90 TO 94 SHERBOURNE ST

Toronto

Attractive Colors in

COLLIS CALF



Collis Calf is a full grained upper leather produced in clear finishes, showing many brilliant and attractive colors.

Shoes for men and women made of this tan-nage show a character and personality, that assures immediate sales.

Collis Calf is made in all weights and grades. Have you tried our staple lines of black in

Smooth, Box, Eye-Buck, Scotch Grain.

The Collis Leather Co., Ltd.

Aurora

Ontario

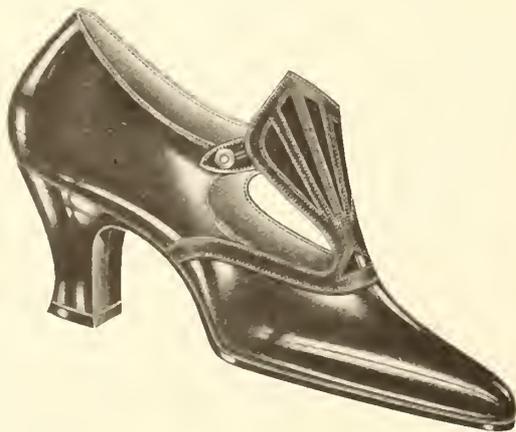
McCAUGHAN'S POPULAR FOOTWEAR

Flexible McKays

McKay Welts

Goodyear Welts

A quality line, Superior in Style and Value, producing splendid selling results everywhere.



New Model Colonial McKay, Patent Leather Vamp, Various Combinations



Goodyear Welt Oxford, Growing Girls', Misses' and Children's, Made in Patent, Tan, Dongola and Gun Metal.

OUR REPRESENTATIVES

Western Provinces—J. E. Mireault
Ontario (exclusive of Toronto and Ottawa)
—A. E. Elmer
Toronto, Ottawa and Maritime Provinces
—C. E. Betournay

Quebec Province (exclusive of Montreal and Quebec City)—E. L'Heureux

Montreal and Quebec City—Geo. H. Betournay

J. A. McCAUGHAN & SON
681-689 Champlain St. Montreal.



IN STOCK



8091—Tan Cf. One Strap Buckle, $\frac{7}{8}$ Heel, McKay C-D 2-8 \$3.75

749—Youths' Velour Calf Bal., Imit. Welt, 11-2.. \$3.00
750—Youths' Tan Calf Bal., Imit. Welt, 11-2.. 3.15



Children's Turns



- 123—Pat. Butt., Imit. Heel 2-5 \$1.50
- 223—Pat. Butt., Spring Heel, 4-7 $\frac{1}{2}$ 1.90
- 1120—Vici Kid Button, Turn Imit. Heel, 2-5..... 1.45
- 2120—Vici Kid Button, Turn, Spring Heel, 4-7 $\frac{1}{2}$ 1.85
- 1127—Vici Kid Button, Turn Rubber Heel 2-5..... 1.55
- 1122—Brown Kid Button Turn, Imit. Heel, 2-5..... 1.60
- 2122—Brown Kid Button Turn Spring Heel, 4-7 $\frac{1}{2}$ 2.00
- 106—Patent Blucher, Turn Imit. Heel, 2-5..... 1.50
- 208—Patent Blucher, Turn, Spring Heel, 4-7 $\frac{1}{2}$ 1.90
- 1119—Vici Kid Blucher, Turn Imit. Heel (with tip) 2-5 1.45
- 1121—Br. Kid Blch. Turn, Imit. Heel, (with tip) 2-5..... 1.60
- 2121—Br. Kid Blch, Turn, Spring Heel (with tip) 4-7 $\frac{1}{2}$ 2.00



4002.—Misses' Velour Calf, Bal., Imit. Welt, E. 11-2.... \$2.90
3002 —Girls' Velour Calf, Bal., Imit. Welt, E 8-10 $\frac{1}{2}$ 2.50
4004 —Misses' Tan Calf Bal., Imit. Welt, E 11-2..... 3.00
3004 —Girls' Tan Calf Bal., Imit. Welt E 8-10 $\frac{1}{2}$ 2.60
4005 —Misses' Vici Kid Bal., Imit. Welt, E 11-2..... 3.10
3005 —Girls' Vici Kid Bal., Imit. Welt, E 8-10 $\frac{1}{2}$ 2.70
4011 —Misses' Patent Bal., Imit. Welt, E 11-2..... 2.90

TERMS—ON "IN STOCK" LINES
NET 30 DAYS FIRST FOLLOWING

Getty & Scott Limited
Makers of Classic Shoes for Women and Children
Galt, Ontario

Two Opinions

Ontario and Winnipeg Merchants Give Their Ideas on Business Conditions.—The Importance of the Farmer.

FOLLOWING up an article in our last issue on "What is Holding it Back," we are glad of the opportunity of quoting two Canadian retailers on some of the questions raised. Mr. Geo. Wilkinson, of Windsor, Ontario, says:—

"You have asked me some real questions, as a matter of fact questions, which if I could answer, I could just about be the most successful merchant in this big country.

"When you ask me what has held business back apart from weather conditions, it is the necessity of economy on the part of the people. Almost everywhere we find that during the good times people took on obligations in real estate, homes, etc., as well as purchasing large quantities of furniture and other things. And in a good many cases this was borrowed money, which to-day has to be paid back. These obligations are pressing, money is not as plentiful as it was then and they find most people very hard up.

"Again in a good many instances where there were three to five members of a family working, the income was very large, in fact a great deal more than the family had immediate need of. And the result was the frenzied buying of luxuries, which we were all well acquainted with, although at the time we didn't quite appreciate it. To-day a good many people find that they have more shoes than they need, styles have not changed particularly, and there is no reason why they cannot wear out their old shoes, as they need their money for other things a great deal worse than shoes.

"Then again the farmer to-day is in a position where he is not making a living. I noticed just the other day that the statistics for the farm industry in the United States for the last year, without taking into consideration of course the increased value of farm property, showed a decided loss in the industry as a whole. I take it that similar conditions prevail in Canada, and if such is the case, I cannot understand how there is much likelihood of expecting the chief industry of our country to purchase its actual necessities, let alone luxuries, in shoes while this condition prevails.

"There is no doubt in my mind but that the solution to this question lies in Canada's overseas trade. We must increase that, in order that we may be able to get some money into the country. The farmer must be made more prosperous; because upon his prosperity and success, depends the success of the retail merchant."

Mr. C. F. Rannard, of Winnipeg, says:—

"Weather conditions have not been responsible for poor business, but rather abnormal conditions, and readjustment from the highest peak prices

downward. Both of these have caused an expense to be higher than gross profit. This, together with an economical tendency on the part of the public, some of whom have been forced to practise economy, and others who have done so because of the upsetting of business conditions; the financial crisis, the many failures, and the struggle that large and small businesses have had forced on them, are some of the abrupt points that could be enlarged on in a long story.

"Nearly every business in the land is operating on a loss basis,—the cost of doing business versus gross profit, which means that money invested in business to-day does not show a profit.

"Then we have the unwillingness of the labor organizations to fall in line and help. Selfishly, they are willing to joy-ride on the lowering of prices, maintaining they will hold what they have. To the individual man and woman in all walks of life it is better to get \$1.00 and have things normal than \$2.00 where living, etc., is abnormal.

"In my opinion things will be remedied only by a desire and willingness to work, for everyone to live within his means, and make the best of life's work.

With regard to creating a demand for seasonable shoes, he says:—

"I do not know what you mean by seasonable shoes. The bug-bear of the shoe business has been too much style, novelties and creations. What we want is to get back to sane, staple lines, where they can be made and sold at a reasonable profit, cutting out losses and depreciation."

Dealing with the question of building volume:—

"This is a very hard question. You can only force a large volume by selling goods below cost, except that if winter weather comes there will be the usual demand for a change of footwear, and by displays and normal advertising you can get your share of what you are entitled to."

On the subject of lack of employment and money he says:—

"Unemployment has not been serious, or had much effect on conditions. There are always those who are not willing to work, and want to get their living as easily as possible. We are looking for a flow of money from the farmers and the harvest, but they have been so busy with the harvest and marketing their grain that very little of the 1922 harvest money has been seen so far. We are looking for an upward turn, but I can see that it will be no more than a slight elevation this winter. Next spring should show a slight improvement over a year ago. But it would seem that with the low prices the farmer got for his produce that it will take another crop at slightly higher prices to put him on his feet. When the farmer is put on his feet, by better prices, and a demand for his produce, encouraging him to stick to the farm, better conditions will be brought about for everybody."

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

Mention "Shoe and Leather Journal" when writing an advertiser

The MARYON Shoe



Fills The Needs of Wholesalers

The Maryon line answers the call of Wholesalers for a popular sure selling line featuring all the newest styles and offered at moderate prices that can be depended upon to stir up trade.

All the popular strap effects with Buttons or Buckles are included, as well as the latest in Colonials and Tongue Models, in a complete choice of leathers and attractive combinations.

In Turn Slippers we are showing a range that is being welcomed everywhere as a big seller.

Do not miss the unusual opportunities offered in the complete Maryon Line.

Lachance & Tanguay

70 BIGAOUETTE AVE.

QUEBEC

P.Q.

THE COUNTRY HIDE QUESTION.

The Bulletin of the National Leather and Shoe Finders' Association has this to say on the question of country hides:—

"Some time ago, one of our interested members wrote about association affairs and, in the course of his letter, stated:

"The question of the difference between the price of a country hide and that of a packer hide should be nationally explained, so that it will reach the general public. A farmer who has a country hide to sell gets practically nothing for it. He goes to the store to buy a pair of shoes that same day and finds he has to pay from \$7 to \$10 for a pair when he got possibly \$1 for the hide. He thinks there is something radically wrong, and there is. In the first place, he has been robbed, because he has not found the proper market for his hide. He has sold it to the junk man, who knows nothing about it, except that he can get more for it than he paid."

In answer to the point raised in the above statement, the farmer who butchers a steer and takes the hide to town, to find the junk man will only pay one dollar for the hide, cannot be blamed for thinking the price paid for his cattle hide is out of joint with \$7 and \$10 shoes. The plain, unvarnished fact is that the same identical hide, if taken off by a big packer, would easily bring \$10 to \$12 spot cash, f.o.b. Chicago. The difference is not in the hide, but in the expert workmanship and handling. During the cattle, hide and leather slump of 1919-20-21, the lowest price paid for the best standard of green-salted hides was 12½c. per pound. The same hides today are bringing 20c. to 20½c. For a period of time, the actual cost of tanning hides was higher than could be obtained for the finished sole leather from ordinary country hides. Unless farm organiza-

tions, working with the Department of Agriculture, could develop a plan by which country slaughter can be done by experts, sorted by experts and marketed from central points in carload lots, it will be otherwise impossible for country hides to be marketed in competition with packer hides. Tanning today costs too much to use any but the very choicest hides for "finder's" leather. Fifty-seven percent. of the hide (belly, shoulder and head) always sells below actual hide and tanning cost. The bends naturally command a higher price.

"Country hides are docked from many angles, which the general public and even the shoe repairers do not understand. The take-off is bad; they are full of cuts; loose flesh is left on them, and they are improperly trimmed, all of which certainly make a very undesirable hide.

"These are points that should be explained to the public and to the shoe repairers so they will understand why country hides bring such a low price, and why packer hides cost so much more."

A VULCANIZING MACHINE.

Universal Shoe Machinery Limited, Montreal, are introducing to the trade a vulcanizing machine for repairing rubber footwear, as well as hot water bottles, tubing and all kinds of rubber goods used in the household. The machine is specially constructed and equipped with moulds to execute all kinds of rubber repair work, from half soling to the repairing of the smallest crack, the damaged part not being just patched but vulcanized with new rubber, the whole becoming one continuous piece. With the amount of work of this kind to be done in every community the Company feel they have a valuable article of equipment for the repair trade.

Winter Sales Thrive

— On —

SAMSON'S HOCKEY SHOES

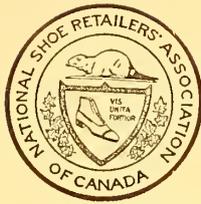
The Samson line is a certain puller of the hockey shoe trade. It is the last word in improved Hockey Shoe Construction — the shoes that have proven themselves as leaders everywhere.

You are sure to profit by taking advantage of the extra good values we are offering in popular well made Staple lines.



A complete line of McKays
A leading line of Heavy Staples
Unequaled Hockey and Football Boots.

J. E. Samson, Enr.
20 Arago St. QUEBEC.



N.S.R.A. Notes

The National Shoe Retailers' Association are putting on a drive for membership. The following letter has been sent out to non-members throughout the country:—

Montreal.

Room B-9, Board of Trade Building,

Dear Sir(s):—

This Association exists to promote and protect the legitimate interests of the retail shoe merchants throughout Canada. It is ready and anxious to serve you and other retailers. We believe that the Association is needed more under present conditions than perhaps ever in the past and that there are opportunities for great usefulness. With a view to the maximum of service and development of an organization which will have the greatest possible influence in representing the retailers' interests in the many matters which are constantly arising, the Executive Committee recently made certain new arrangements with regard to the Secretarial work of the Association, which is being much extended. Amongst other services, a monthly letter will be issued to all members. We enclose herewith a complimentary copy of our last issue. The information which will be conveyed to members by this service alone will be worth much more than the membership fee.

As a special inducement for new members, the Executive Committee has authorized us to offer membership to any bona-fide retailer from the present until after the end of the calendar year 1923 at a membership fee of \$5.00. We need you in membership and we believe that you need us. Please clip the attached application form and return it to us with membership fee of \$5.00, so that we can com-

mence our services to you without any delay.
Yours faithfully,

About Insurance.

In connection with the question of insurance, the acting secretary has received the following letter in reply to that quoted in our last issue:—

DEPARTMENT OF INSURANCE.

Ottawa, October 30, 1922.

S. Roy Weaver, Esq.,
Acting-Secretary, National Shoe Retailers' Association of Canada,
Toronto, Ont.

Dear Sir:—

I am in receipt of your letter of the 25th instant.

Your request for information as to comparative rates in the United States and Canada will be supplied at the earliest possible date.

This Department has in many cases inquired into the equity of insurance rates and has usually been able to obtain satisfaction for all concerned.

I have received no explanation of the increase in retail boot and shoe rates as your letter is the first intimation I have had from this branch of trade that the present rates were regarded as unduly high. I shall be very glad to look into the matter and if any further information is desired I shall be glad to ask you to supply it.

Yours very truly,

(Signed) G. D. Finlayson,
Superintendent of Insurance.

The Association Emblem.

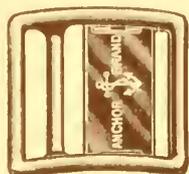
The design shown above has been adopted as the emblem of the Association. It is desirable that members employ this device on their letterheads, other stationery and printed matter and that they do their utmost to earn for members entitled to use such emblem the confidence and respect of the trade and the public. Electrotypes, mounted type high and ready for use on stationery, etc., will be supplied to members at a charge of \$1 per cut, which charge

Some Novelty Shoes from New York, shown in the Theatre Magazine, involving straps, buckles, cut-outs and combinations





A NEW SLIDE BUCKLE FOR STYLISH FOOTWEAR



No. 1475 (Composition) **No. 1475½** (Iron Cast)

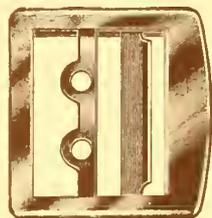
Sizes $\frac{3}{8}$ - $\frac{1}{2}$ - $\frac{5}{8}$ - $\frac{3}{4}$ - $\frac{7}{8}$ Inch
Standard Finishes

A light pattern slide buckle suitable to the present needs of shoe manufacturers, is a brief description of No. 1475-1475½

It is designed to fill a pressing want — a buckle similar to the popular No. 1375 - 1375½ but improved in construction and more attractive in the eyes of those who prefer lighter lines.

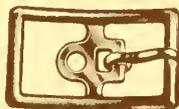
This new buckle eclipses all others of this type in appearance and utility. Send for free samples now.

EXCLUSIVE DESIGNS RIVET TYPE BUCKLES



1379

Composition
Size 10 line ($\frac{1}{8}$ Inch)
STANDARD FINISHES



1419

LAKE PATTERN
Patent Pending
Composition or Iron Cast
Sizes $\frac{3}{8}$ - $\frac{1}{2}$ - $\frac{5}{8}$ Inch
STANDARD FINISHES

There's a steady demand for buckles which can be attached to straps by riveting. Two popular designs made by us are shown above. They have the advantage of being assembled to the footwear quickly and at minimum cost. Send for free samples now.

Send for Bulletin 135 illustrating the "Anchor Brand" line of Buckles for footwear. It's free.

ALL LEADING JOBBERS SELL
"ANCHOR BRAND" BUCKLES

NORTH & JUDD MFG. COMPANY
NEW BRITAIN, CONN., U. S. A.

BRANCH SALES OFFICES

ST. LOUIS
608 VICTORIA BLDG.
SAN FRANCISCO
POSTAL TEL. BLDG.

NEW YORK
127 DUANE STREET
CHICAGO
326 W. MADISON ST.

just about covers the cost of such cuts, in quantities under a specially favorable arrangement, packing and postage. Please indicate clearly which size is desired. If payment be made by cheque on a bank outside of Toronto or Montreal, please add ten cents for exchange. Members wishing to have one or more of these cuts are asked to fill out the attached order slip, detach it and mail it with their remittance."

Assurance has been given that the new Mount Royal Hotel in Montreal will be ready at the first of the year, in plenty of time for the Convention. Never before has there been such an opportunity provided for all branches of the trade to get together. January 15th, 16th and 17th, will be big days in shoe circles of Canada, with combined gatherings of all three branches. Aside from the excellent educational and entertainment features on the programme, the opportunity of meeting fellow shoemen, of discussing common problems, of talking shop, all are well worth the time and expense involved. Some dealers will claim they cannot get away, or cannot afford the expense. A trip of this kind, however, can quite properly be set down as an investment, the returns from which will continue for months to come.

SALESMANSHIP IS SERVICE.

(Continued from page 31)

merchant will not give serious thought to buying, at the time of the interview, and the bringing of this about is part of efficient salesmanship. When a salesman recognizes that his interview will be barren of actual selling results, then it is good policy to pave the way for future visits that will at least insure him a welcome. Insistence upon the wonderful values he is offering to a merchant who is not inclined to buy—for good and sufficient reasons to himself—might have a detrimental effect on any further interviews.

"It has been my experience that if a merchant feels at ease when discussing business with the salesman, much more can be accomplished than by forcing the issue, or becoming insistent to the point where a customer must stand the salesman off, as it were. I believe, moreover, that a salesman is in error in accepting an order from a customer for any other reason than that the customer actually requires the article.

"My experience has shown me that the most difficult part of the transaction is frequently the period leading up to actual business, that is, before you actually start the business of selling or trying to sell. Frequently the situation exists, or the conversation lies along such lines that it would not be good policy to go to work, so to speak, then and there. Often the time is not opportune, and it is only at the opportune time that the best sales can be made.

"I am free to admit that in my thirty years of selling, I find I have about as much more to learn as I already have learned, so I cannot feel that I am yet an authority."

We do not feel that any comment on our part is required. The above brief outline covers the salient points of successful selling from the angle of a man who has been in the game for thirty years. Perhaps the most important statement of all, lies in the last sentence, which would indicate that the salesman's life is one of continuous study if he is to make progress.

AMONG THE SHOE MANUFACTURERS.

The Shoe Manufacturers' Association of Canada have received an invitation from the National Boot and Shoe Manufacturers' Association of the United States to be represented at a Joint Style Committee Meeting between Manufacturers, Retailers, Tanners and others to be held in the Hotel Astor, New York, Wednesday, Nov., 15th. Mr. McKeon, of the Laird Schober Co., Chairmen of the Committee has just returned from Europe, after a special investigation of style conditions in Paris and other centres. Mr. S. Roy Weaver, Manager of the Canadian Shoe Manufacturers' Association, is attending this meeting.

The Montreal Technical School has approved of the plan of conducting classes in shoemaking. The Manufacturers' Association have been endeavoring to bring this about for some time, and arrangements are now in course of completion. A meeting of the Manufacturers' Association is being held on Friday, Nov. 17th, in this connection, at which manufacturers have been invited to be represented, and it is especially requested that they be in a position to give an estimate of the number of their employees who would be able to attend the Technical School Course.

At a previous meeting at which the matter had been discussed, it was pointed out that official statistics show that there are approximately 500 persons employed in Canadian shoe factories as officers, superintendents, and managers. These executive positions require a somewhat more highly developed training and technical knowledge of the industry than is needed perhaps by the ordinary operator of a machine. No general attempt has been made to train young men to these positions in Canada. As a result, many of the positions are filled by persons from the United States, a condition which is unsatisfactory to the employers and disheartening to the workers. Montreal being the shoe manufacturing centre, in Canada, it is logical she should take the lead in providing an opportunity for the shoe factory workers to qualify for positions requiring the greatest measure of executive ability. Those responsible for the scheme have gone about the matter in a thorough way. Information has been obtained from reliable sources where technical education has been developed to a very considerable extent. Negotiations with the Montreal Technical School have been carried through and the School is now ready to open classes as soon as the Association is ready for them. It was also pointed out that the classes might be conducted not only for the developing of executives but also for the training of apprentices. At the meeting on Nov. 17th, it is the purpose to have the programme of the Shoe Manufacturers' Association in this connection fully mapped out.

The Shoe Manufacturers' Association has established a Collection Service for its members. Those interested are requested to communicate with the Office of the Association, Room B.9, Board of Trade Bldg., Montreal.

January 16th, has been approved by the Executive Committee of the Shoe Wholesalers' Association as the day of the Annual Convention. Arrangements for the Convention are now going forward. Special rates from the Railway Companies have been obtained. The Association has been given assurance that the Mount Royal Hotel will be ready in time. A number of manufacturers have taken sample rooms. These will be located as close together as possible



New Castle Kid

Noted for its excellent Finish, fine Texture and wonderful Wearing Quality

The Leather for Greater Value

Fancy Colors, White, Black, Glazed or Mat

Canadian Agents

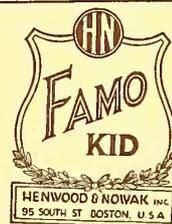
for American Tanners of Calf, Splits, Indias, Heavy Leathers, Skivers, Cabrettas, as well as for Cotton and Cloths

WRITE OR WIRE FOR SAMPLES

New Castle Leather Co. Inc.

New York

*Canadian Branch—335 Craig St. W. Montreal
Factory—Wilmington, Del., U. S. A.*



The Kid That Made Fine Shoes Famous

Ask any of the Shoe Manufacturers using *good kid* and they will tell you that they can always rely upon **FAMO**.

Henwood & Nowak, Inc.

95 South St.

Boston, Mass.

**New York Representative
SEIDERMAN-SALMON, Inc.**

95 Gold Street

--

New York City

GEO. W. NEWMAN LEATHER COMPANY

Cincinnati and St. Louis

Canadian Representative

**R. E. Bennett & Co. Room 32, 70 Lombard St.
Toronto Phone Main 4016w**

24 Greeting Cards for \$1.50

YOU have some friends or business acquaintances in the shoe and leather trade whom you wish to remember at Christmas.

For friends of business life, a suitable gift is hard to locate. They are spread from town to town, one here and one there. You cannot afford expensive gifts for them. Then there would be the postage on top of that. What better gift could you send than the Shoe and Leather Journal for

A Real Trade Paper

a year. A real live Journal carrying the spice of Canadian advertising, up to the minute editorials and articles on shoe and leather interests. A year's subscription to the Shoe and Leather Journal would carry your greetings of esteem and respect to friends' minds, twenty-four times a year, each time a fresh remem-

brance of your goodfellowship. If your friend is already a subscriber, we will tack the extra year on, and notify him by sending an attractive Christmas Card.

This is also an excellent opportunity for dealers to present their clerks with a copy. Every clerk should have his own copy. Passing the same copy around the store is not satisfactory, it does not give the clerk time enough to read and digest the contents.

The Gift Card

If he is not now a reader, send his or her name in on the attached coupon, and we will forward a greeting card giving the recipient your name as the sender. For \$1.50 a year you forward your best wishes to your friend twenty-four times a year, without additional cost or worry to yourself. Send the coupon now.

Christmas Gift Coupon

Please send the Shoe and Leather Journal for one year to

Mr

and forward attractive greeting card.

From Mr.

Yearly Subscription \$1.50

CHANGE IN OLD ESTABLISHED WHOLESALE HOUSE.

The shoe trade of Canada will be interested in the announcement that Mr. George Robinson has purchased the stock and business of the James Robinson Co., Limited, Montreal, and will carry on the business under the name of George Robinson.

It is Mr. Robinson's intention, after liquidating the stock, to reorganize the Company, and to conduct it under his own personal management.

The James Robinson Company has been associated with the Shoe Trade of Canada for a period of over thirty-five years. In being taken over by Mr.



Mr. George Robinson

George Robinson, it passes into the hands of one of Canada's best known and best-liked shoe wholesalers. Mr. Robinson's experience, gained through long and close connection with the business of his late father, makes him particularly well qualified to carry on this firm's extensive affairs, and those who know him know that the same high principles which characterized the previous firm, which he was instrumental in helping to build up, will be continued in all the methods of the new organization.

From all sections of the trade the many friends of Mr. George Robinson express the wish that the best of success will attend him in his new undertaking.

WHAT SALESMEN NEED.

Talking to the tanners of the United States about conditions, Mr. G. B. Bernheim said:—

"As far as the future is concerned, we think we are going to have good business if we can get our salesmen to have a little more guts. You know six months ago these salesmen used to come in with orders at ridiculous prices and tell me they had to make them, but wait until they had a chance, they were going to get even. Now they come in and tell you he was a good customer and they had to take the order at the old price. We have got to stop that, because we are selling leather at a low replacement value."

Mention "Shoe and Leather Journal" when writing an advertiser

CHEAP MATERIAL

IN THE FINISHING ROOM IS

FALSE ECONOMY

THE BEST IS CHEAPEST IN THE LONG RUN
BOSTON LEATHER STAIN CO.

Makes only the HIGHEST GRADE of FINISHES

We are

EXCLUSIVE CANADIAN AGENTS.

We carry large stocks of B.L.S. goods at

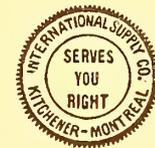
MONTREAL KITCHENER-QUEBEC

ready to give you real service.

CYCLONE BLEACH, THE ONLY REAL SOLE BLEACH.
MAGIC STAIN, PARAGON STAIN, ALL SHADES:
KING and ULTRA EDGE INKS BLACK and COLORS.
BLACK DIAMOND HEEL and SHANK INKS.
DYES, BLACK and COLORS FOR ALL PURPOSES.
DRESSING and POLISHES
FOR ALL KINDS OF LEATHER, BLACK and COLORS.
BOTTOM POLISHES, WAXES, etc.

You can't go wrong on this line. Every Item is guaranteed twice; by Boston Leather Stain Co., and by us. If anything goes wrong we make it right quick.

Don't place your WINTER ORDER until you KNOW what we have to offer YOU.



INTERNATIONAL SUPPLY Co.

Main Office

154 Notre Dame St., W.

Montreal

BRANCHES

37 Foundry St., W.

566 St. Valier St

KITCHENER, ONT.

QUEBEC

Established 1915

H. HANDELAN and STAFF of ARTISTS



SHOE
ILLUSTRATION
TEL. CENT. 8232
WOODS BLDG.
CHICAGO

**YOU WANT
THE BEST**

SERPENT SHOE
©
H. Handelan & Staff
We do not carry stock cuts

MR. NAP. BEDARD TO DIRECT GOSSELIN SHOE CO.

Mr. Nap. Bedard has purchased the controlling interest in the firm formerly known as the Gosselin Shoe Co., Reg., Quebec City, and will carry on the business under the name of the Nap. Bedard Shoe Co. He will take an active interest in the direction of the firm, which will specialize in women's fine McKay's and imitation McKay Welts for women, youths and boys. They will also feature a line of cushion sole shoes.

Mr. Nap. Bedard is well known to the Quebec shoe trade, being proprietor of a large wine manufacturing plant at Chatier Richer, Quebec, and is president of Toussaint & Co., wine merchants of Quebec City. He is also president of the Quebec Motor Sales Supply Co., and is interested in many other commercial enterprises. Mr. Bedard, who is only forty years of age and born in Quebec City, has been a very successful business man, and the same success will no doubt attend his efforts in his venture in the shoe industry.

Mr. Charles Lepine is factory manager of the company, and is well known to the shoe trade in general.

RECEPTION AND DINNER TENDERED F. E. ATTEAUX.

On Monday evening, October 2, a reception and dinner was tendered to F. E. Atteaux, President of the well known dyestuff house, F. E. Atteaux & Co., Inc., of Boston, at the Algonquin Club, Boston, by a goodly number of his hosts of business associates and friends.

It was a most delightful and successful occasion, being given in honor of the completion of his forty-fifth year as a member of the dyestuff trade.

Over 100 persons were present, including the most prominent members of the trade in Boston, New York and Philadelphia.

The arrangements for the reception and dinner were made by a committee consisting of Charles L. Gagnebin, Allen Claffin, Herbert W. Reed, Walter E. Newbert and Gustave W. Goerner, who are certainly deserving of a very great deal of credit.

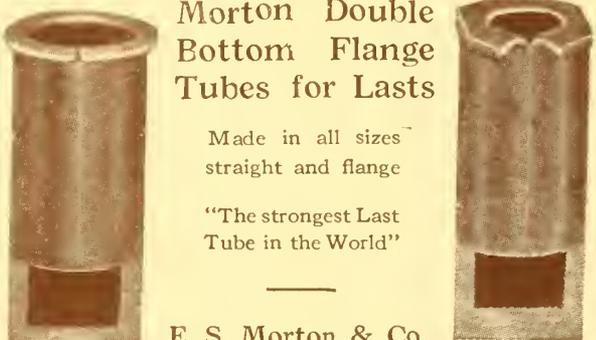
They are all prominently identified with the manufacture and importation of dyestuffs.

At the head of the table, besides the honored guests of the evening, F. E. Atteaux, Mr. Gagnebin, the Toastmaster, and other members of the committee were seated, Herman A. Metz, New York, President of H. A. Metz & Co. and a former Congressman from that city; E. Mark Sullivan, who represented Mayor Curley, a close personal friend of Mr. Atteaux, who was unavoidably absent; Joseph A. Conry, Allen Claffin and George Wagner, of the Sandox Chemical Works of Switzerland. Mr. Sullivan, it should be stated, is Corporation Counsel.

Letters of regret had also been received from a number of other close personal friends of Mr. Atteaux, including Governor Channing Cox, Senator Henry Cabot Lodge and David I. Walsh, all of whom stated that it would have been a great pleasure for them to have been present had circumstances permitted.

Certainly nothing could have more eloquently attested the high respect and warm regard in which Mr. Atteaux is held by those with whom he has been so long associated than this splendid gathering of his business associates and friends.

Despite his nearly half century of activity as a merchant of Boston, Mr. Atteaux is as vigorous and enterprising as he has ever been, giving every evidence that he has a long and useful life before him.



Morton Double Bottom Flange Tubes for Lasts

Made in all sizes
straight and flange

"The strongest Last Tube in the World"

E. S. Morton & Co.

Pat. Feb. 29, '70 Pat. Feb. 26, '07
Pat. Sept. 14, '15 Pat. Sept. 14, '15

NEWS FROM THE OLD COUNTRY

Send \$3 and we will mail you regularly every week for 52 weeks a copy of any British Weekly Newspaper, such as: Lloyd's, People, Tit Bits, Pearson's, etc., etc., etc. Hundreds of papers on our Big List mailed free. A different paper sent weekly, or the same publication for 52 weeks. \$3 pays for a year's subscription, including postage. Most unique and up-to-date service, greatly appreciated by members throughout the Empire.

Send \$3 to-day to

Periodical Posting Coy., Plymouth, England

"O. K." ARCH SUPPORT SHANKS

There is a tremendous demand these days for arch support shanks.

We beg to call your attention to the fact that we can make your arch support shanks for you using either your own dies and moulds or allowing you to pick your dies and moulds from a large and varied assortment we have in stock.

As you know, we also make all kinds of combination and plain steel shanks.

"O. K." Fibre Counters are up to the same high standard as "O. K." Shanks.

O. K. SHANK COMPANY
307 Fourth Street Chelsea, Mass.
Canadian Agents: Trudeau Co., 719 Panet St., Montreal, Que

AMONG THE SHOE MEN.

We like to receive items for "Among the Shoe Men." Send 'em in!

Mr. Harvey Graham, of the Wm. A. Marsh Co. Ltd., Quebec, called on the trade in St. Catharines last week.

Mr. J. A. McLaren, of the J. A. McLaren Co. Ltd., Toronto, paid a short visit to Quebec recently.

A Canadian Patent has been issued through the agency of Messrs. Ridout and Maybee, Toronto, to Mr. Clayton E. Hurlburt, for processes of manufacturing boots and shoes.

Mr. I. S. Johnson, foreman limbfitter at the O. & S. A. factory in Regina, has purchased the shoe business located on Grand Ave., Sask., and owned by Mr. C. E. Ferber. The new proprietor took possession of the business last week, and is busy now getting acquainted with the general public of this town and district. Mr. Johnson comes to take up business here with very high credentials and will no doubt prove himself well worthy of a fair share of this line of business.

Mr. L. Holmes Dalton, an official of the Brockton Shoe Co., St. Catharines, reports that business conditions are much better than they were a year ago.

Messrs. Johnson & Murray, one of London's exclusive headquarters for boots and shoes, at present situated at 154 Dundas street, are moving to a new and magnificent store at 180 Dundas street, next door east of R. H. & J. Dowler.

Mr. Jas. Bonthorne, representing J. A. and M. Coté, of St. Hyacinthe, P.Q., is on his old ground, Toronto, and vicinity. Mr. Bonthorne says business is good.

Mr. R. B. Gravelin, of the White Co., Ltd., Toronto, was a recent visitor to Montreal.

Mr. George Coggon, Jr., of Sussex, N.B., boot and shoe repair man, has designed a hockey boot which is attracting attention among the hockey players. Last season, Mr. Coggon made some improvements in the shoes of the local team, which were found advantageous. During the summer he gave considerable thought to the question of providing a better boot for players and the result is a production which promises to result in a large number of local sales at least. Mr. Coggon has given Sussex its first machine made footwear.

By smashing the glass in a rear door and forcing the lock open by inserting an arm through the aperture in the broken window, a thief robbed the Calgary Shoe Hospital cash register of \$20 in cash at 123a Eight avenue west, Calgary, recently.

Mr. Jas. Pergan, prominent boot and shoe merchant of Lyn, Ontario, died suddenly last week.

Mr. Sutherland, of the Regina Central Shoe Co., Regina, Sask., has been visiting the East, calling at Montreal and Quebec City. It is his intention to visit his home town, Amherst, N.S., before returning West.

A new shoe store has opened up at 228 Charlotte St., Peterboro, under the management of Mr. L. R. MacDonald. The new venture is under the name of Royal Footwear and are showing a line of high class shoes for Men, Women and Children.

"Jim" Sutherland, of Kingston, who is known in the shoe trade as a salesman of parts, has achieved fame in the sporting world that makes his name known from coast to coast. A leading daily of Toronto now refers to Kingston as "Jim Sutherland's town. Just now, his time is divided between selling shoes and following football. To see the Queen's-Varsity game in Toronto, he gave up his Thanksgiving at home, as he was slated for the north country immediately after. Saturday, the 11th of Nov. he made a flying trip to Kingston from Ottawa, only to see Queen's colors lowered in the mud of Richardson Stadium. And we have no doubt that when the two teams meet again at Montreal, a careful observer would find "Jim" somewhere in the offing. A few more whole-souled sports of this type would put Kingston on the map in even bigger letters than to-day.

Removing a pane of glass from the door of the National Shoe store, 1262 Barton street, east, Hamilton, thieves gained entrance to the building one day last week. Several pair of shoes were stolen.

G. B. Farmer, after conducting a successful shoe business in Perth for over fifty years, has disposed of his business and intends devoting his time to other interests. The new firm Messrs Smiley-Thomson Co. are both experienced shoe men. Mr. Smiley formerly conducted a successful business in Shawville, Que., and Mr. Thomson was formerly with Code-Carkner Limited, Ottawa. Everyone joins in wishing Messrs. P. E. Smiley and I. C. Thomson success in their new venture.



Mr. J. E. Des Roche, well-known shoe traveller, has recently joined the selling staff of Geo. A. Slater, Limited, as special representative, covering all Canada.

A fire of mysterious origin broke out recently in Ellman Bros' boot repair shop near the foot of Main St., St. John, N.B.

H. W. Pearson, of the Pearson Shoe Co., Toronto, recently made a flying trip to Windsor and district. Mr. Pearson reports a good trip.

A. Jones, representing the Pearson Shoe Co., in Northern Ontario, and the Sault line, reports a fair business off his territory under existing conditions.

The many friends of N. J. Glass, of Richmond Hill, Ont., will be pleased to know that he is well on the way to recovery after quite a severe illness. Mr. Glass was in Wellesley Hospital, Toronto.

G. H. Ansley, of the Perth Shoe Co., Ltd., Perth, has been visiting Montreal and Eastern points.

Mr. L. C. Van Geel, of the Tillsonburg Shoe Co., Tillsonburg, has been indisposed for the past two or three weeks.

Mr. C. E. Fice, of the J. & T. Bell Ltd., Montreal, is calling on the Ontario trade.

Mr. Harold T. Fice, who works with his father, Mr. Chas. E. Fice, as Ontario representative for J. & T. Bell Ltd., Montreal, was married on Oct. 19th, to Miss Marjorie Heakes, daughter of Mr. Frank R. Heakes, of Toronto. The ceremony was solemnized at Collegè St. Presbyterian Church. Mr. and Mrs. Fice spent their honeymoon in Ottawa, Montreal, and Quebec.

Mr. H. T. Fice, of J. & T. Bell Ltd., Montreal is calling on the trade in Sarnia and vicinity this week.

Mr. C. E. Fice, of J. & T. Bell Ltd., Montreal, expects to move from his present address on Euclid Ave., to his new residence at 52 Lascelles Blvd., after several months' delay, due to laxity of the plumbing profession.

Mr. Kitcher has taken over the shoe store of Mr. J. A. Bryant, at 1162 Yonge St., Toronto. Mr. Bryant has moved to Birch Cliffe, Ontario.

Mr. F. N. Maret, shoe merchant, of Marmora, was in Toronto last week.

Mr. E. P. Lunan, of Mount Hamilton, has opened a shoe store in Oakville.

Mr. J. G. Settle, of the Murray Shoe Co. Ltd., is staying at the Queen's Hotel, Toronto.

Mr. Ed. R. Lewis, who has just returned from a seven day trip to New York, Boston, Philadelphia, Montreal, Perth and various other places of interest, reports that the American leather market is stiff and pretty well cleaned up. Mr. Lewis also found American prices higher than Canadian prices.

Mr. Dreyfus, late of the Dreyfus Importing Co., and Clarke & Clarke, Montreal Office, died recently in Paris, France. Mr. Dreyfus was one of the outstanding characters in the Canadian leather trade.

While on his recent trip to New York, Mr. Ed. R. Lewis renewed his friendship with Mr. Fred Risk, an old Broadview boy and former employee of the A. R. Clarke Co. Ltd., Toronto, now with Messrs. Risk, Moody and Robinson Inc., of New York. They had lunch together at the Canadian Club on the second floor of the Belmont Hotel, where they spent an enjoyable time, talking over old times.

Mr. "Bill" Brimblecomb, of the Blatchford Shoe Co., Toronto, was in Philadelphia last week.

Mr. Geo. Bickerton, of Bickerton Bros., Woodstock, was in Toronto last week.

Mr. A. Taylor, representing the Kingsbury Footwear Co. Ltd., of Montreal, is staying at the King Edward Hotel, Toronto.



MR. A. W. PUNCHER MAKES CHANGE.

Mr. A. W. Puncher, better known as "Alf," who has been with the Lang Tanning Co. Ltd., of Kitchener, for several years, has left that company.

Mr. Puncher was formerly with the Breithaupt Leather Co. Ltd.

We understand that while Alf will still be working among the shoe trade, his new connections will comprise several lines in addition to sole leather. We are sure his many friends will join us in wishing him every success.

THE SHOE MANUFACTURERS AND JOBBERS ORGANIZE A TRADE SECTION.

At a meeting held Wednesday, November the 8th, at the Windsor Hotel, the Shoe Manufacturers, Jobbers and Wholesalers, who are members of The Canadian Credit Men's Trust Association Limited, Quebec Division, organized a Shoe Trade Section, one of the chief objects of which is the co-operation with each other in their credit departments.

Mr. A. A. Bradley, secretary-treasurer of the J. & T. Bell Company, was Chairman, and he outlined the need for such an organization.

Mr. F. H. Pope, manager of the Quebec Division of The Canadian Credit Men's Trust Association Limited, was the speaker of the evening and in addressing those present, he outlined some of the systems in operation in many of the Trade Sections that were conducted under the management of the Association. He also demonstrated a system through which a Shoe Section could be successfully operated. At the conclusion of his address, the objects of forming a Shoe Section were thoroughly discussed and organization was then decided upon.

The following officers were unanimously elected:—

President: Mr. A. J. Gauthier, of the Kingsbury Footwear Co.

Vice-President: Mr. Reginald Smardon, of the Smardon Shoe Co.

Secretary: Mr. Fred H. Pope, Manager of The Canadian Credit Men's Trust Association Limited, Quebec Division.

A private was shaving himself in the open air when his sergeant came along.

Sergeant: "Do you always shave outside?"

"Of course," answered the private. "Did you think I was fur-lined?"—American Legion Weekly.

The Shoe Repair Man

Toronto Repairmen Elect Officers

Slate For 1923 Elected.—Discussion of Prices.

At the regular meeting of the Toronto Shoe Repairers' Association on November 7th, the chief item was the election of officers for the coming year. The Association has always been fortunate in its selection of men to guide the pro-



Mr. C. A. Canning Vice-President

gramme, and this year they were able to elect a body of men who are active in the interests of the Association and of the trade in general.

The following are the officers for 1923:—

President: Mr. J. L. Weir.
 Vice-President: Mr. C. A. Canning.
 Secretary: Mr. J. Merchant.
 Treasurer: Mr. S. Burnett.

Executive Committee: Messrs. N. E. Dollery, C. Robertson, E. D. Pretty, J. Ozard, E. A. Smallwood, J. Reid. Mr. Dollery was made chairman of the Entertainment Committee,

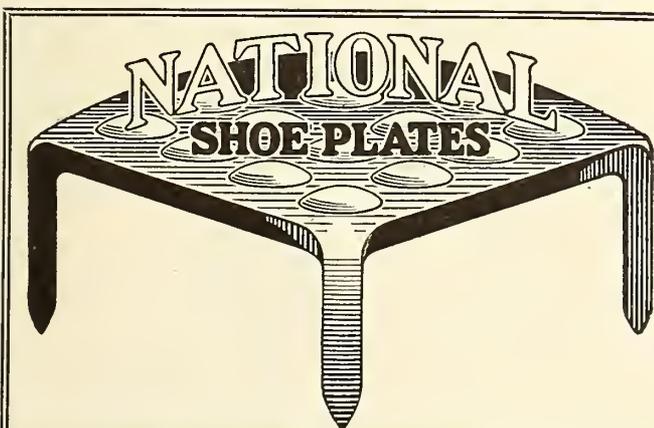
Auditors: Messrs. A. Butterworth and N. E. Dollery.

The proposed methods of community advertising were again discussed. The idea will require some thrashing out but can be worked out so as to bring good results, both direct and indirect.

The question of cut-prices is still troubling the trade. In spite of recent advances in costs of leather



Mr. A. Butterworth, Past President



They are MADE Right and PACKED Right!

Just as the "National" Shoe Plate leads both for style and service, it also sets a new record for efficient, convenient packing.

"National" Shoe Plates now are packed first in neat one-gross cartons and then in heavy cardboard telescoping boxes as follows:—

Size No. 1:	Packed	10	one-gross	cartons	in	box
" " 2:	"	10	" "	" "	" "	" "
" " 3:	"	6	" "	" "	" "	" "

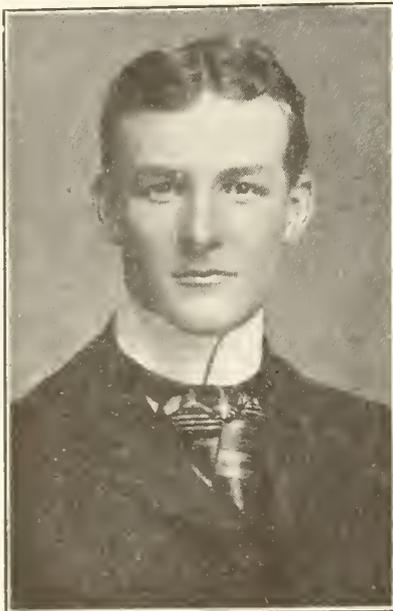
Furthermore, the boxes are neatly re-wrapped in stout paper with plain markings as to description and size of contents.

NATIONAL SHOE PLATE MFG. CO.,
 160 NORTH WELLS STREET, CHICAGO, ILL.



Mr. J. Merchant, Secretary

and materials, there is much competition on a very low basis. How to handle this is still a subject for discussion in every association. Some members boldly advocate fighting the price-cutter with his own weapons, but that takes money, and the result is of doubtful advantage, co-operation with the wholesale houses should be fruitful, and it would appear as if the solution lies more along the lines of credit pressure than in any other direction.



Mr. N. E. Dollery, Chairman of Entertainment Committee

REPAIR NOTES.

Goodyear Shoe Repair Shop, of Winnipeg, reports business as normal, and looks for a gradual slackening until about the middle of February. In some cases the public still complain about prices, but after explanation is made they are usually satisfied. They follow the policy of having only one price, and of using only the best materials obtainable. They say:—

“Now is the time that the trade is being put to the test. Unless shoe repairers see to it that there is no ruthless cutting of prices, the trade will drop back into the background and ultimately into the same rut in which it was twenty years ago. At the present time there is no legitimate reason for reduced prices.”

Mr. Thos. Grayson of Hamilton finds business fairly good, and the next few months look bright. He meets complaints with a smile, shows them the difference between good leather—the kind he uses, and the poor stuff the cheap man uses. He has been using dodgers to bring along some extra business. Summing up he says:—“Business on the whole is fairly good, and will compare favorably with last fall’s business.”

BALANCE SHEET OF HAMILTON CONVENTION.

The auditors have checked over the balance sheet of the Ontario Federation, and the surplus has been handed over to the new officers. The statement is as follows:—

Receipts	\$703.00
Disbursements	579.85
Balance to the credit of the Federation	123.15

The complete report carries all the details of the expenditures and receipts, and was made up by Mr. F. H. Revell.

The auditors were Messrs. Thos. Grayson and H. Henderson, of Hamilton.

Quick Profits

—and EASY Profits. EVERWEAR Toe Protectors turn the repairman’s hardest and most time-taking job into his easiest and most profitable one. EVERWEARS repair Ladies’, Misses’ and Children’s shoe tips 15 times as fast as any other method —do a better job—and make 200 per cent. profit.

EVERWEAR Toe Protectors are neat and smart in appearance. Fit snugly. Attached in a few seconds, four sizes for women and one boy’s adjustable size.

Thousands of shoe repairers are attaching EVERWEARS. The more they use the better they like them.

GET THEM FROM YOUR JOBBER—IF HE CANNOT SUPPLY YOU WRITE—US

**CLEVELAND
SHOE
PROTEC-TOE
MFG. CO.**

2406 E. 79th Street
CLEVELAND OHIO



Actual Size.

BULLETIN TO WESTERN FINDERS.

THE following breezy bulletin was sent out to the members of the Western Canadian Leather and Shoe Finders' Association on Oct. 27th.

In some parts of our territory, business is not just what we would like it to be and there is a latent tendency here and there to be "blueish" and at the same time permit the feeling, that conditions show no signs of improvement, to creep further into our minds.

We see and hear of taxes, tax sales, adverse tariffs and a hundred and one other problems, the legacy of the late war and we ask ourselves,—

What of the Future?

The little that most of us have accumulated and accomplished hasn't just "happened along" but has been the result of down right, real honest-to-goodness hard, intelligent work and upon this, hinges what the future will show. How about right now setting our minds, thoughts, words and actions in preparation, in face of all obstacles for a

1923 Bumper Business Year.

In order to keep peace in the family, I took my two young fellows out last night to see Harold Lloyd in "Grandma's Boy." Poor Harold would run a mile if the leaves of a tree rustled in the dark but when his grandma gave him a "supposed charm," he cleaned up on everything. Some of us, as regards our feelings about business have reached the stage where we need a charm, so let's take a tight and constant grip on the slogan of "1923 Bumper Business Year" as a charm.

Why?

There are just as many consumers and just as much money on deposit in the Banks or invested in Bonds, as there ever was and what business requires is similar to the effect of a cold shower, when we feel stale following a hard day. But the big question is

How?

We all know there is nothing to be gained by loading up our customers' shelves unless they are going to be quickly taken off and handed to the consumer. There is no industry to my mind, whose products the general public hears or knows less about and only from a change in this connection, can we accomplish a 1923 Bumper Business Year. Already our friends to the south of us, are working along this line and suggesting that their customers prominently display the letters H E C, bringing home to the Public the fact that well kept footwear means Health, Economy and Comfort.

Please

If you think this worth consideration, will local District Secretaries give, say seven days' notice of a meeting to consider what steps can be taken to create a greater demand for the commodities our trade handle and thereby have local members attend, ready to fire in suggestions as to "How we can accomplish for Leather & Shoe Finders' business in Western Canada a 1923 Bumper Business Year."

Secretary.

VANCOUVER NOTES.

Business in retail shoes can be described as improving. The few wet days have started rubbers moving in good volume.

Shoe repairers are experiencing brisker trade.

Mr. J. McDonald, who for the last eight years has been in business in Winnipeg, has taken over the repair stand of Mr. R. Frost. Mr. McDonald is a native of Glasgow, Scotland.

Mr. P. Lui is the maker of a working model shoe repair outfit. It consists of carved wooden models, working imitations of a sole stitcher, patch finisher, cutting soles, preparing same, etc. The model is placed in the window, and is connected up with his finishing machine, which when running, sets in motion all the working parts of the model factory. When working, it attracts the attention of crowds of passers-by.

We regret to announce the sudden death of Mr. Maruacher, who has been in the employ of Mr. Pierre Paris for the last six years, making custom shoes. He was of Swiss nationality, and had travelled much during his life. At the time of his death he was possessed of much property. He leaves a wife and two sons to mourn his death.



Cabinette
Wooden Heels
for
Ladies' Shoes

Manufactured by

CANADA CABINETTE HEELS
 Limited

2732-2736 St. Hubert St., Montreal, Canada
 Calumet 1959

J. HARDY SMITH & SONS

**HIDE and LEATHER
 FACTORS**

CODES: MARCONI, BENTLEY, LIEBER.
 CABLES: HIDES, LEICESTER

Belgrave Gate, Leicester, Eng.

ABOUT NEXT YEAR.

The following from Shoe Repair Service appeals to us as timely:—

What are you doing now to make 1923 the banner year in the shoe repairing industry? Every repairman should begin at once to lay business-building plans that will increase his business volume for next year. Don't wait until January 1 to start planning. On January 1 you should have all your plans laid and be ready for their execution.

We want to impress upon all our repairmen the opportunities offered them to increase their business by advertising. As we have said before, everything you do in connection with your business that is done before the eyes of the public is advertising. It may be good advertising or it may be bad advertising. The sign on your window is advertising. You or one of your employees at work in your window is advertising. Your display window is advertising. Good work is advertising. Your name on your delivery truck is advertising.

All of these things represent advertising and each has its pulling power among people who see them, but you cannot talk to enough people by these methods. You want to reach a class of men and women who do not pass your place of business—who do not see your delivery truck. You can talk to these people best by using printer's ink. You can reach them in a direct-by-mail advertising campaign; by good advertising placed under their doors or by buying space in your local newspapers.

Price cutting should have no place in the great scheme of business building. If a barber were to cut the price of shaves from 25c. to 10c. can you, by the greatest stretch of the imagination, see men getting

shaved more than once a day? Perhaps he would shave more men, but he would not be increasing the general business volume. He would only be taking patrons away from his competitor, and doing his work without profit. The object of every repairman should be, not to take patrons away from his competitor, but to persuade more men and women to have their shoes repaired. Keep your prices up. Do first-class work. Use good materials, and tell the people of your trade territory about it by using printer's ink.

MONTREAL SUPERINTENDENTS EAT OYSTERS AND SING.

A very successful oyster banquet was held by the Shoe Superintendents and Foremen's Association of Montreal on Saturday evening, Nov. 4th. The United Shoe Machinery of Canada, Limited, kindly donated the use of a section of their factory for this event, which was much appreciated by the Committee. It was a very enjoyable evening throughout, good music, both vocal and instrumental, was rendered, and interesting story-telling enlivened the proceedings. Among the much appreciated numbers on the programme were songs by Messrs. Thierrrien and Vaillancourt, a dancing number by Mr. Cudney, and piano operatic selection by Mr. Feehey. Mr. Geo. A. Fortin, who has lately joined the staff of the Blachford Shoe Mfg. Co., Ltd., Toronto, was a visitor, who was heartily welcomed, and who was glad to again enjoy a real Montreal good time. The fact that about sixty people attended this function speaks for the flourishing condition of the Association and all speak in highest terms of the splendid social time provided.



“And in Cleveland you can reach me at the

Hotel Cleveland”

Where courteous service to the guests surpasses your every expectation.

Where this supreme service is rendered under singularly auspicious circumstances.

Where the atmosphere is homelike.

Where quiet refinement surrounds every move made by every employee.

1,000 Rooms

1,000 Baths

Hotel Cleveland
CLEVELAND, OHIO.



Mention “Shoe and Leather Journal” when writing an advertiser

WANTED—A Line of Shoes for the Western Ontario and Toronto Ground, by a Young Man having eight years' experience in the Shoe Selling Business, with leading Manufacturers. On Commission or Salary Basis. Address to Box 65 Shoe and Leather Journal, 545 King St. West, Toronto.

POSITION WANTED.—Experienced Traveller desires Position with Manufacturing Concern or Jobbing House. Excellent connection from Orillia North. Replies to Box 58, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED a 4 foot Dieing Out Machine, also a Heel and Bottom Scourer. Box 64, THE SHOE AND LEATHER JOURNAL, 545 King St. W.

WANTED—Position as Shoe Salesman, 7 years' experience, A.1 References, Good Window Trimmer. Apply to Mr. Gerald Schwoob, 187 Sherbourne St., Toronto.

AGENCY WANTED—A Man having many connections with Quebec City Shoe Manufacturers would like to have Agencies in Findings, Leather, etc., on a Commission Basis. Write to Box 59, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

MANUFACTURING OR SELLING—Man with wide experience in Manufacture of High Class and Staple Shoes, open for position with Canadian house, either in manufacturing or selling ends. Box 60, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED—Position as Manager and Buyer for Retail Shoe Store or Department; ten years' experience in this capacity, one store. Keen buyer and good advertiser, window trimmer, show card writer and expert fitter. My personality and ideas will increase your business and profits. Address, "Manager," Box 61, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED—Shoe Line on Commission Basis for Maritime Provinces. Good connection with many of the best accounts. Making a trip to Shoe Centres in January. Write me now. Address, "Maritime," Box 62 SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED—Shoe Business in good town or small city. Stock must be up-to-date. Apply to Box 63, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

CLARKE & CLARKE Limited

Established 1852

Tanners 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 Wareroom and Cutting Department
252 Notre Dame St. W., Montreal

PERCY J. MILBURN, Agent

BRANCH WAREROOM

553 St. Valier Street, Quebec City

RICHARD FRERES, Agent

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.

WHAT you want when you want it is the satisfaction of acquaintance with **VAN SCHAACK**. Complete stocks at Chicago and Boston.

SOLUBLE COTTON
PATENT LEATHER SOLUTIONS
AMYL ACETATE
COTTON SOLUTIONS
ETHYL ACETATE
REFINED FUSEL OIL

VAN SCHAACK BROS
CHEMICAL WORKS
CHICAGO, ILL.
BOSTON · CLEVELAND · CINCINNATI · DETROIT



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"

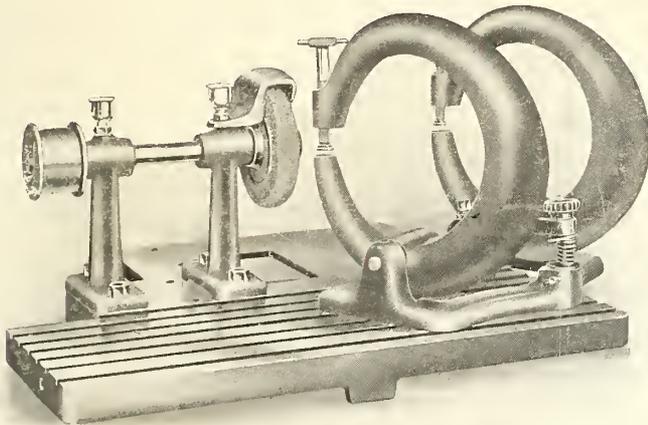
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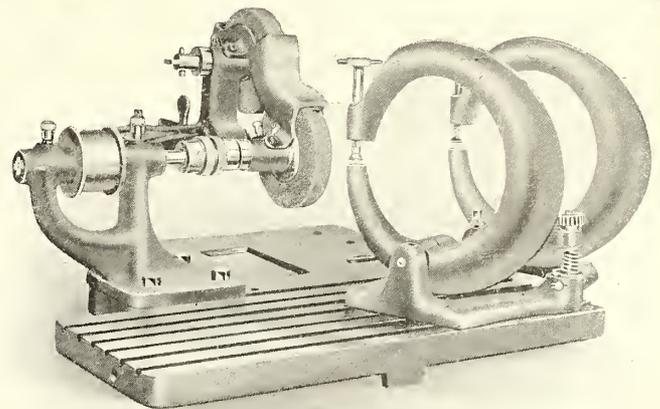
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**THERE IS NO DULL SEASON
IN SHOE REPAIRING
WHEN THE EQUIPMENT INCLUDES A**

USMC



Model A



Model B

SKATE SHARPENING MACHINE

**EARN EXTRA PROFITS
DURING THE WINTER MONTHS
WITH ONE OR MORE OF THESE FAMOUS SHARPENERS**

"They Hollow Grind Perfectly"

Simple to Install

Easy to Use

Will Operate On Any Shoe Repairing Outfit—Or Separately

Bring in new customers just when they are needed most

Send in your order NOW to assure early delivery.

UNITED SHOE MACHINERY CO., OF CANADA LIMITED

MAIN OFFICE AND FACTORY

MONTREAL

TORONTO

90 Adelaide Street, W.

KITCHENER

46 Foundry Street S.

QUEBEC

28 Demers Street



*The Trade Mark
of the World's
Leading
Patent Leather!*

Largest Producers of Patent Leather in the British Empire

Offices in all Parts of the World

A. R. Clarke & Company, Limited

Montreal

Toronto

Quebec

Mention "Shoe and Leather Journal" when writing an advertiser

THE SHOE & LEATHER JOURNAL

PUBLISHED · TWICE · A · MONTH

FEATURING

The Round Table

Spring Styles

Stray Shots

Larrigans

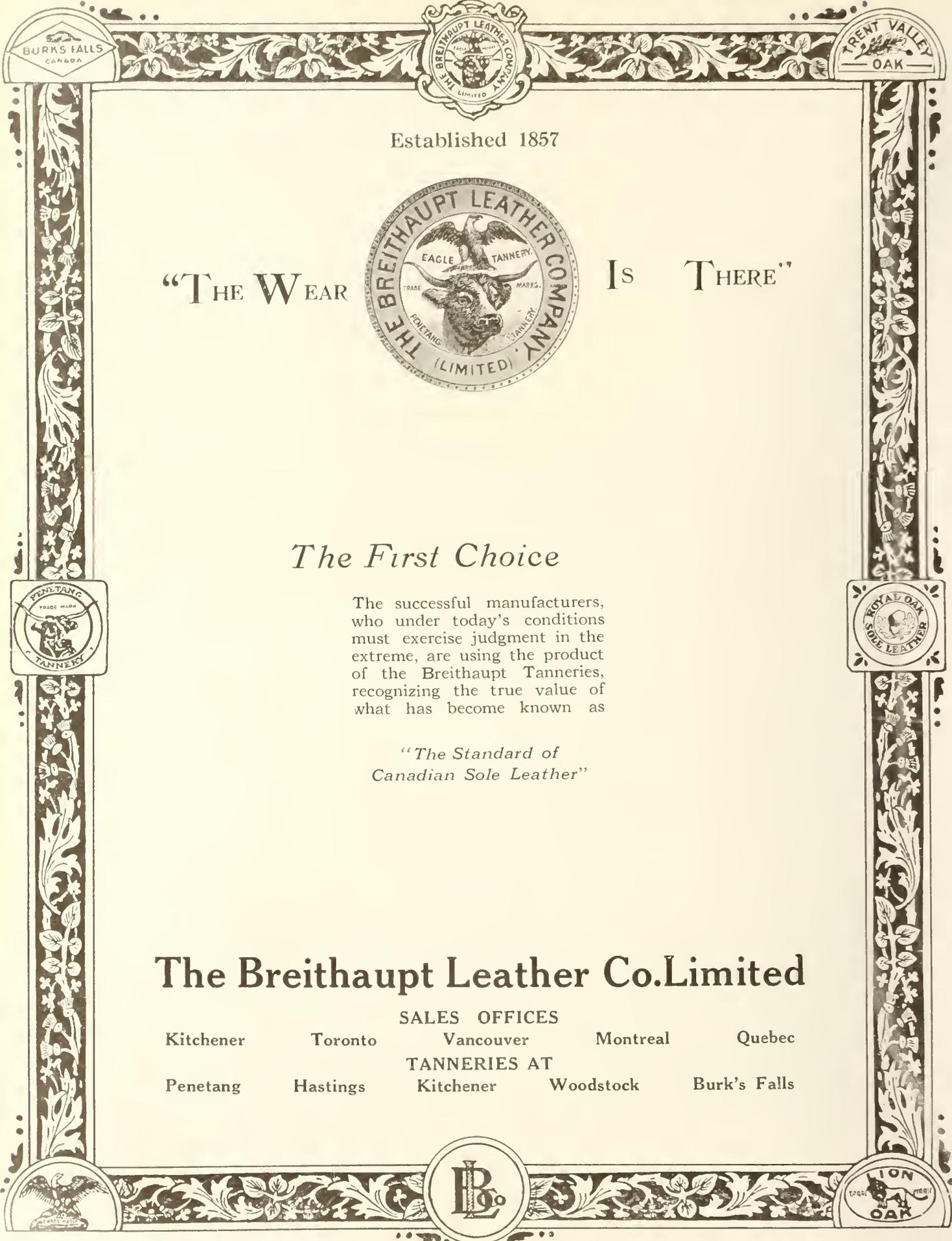
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Merchandising Problems

Confidence

Shoe Repair Notes

ACTON PUBLISHING CO. LIMITED
TORONTO MONTREAL



Established 1857

"THE WEAR



IS THERE"

The First Choice

The successful manufacturers, who under today's conditions must exercise judgment in the extreme, are using the product of the Breithaupt Tanneries, recognizing the true value of what has become known as

"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





Shoemakers To The

Wholesale Trade

Mention "Shoe and Leather Journal" when writing an advertiser



A Hundred Per Cent. Comfort

Style, appearance and wear are essentials in shoe building, but unless these qualities are tied up with the keystone of Comfort, the selling appeal will be lost.

A shoe which conforms snugly to the ankle, holds its shape and maintains its smoothness and finish from the day it is put on till the last day it is worn, means repeat orders.

Dominion Matt Topping Calf

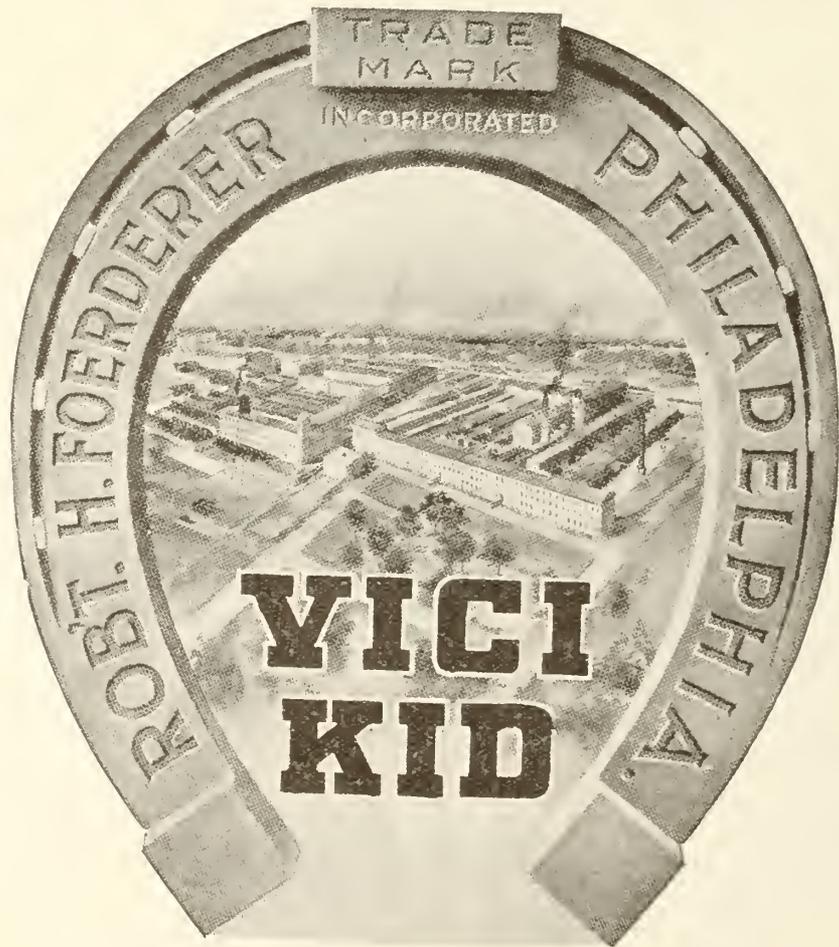
Puts the finishing touch to black shoes, whether for adults or children. No other leather is so specially treated to retain its soft glovey feel that suggests comfort as well as neatness. DAVIS DOMINION MATT CALF retains its finish whether wet or dry, in summer or winter, as long as the shoe holds together.

No matter what the vamp leather may be, the topping should be cut from DAVIS DOMINION MATT CALF.

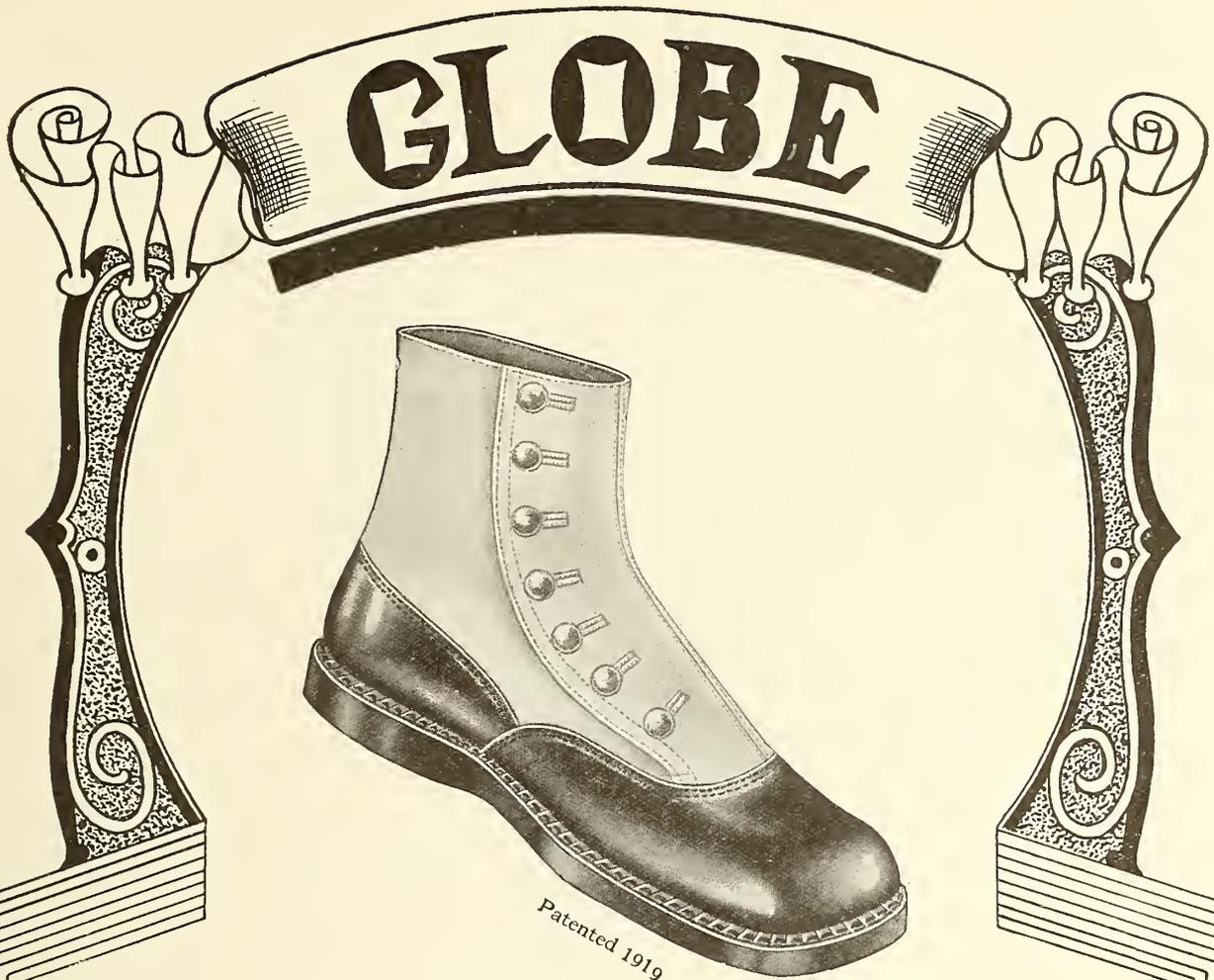
A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.

ROBERT H. FOERDERER
PHILADELPHIA INCORPORATED PENN., U.S.A.



Mention "Shoe and Leather Journal" when writing an advertiser



Skill Plus Care

Skill in designing, care in shoemaking—these are the factors that account for the better fit and longer wear always obtainable in Globe “Pillow Welt” and “Baby Pillow Welt” Shoes.

Skill and care in your children’s shoe selling will lead you to choose the Globe Line as the safest and most profitable.

THEY ARE THE ONLY GENUINE GOODYEAR WELT SHOES MADE WITH A PILLOW WELT INSOLE.

A Globe Salesman will call at shortest notice and show you the complete line.

Carried in stock by A. Lambert, Inc., Montreal.

GLOBE SHOE, LIMITED

TERREBONNE - - - QUE.
 Montreal Office---11 St. James St. Representative---J. A. BLUTEAU



Black Beauty

Chrome Patent Sides

The Robson Leather Co., Ltd.

Tanners and Curriers

OSHAWA

CANADA

La Duchesse

There has yet to appear a shoe that more successfully interprets the Colonial vogue than this La Duchesse Model, and anything that does approach it in popular style is far out-classed when compared for Value.

With our full line of such fashion and value specials, wholesalers are well justified in continuing to count on the La Duchesse Line for quick and sure results in selling.

“LaDuchesse” Shoe Co., Registered

MONTREAL QUE.,

*Making Women's Welts, McKays and Turns of a Standard
Quality for the Wholesale Trade*

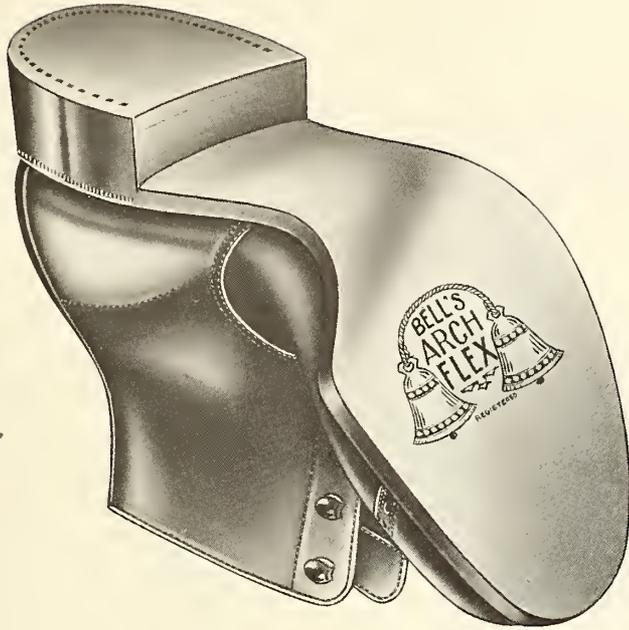
Larrigans Moccasins Shoe Packs



Real Winter Sellers

Our line of Larrigans, Moccasins and Shoe Packs, can be depended upon to give real service throughout the cold weather—this means that they are also good sellers. Now is the time to place your order. Cold weather has been promised for the coming winter, a fact that assures many larrigan sales. The dealer with complete stocks secures the cream of the business.

A. E. Wry - Standard Limited
Sackville N. B.



BELL'S "ARCH FLEX"

A New, Better Made
Flexible Arch Shoe

Bell shoemaking has scored another notable achievement in the production of this Flexible Arch Shoe. Compared with other footwear of this type its improved construction represents something distinctly in advance of anything yet shown. Aided by the flexible feature the foot moves with perfect ease, and due to the specially constructed Insole there is no un-natural pressure on the arch and its firm support is never withdrawn in any movement of the foot.

Made in all leathers in both Men's and Women's. Get full particulars regarding this new line.

*This Label
appears on
every carton*



*containing
"ARCH FLEX"
SHOES*

J. & T. BELL, LIMITED

Montreal, Quebec

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



CALF AND SIDES
STORM CALF

ALL COLORS

H. B. JOHNSTON & CO.

TORONTO, CANADA



These
Staples
Lead
All Over
Canada



The sterling quality, in material and workmanship, of Yamaska Brand Shoes has for years been making steady customers of thousands of wearers from Coast to Coast, who buy these shoes over and over again.

You know how much it is worth to you to command this steady patronage. It means that with these shoes you can count on rapid regular profitable turnover at all times and under all conditions.

The lines our men are now showing offer exceptional values PLUS all the advantages of a direct-from-the-factory service.

Yamaska
'Staples
for
Value!

La Compagnie J.A. & M. Cote
ST. HYACINTHE, QUE.

*Get Your Share Of The Values
That Are Going In The Reduction
Of Our \$200,000 Stock.*

Many retailers have already reaped the benefit of this sacrifice, and have ordered freely from our extensive stock of Men's, Women's and Children's lines.

There is still plenty of good buying to be done.

Pressure of work has necessitated some of our travelers staying in, and may prevent them from seeing you with these values. We suggest that you come and see us, **AND COME QUICK**. It will be well worth your while, for this opportunity of getting good popular saleable footwear at such extremely low prices is something decidedly out of the ordinary.

You cannot afford to miss this, considering the coming season's demands for **VALUES**.

GEORGE ROBINSON
184 McGill St. Montreal

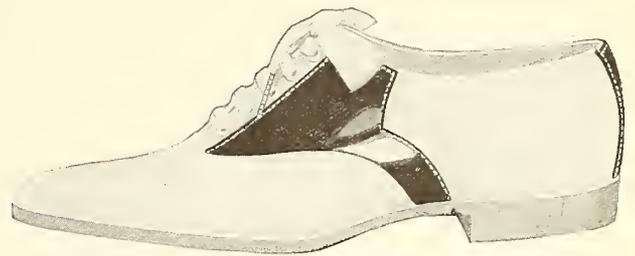
Successor to James Robinson Co., Ltd.

THE PERFECT INSOLE

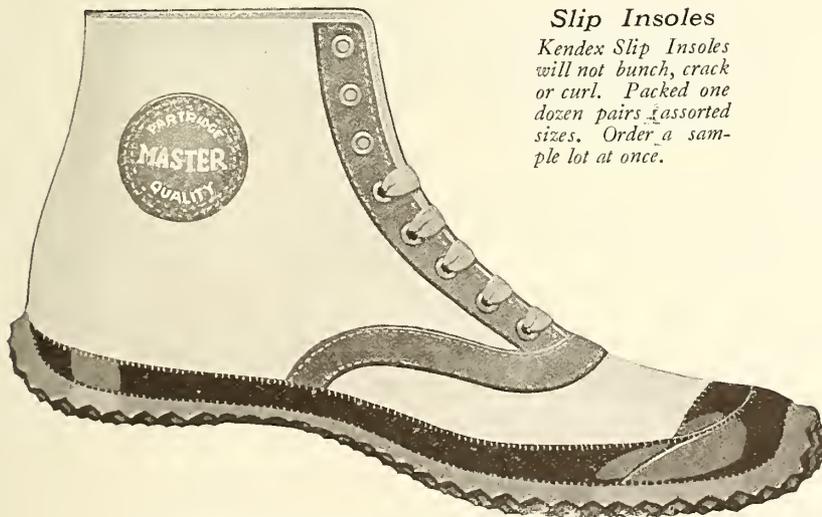


KENDEX possesses features so exceptionally well suited to the production of quality Canvas and Outing Shoes that the largest and best makers of these lines consider it **THE STANDARD INSOLE.**

They choose KENDEX because they know it to be superior to leather or cotton for their purpose, as it is cooler and lighter in weight, is impenetrable to moisture from the sole and does not stain the wearer's hose. In addition it remains perfectly flexible and never burns or stings the feet.



This is the "Marion" a stylish outing shoe for Women and Misses, made by the Northern Rubber Co., Ltd.,—Duck Upper, patent leather trimmed, Kendex Insole, Welt Sole and Heel. They use Kendex in all their lines, having proven its unrivalled qualities.



Slip Insoles

Kendex Slip Insoles will not bunch, crack or curl. Packed one dozen pairs assorted sizes. Order a sample lot at once.

The Northern Rubber Co. Ltd., use Kendex in this shoe, known as their "Master" which they feature as a general purpose Outing Shoe, with heavy Duck Upper, Duck Lined, leather trimmed and ankle guard, toe cap, Kendex Insole, Bumper Toe and Heel. Its extra qualities of comfort are largely due to the Kendex Insole.

**TRY KENDEX IN YOUR
NEW LINES--NOTE
THEIR IMPROVEMENT
AND THE GREATER SATIS-
FACTION THEY GIVE--
AND YOU WILL BE A
CONSTANT KENDEX USER.**

KENWORTHY BROS. OF CANADA, Limited
ST. JOHNS - QUEBEC

Montreal Office, 224 Lemoine St.

REMEMBER—THE FEELING OF THE FEET IS REFLECTED IN THE FACE—WEAR KENDEX

Canadian Crown Overgaiters

In stock for immediate shipment in various colours and styles, made from best quality felt or English cloth.

Men's, Women's, Misses' and Children's.

*Write for
Samples*



Adam's Welt Shoes for Children

In stock for immediate shipment at low prices

Gunmetal Calf, W. Q. Blucher
Patent Vamp and Calf Blucher

Tan Calf, W. Q. Blucher
Sizes 4-7½ and 8-10½

MAIL ORDERS SHIPPED SAME DAY AS RECEIVED

Ralston's Polishes and Dressings for Every Shoe.

Robt. Ralston & Co., Ltd.

HAMILTON, ONT.



The Vogue of Flowered Brocade

is one of the really important features in the coming Season's Style Footwear, and in this model is emphasized all the beauty of this material—the appearance of richness and daintiness with which a women's fancy is captivated.

This is just one from our unrivalled selection of style leading creations in Brocade, Satin, and Brocade and Satin Combinations, as well as in Patent and leather combinations.

There are shoes you cannot equal anywhere for popular style and moderate price. Your inspection of the complete line will prove it.

WE SELL TO THE WHOLESALE TRADE ONLY

Gagnon, Lachapelle & Hébert

55 KENT STREET, MONTREAL

W. B. Hamilton Shoe Co., Limited

15 & 17 Front St., East

Toronto

No. 457-Wos. GY Heavy Sole, Mah.
Calf Oxf., Mah. Calf Apron and Tip. \$4.80

No. 458-Wos. GY Heavy Sole, Mah.
Calf Oxf., Wing Tip. \$5.00



Now Coming Through the
Works--One Week's Delivery
Made in Our Toronto Factory

No. 457

Established 1846

Model
SHOE

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

Model
SHOE

UPPER LEATHER

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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A. DAVIS & SON, LIMITED

KINGSTON, ONTARIO

The House of UTZ & DUNN

makers of
Style Shoes of Quality

Announce the
HEEL HUGGER LINE



These shoes are the result of long and varied investigations that show conclusively the need of shoes that will "HUG THE HEEL" in a firm, yet gentle manner.

"Combination" lasts alone will not answer the purpose.

The "Heel Hugger" is made over lasts with combination measurements. These lasts are **TRIED** and **PROVEN** and both lasts and patterns are designed especially for the purpose.

They have ample tread at the ball and base of heel seat, but are constructed in such a manner that they **HUG THE HEEL** and ankle and thus preventing gaping at the sides or slipping at the heel.

A cupped heel seat prevents the foot from slipping forward in the shoe.

A special heel anchor grips the top of the heel at both sides and back and extra reinforcements prevent bulging at points which frequently stretch with usage.

Be the first to feature this line in your vicinity.

UTZ & DUNN CO., Rochester, New York

DENVER OFFICE
218 Charles Bldg., Denver, Colo.
TIGER & McNUTT
Representatives

NEW YORK OFFICE
Bush Terminal Sales Building
130-132 West 42nd St., Room 1521
S. A. McOMBER, Representative

LOS ANGELES OFFICE
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Diplomas from the School of Experience

GOOD printing is not the product of a night. Years must be spent in study and experience, if the printed page is to have that fine appearance so necessary, when seeking your customer's attention.

We have studied hard in the great school of experience. That is why we feel confident that we can print your booklets, catalogues, box labels, letter heads, and so forth, in such a way as to gain and hold the respect of everyone who sees them. Your name on a postcard will bring complete particulars of the Acton method of better class printing.

Sell by the Printed Word.



OXFORDS

*Oxfords will be the popular Men's
Shoe for next Spring and Summer*

Tetraults have searched the country, gathering from every fashion centre a wealth of style ideas which have been converted into a range of styles in lasts and patterns unrivalled for originality and popular appeal.

Combine with these exclusive style features Tetrault shoemaking and Tetrault popular price and you have the Oxford selling question solved.

Bear in mind—OXFORDS are a season shoe-profitable, if featured early, and disposed of quickly.

WHOLESALEERS WILL BE SHOWING AN EXTENSIVE RANGE OF OXFORDS. CONSULT THEM EARLY FOR YOUR REQUIREMENTS.

TETRAULT SHOE MFG. CO., LIMITED
MONTREAL

Largest Makers of Boots and Shoes in Canada

"Standard of the Nation—High in Reputation."

“G  P”

Rubbers

Are In Demand These Days of
Snow - Slush - Sleet

This is the season for rubbers. Your customers are seeking protection from snow, sleet, slush and slippery sidewalks. They need rubbers.

When they come to get them, will you be prepared? Is your stock of “G P” Rubbers complete in styles and sizes? This is the line they want.

Sell them “G P” Rubbers to gain good-will and hold the future business of your customers. It pays.

Manufactured Exclusively By

**Gutta Percha & Rubber,
LIMITED**

Head Offices and Factories, Toronto
Branches in All Leading Cities of Canada



THE ARCH PRESERVER SHOE



The Yale Arch Preserver Last

Men possess a certain pride in their appearance. They realize that well shod feet indicate personal taste. The shoe of their choice must be stylish and well made, yet *comfortable*.

Through exclusive patented features of construction, Arch Preserver shoes are made to fit with *scientific* comfort, and, at the same time, assure the wearer that his feet are correctly clad.

The fact that Arch Preserver sales for the past three months are larger in volume than for the previous year indicate clearly that wise retailers are cashing in on the Arch Preserver feature.

*The Arch Preserver Shoe is made by us under special license from
E. T. Wright & Co. Inc., Rockland, Mass.*

"Keeps Good Feet Good."

The Talbot Shoe Co., Limited

St. Thomas

:-:

Ontario

Your Star Salesman

Not on Your Payroll!

The babies of Canada are all salesmen for you. Their wants in shoes bring sales to you—thru the parents. When you satisfy the baby, you please the parents, and make repeat orders sure.



THE BABY

The baby in the home is king. His wants, comfort, and health come before all things. Parents search continually for the best, and in shoes they choose "Kewpie Kewps" because they give the maximum amount of comfort.

"Kewpie Kewps for Kiddies"-----

"Kewpie Kewps" the kiddies' shoe with the cushion sole, are made on lasts specially designed for children's growing feet. They give a correct fit, but allow space for the feet to grow naturally. They are

comfortable, a fact that assures foot health. Strongly made and attractively finished, they soon hold first place in the parents' esteem.

Process fully protected by Patent

Galt Shoe Manufacturing Co., Ltd.

Galt - Ontario

Toronto Permanent Sample Room

Room 7c Cosgrave Bldg. 167 Yonge St.
(Telephone Main 2250)



NOW IN STOCK

These lines are in big demand for immediate selling

All Goodyear Welts



No. 2880

*Wos. Brown Calf Brogue
Oxford, Full Double Sole
Price \$4.65*

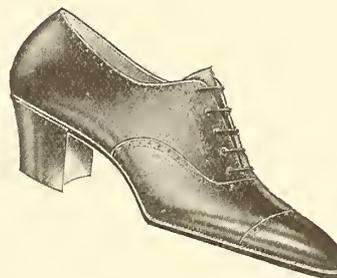
*Packed 12 pairs C or D
" 18 " C or D*

*30 pairs } 6 B
Combination } 12 C
 } 12 D*



No. 6023

*Wos. Black Calf Oxford \$ 4.25
Packed 12 pairs C or D
or 30 pairs B.C.D. Combination*



No. 6022

*Wos. Brown Calf Oxford \$ 4.25
Packed 12 pairs C or D
or 30 pairs B.C.D. Combination*

**Terms
Net 30 Days**

Perth Shoe Company, Limited

Largest Manufacturers of Women's Welts Exclusively in Canada

Perth, Ontario



Onyx — Archgrip — Georgina
"Grips the Arch"



"Elsie"

One Strap Gore Tongue Pump

This Model is meeting with general approval throughout the trade and is recommended in:-

Patent Leather, Black Suede Inlay Tongue
 Black Satin, Fancy Stitch Tongue
 Brown Suede, Brown Satin Quarter and Inlay Tongue
 Patent, Patent Stitch Tongue.
 Chippendale Brown Calf, Beige Suede Inlay Tongue.

Flexible Goodyear Welts Retail \$8.00. Turn Soles \$9.00

Immediate or Spring Delivery

Blachford Shoe Manufacturing Company Limited

MAKERS OF

Onyx — Archgrip — Georgina

SHOES FOR WOMEN

90 TO 94 SHERBOURNE ST

Toronto

Shoe and Leather Journal

Published Twice a Month

\$1.50 a Year Single Copies 15c. Outside Canada, \$2.00

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JAMES ACTON, President

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510 Coristine Building

Boston Office:
161 Summer Street

Over a period of thirty-five years the Shoe and Leather Journal has steadily worked to the purpose of building and maintaining a circulation which is thoroughly representative of the shoe trade of Canada. An advertiser is entitled to know not only aggregate circulation, but also just where his advertising is being sent. To that end our lists have always been open to the inspection of our advertisers.

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
MEMBER OF CANADIAN BUSINESS PUBLISHERS
ASSOCIATION

Bucking Through The Line

THE shoe trade has been passing through one of the most crucial periods of its history. The past three or four months have been trying in the extreme to every branch of the industry. Tanners have been up against a steady advance in the market for raw materials, and, have had on the other hand to meet determined fight on the part of makers and distributors of shoes, against increasing their costs. The leather producers have been wise in pulling out of the hide market and giving things a chance to settle.

Manufacturers have found such a decided front put up against higher prices in shoes that they have been compelled to mark time, and seek every means to keep down manufacturing costs with a persistency that is bound to establish business in the end, upon a more substantial basis.

Shoe retailers are face to face with conditions that call for the utmost sagacity, courage, and patient plugging. There has been an aloofness on the part of the buying public, that is difficult to fully explain. Financial conditions are better, there is less unemployment, and although prices are low, farmers have had a good year and ought to be in a position to spend. There is nevertheless a general disinclination to buy shoes, and this, backed up by unseasonable weather, has made fall trade for retailers on the whole almost a fiasco.

That there are too many shoe stores, and that the heart has been cut out of the business by wild cat concerns is a side issue, although in the large centres this evil has assumed serious and even disastrous proportions.

What is the silver lining to the business cloud and what can those with an honest stake in the game do to weather the storm, which not only has not as yet spent its strength, but promises to eventuate in a more serious situation in the near future?

There is, first of all, the undoubted promise of much better things when business has settled down to a more normal basis. A man does not need to be a prophet or even an ordinary optimist to find in the signs that abound abundant evidence that the next few months will see the worst over. This is indicated by the steady movement in staple products, increased railway activities and the general trend of the money markets.

It is going to be a case of the survival of the fittest, and the cleaning out begun two years ago is going to be followed by a cleaning up that will relieve the shoe trade of the dead wood that has made business expensive and precarious. It is said that about seventy per cent. of the failures in business are traceable to incompetence and lack of capital and nineteen twenty-two is going to take its toll.

It is up to the wide awake business man to set his house in order, set his teeth together, and buck his way through the line to the goal. **GO TO IT BOYS!**

The Round Table

Confused by Style Changes—Buying for Spring—Wages of Proprietor.

IT is difficult to discuss any phase of the shoe or leather business these days without encountering the style problem at some stage of the proceedings. Probably that is not to be wondered at when we consider the rapid fluctuations—if not in basic styles—at least in patterns, leathers and other factors that go to make stylish shoes.

So that it is not surprising to find the following question passed on to the "Round Table."

A dealer in a small town says he is confused by style changes. He wants to know what policy he should follow. Also should he buy colonials?

One does not have to scour the whole shoe trade, even in the large cities, to find any number of men who are in the above predicament. So far as policy is concerned it depends on the store, its location, and its clientele. The man in a small town, whose business stands or falls with the agricultural community, must not let himself be led astray by the lure of style, to the detriment of his "bread and butter" shoes. It has been said that the trade press is responsible for some of the confusion and for some of the ideas as to style. The style feature has been so important during the past year that it could not escape being featured and discussed, while the functions of a trade newspaper include not only the dissemination of news and new ideas, but the interpretation of style trends, with the idea that dealers may be guided in the solution of their individual problems by what they read.

Dealing with the question above:

A Winnipeg dealer says:—

"It depends on the size of the town and the demand for styles, or whether his business leads to staples or styles.

"Safety First' is the best plan to follow. Boots in staples, and oxfords in reasonable quantity would be staples. In slippers, one or two straps. In leathers, patent, kid or calf are good for street and evening wear. Satins and suedes are good if you have a demand for them. Colonials look to be good, but it depends on what turn the style takes. Colonials in patent, and possibly one or two leathers should be alright."

A Central Ontario retailer says:—

"I would advise dealers in small towns not to buy colonials or other fancy shoes until they have a demand for them, and then buy from a jobber what he needs."

A Maritime dealer says:—

"We have found it advisable and profitable to be very cautious of extreme styles that are radically different from what are considered safe staples. Within the past two years we have seen extremely high Louis heels and abnormally low flat sport heels, both of which were heralded as the season's one safe venture and styles which could not be done without. How many merchants the country over are now finding to their sorrow that they were let in on what was to be such a good thing, but which fell flat in a few short weeks?"

A Montreal man says:—

"I believe it unwise for the small dealer to build up his business on style alone. He should cater to the immediate demands of his vicinity with staple merchandise. I refer to oxfords in their various leathers. I believe he should show one or two Colonials. The smaller size tongue being the safer bet."

A Western Ontario man says:—

"We are all confused with style changes. Colonials

look pretty fair at present. There is no great rush for any one style."

Another dealer says:—

"When you see a new style that appeals to you, buy it only for immediate delivery. You should have your colonials in stock now, not wait for spring. I do not think they will be very big sellers for the spring trade."

A Hamilton dealer:—

"We are buying conservatively. With regard to colonials, ten or twelve pair lots is as much as I would

CONVENTION PROGRAMME.

The details of the big gathering of shoe men at Montreal in January are rapidly being worked out.

Monday, January 15th, is "Manufacturers' and Buyers' Day."

Tuesday, January 16th, is "Co-operation Day."

Wednesday, January 17th, is "Retailers' Day."

An exceptionally interesting programme has been mapped out for the Convention of the National Shoe Retailers' Association of Canada.

TUESDAY, JANUARY 16.

9 a.m. Registration (Continued from previous day).

10 a.m. Address of Welcome.
First Business Session.
Call to order.
President's Address.
Reading of Minutes of Convention of 1921.
Report of Committee on Nominations and Election of Officers.

WEDNESDAY, JANUARY 17.

9.30 a.m. Call to Order.
Report of Secretary, Acting Secretary and Treasurer.

10 to 10.30 a.m. Address: "What The Retail Merchant Should Know About Insurance."

Discussion:

10.30 to 11 a.m. Address: "Shoe Leathers And How To Distinguish Them."

Discussion:

11 to 11.30 a.m. Address: "Shoe Store Management and Problems of Overhead."

Discussion:

11.30 to 12 noon Address: "Successful Stockkeeping."

Discussion:

2.30 to 3 p.m. Address: "Problems of Retailing — Shoe Store Publicity."

Discussion:

Report of Committee on Resolutions.
Unfinished Business.

advise buying at one time for a small town."

A Toronto dealer:—

"What retailer is not confused by style changes? Follow along staple lines for your bread and butter, and mix in a few colonials to attract attention, then sell staples."

A Montreal dealer:—

"If he wants the business, he must have some very new and tasteful novelties. Colonials are it, we believe."

A Peterborough dealer says:—

"Colonials are being shown extensively, but up to the present few have been sold. We are all somewhat confused with style changes."

An Ottawa man:—

"I do not blame the dealer. Those in the large towns are very much confused also. Study the styles, and be sure they are going to be demanded. Buy a few colonials, but be careful."

Another Ottawa man says:—

"Style changes are the spice of trade. Stylish shoes will always sell. Buy stylish shoes, but not any freak styles or colors. We have been selling colonials for two months, they are in big demand. We feel for spring fifty per cent. of shoes will be colonials."

A Brockville man says:—

"Go slow. Don't buy colonials yet."

A Windsor man says:—

"This dealer has a lot of company. We are handling colonials in a very small way."

What class of goods are dealers safe in buying for next spring?

1. Up to the end of March?

2. Beyond?

This is one of the most important and difficult questions that could be propounded at the present time. Here we are at the first of December, and sales, except for the most staple lines, do not carry into the new year, let alone to Easter. Who is to blame for the situation? The buck is being passed around very freely; but the problem is not solved in that way. Normally shoes would have been bought now well into April or May. Last year there was some hesitancy, but the situation even then was not as unsettled as it is now. Dealers are quite free in blaming manufacturers who sold them up on oxfords, and then came along with newer lines to displace them. Manufacturers say that the shoe was on the other foot, that they had to make what dealers demanded. In any event, the net result was a refusal on the part of dealers to place orders more than a few weeks ahead, and then in small lots, all of which contributes to a higher price level.

It may be of interest to note the views of representative dealers.

A Winnipeg man says:—

"I do not think that any one can really gauge any style changes. I do not look for any great changes before March 1st. But what will be brought out for Easter, nobody can tell."

A St. Catherine Street dealer:—

"Tan and black calf oxfords of a sport nature with a variety of tongue effects, also a few straps. I do not believe straps are dead by a long way, but they should be confined to fewer lines than before. I would not say what to buy beyond end of March. I believe it unadvisable to cover beyond the month of March at present time."

An Ottawa man says:—

"Oxfords, of course, in tan, patent and black, with a few colonials, both welts and turns" (Presumably he means up to the end of March.)

A Nova Scotia retailer says:—

"Dealers are safe, in our opinion, in buying for the coming spring, plain oxfords, both brown and black calf, in men's and women's. Brogues have become almost staple, particularly in women's oxfords, and appear to be safe for some seasons to come. To buy goods for use beyond March next would be poor policy on any dealer's part. He had better wait until January fifteenth at least."

A Western Ontario man:—

"For early spring mostly straps in black kid and patent."

A Central Ontario man:—

"Patent, black kid, and brown oxfords and straps, with military or Cuban heels."

Another dealer:—

"Oxfords and one straps are the only safe shoes to buy now for next March. After that date I do not think any person can tell."

A Toronto dealer:—

"We'd all like to know, I fancy. I would suggest staples, some colonials, and plenty of whites for summer."

A Montreal dealer says:—

"1. Colonials mostly. 2. Am waiting for new January and February ideas."

Another Ontario man:—

"I would say oxfords and more particularly single straps. Later on would depend on the style show in January."

A Windsor dealer:—

"1. Oxfords and straps in plain colors. 2. Probably straps. Anything staple which can be sold to

(Continued on page 38)

DEFEAT OR VICTORY A MATTER OF BOOTS.

Football may not be the most important thing in the world.

But to some young folks—and a lot of old folks—it comes pretty close to the mark during two months of the year.

So it will not be news to all our readers that in the Intercollegiate Rugby Football Union, Queen's University, of Kingston, just nosed out the University of Toronto for the championship.

Just a moment and you'll see where the shoeman is interested.

On a muddy field, in and between showers, the University of Toronto team gave that of Queen's University a trimming to the tune of 24 to 1.

The following Saturday, on a field fairly muddy, with rain falling during part of the game, Queen's turned the tables on Toronto, and won the title of champions.

One of the first things done after the session so disastrous to Queen's was to supply the whole team with new boots. On fairly treacherous footing, wearing these new boots, the Queen's team was a different outfit. There were other factors that contributed, but those that know say that the boots were undoubtedly one of the things that won the championship.

Of course there is a moral to the story.

There is a lesson in it, not only for football fans, but for all of us. The public in general do not realize the part that slightly, comfortable, and durable shoes play in every day life; that they often make all the difference between health and illness, between victory and defeat.

For A Bumper Convention

Retail, Wholesale, and Manufacturing Associations All Laying Plans for Gathering.

THERE is no question but that next January will witness what ought to be the greatest and most important gathering of shoe and leather men that has yet been brought about. All branches of the trade are working in harmony to produce a convention, or series of conventions, that should have an important bearing on the trade as a whole for the next year, and on every individual member who is fortunate enough to be present. Housed in a new palatial hotel, the accommodation will be of the very finest, facilities will be offered for meeting buyers, friends, competitors, and sellers can renew acquaintances; sample rooms, warehouses and factories can be visited under the most favorable conditions.

The National Shoe Retailers' Association has sent out the following letter, signed by the president:—

Dear Fellow Retailer:

"The Annual Convention of the National Shoe Retailers' Association of Canada will be held at the new Mount Royal Hotel, Montreal, on Tuesday and Wednesday, January 16 and 17, 1923. We want you to attend and help to make this a notable, worthwhile event for the Canadian Shoe Trade.

The Manufacturers, Wholesalers and Travellers have arranged to hold their Annual Meetings in Montreal at the same time. Some of the sessions will be held by the several branches of the trade

jointly. We shall get together to discuss common interests and common problems. An unusually attractive programme of practical worth is being prepared. The railways are giving us the special convention rate of single fare, plus one-half. Details of our convention arrangements will be announced in the shoe trade papers. Many of the leading Manufacturers and Wholesalers have reserved sample room accommodation at the hotel and the best in Canadian-made footwear will be on display.

We are counting upon a real good time at this gathering and shall look forward to having you with us.

Yours faithfully,
NATIONAL SHOE RETAILERS' ASSOCIATION
OF CANADA.
President.

THE PLACE: Montreal's big new hotel, the Mount Royal.

THE TIME: January 16-17, 1923.

THE EVENT: The Fourth Annual Meeting of the National Shoe Retailers' Association of Canada, with which the Association of Manufacturers, Wholesalers and Travellers are co-operating in one big
SHOE TRADE CONVENTION.

Convention Committee:

The committees of the various branches met on November 23rd to discuss some details of arrangements. There were present:

Representing the National Shoe Retailers' Association of Canada: Mr. Geo. G. Gales, Mr. C. R. LaSalle, and Mr. A. Daoust.

Representing The Shoe Manufacturers' Association of Canada: Mr. Joseph Daoust, Mr. N. Macfarlane, and Mr. W. F. Martin.

Representing The Shoe Wholesalers' Association of Canada: Mr. R. Locke, Mr. J. Normandin.

(Continued on page 39)

The New Mt. Royal Hotel, Montreal
Convention Headquarters



Stray Shots From Solomon

The wisest men are the humblest. It is the noisy windbag who is always trying to impress people with how much he knows. Just watch any crowd for five or ten minutes and you will distinguish the jackass by his much braying. The more a man knows the more willing he is to listen to others. In a public meeting it is always those whose opinions are worth while who wait till they are asked to speak. "Be not wise in thine own eyes." Going off half-cocked is characteristic of the feather-headed fellow who speaks twice before he thinks once. Confidence is all right, but be sure you have something to say before you say it. Be sure you are right, but remember "there is a way that seemeth right to a man, but the end thereof are the ways of death." "Stop, look, listen" is a useful sign in other places than a railway crossing. Use it every day, lest your tongue get you a reputation of an empty wagon.

* * * *

There are some of your boyhood friends who have "made good", if making money may be called that, but you may honestly thank God in some of these cases, that you are not as other men are. WHAT ARE YOU WORTH? You can afford to be poor as long as you live, if getting rich means going through the mire, or bludgeoning somebody to get there. "Envy not the oppressor, and choose none of his ways." Better carry a dinner pail, and walk to your job, than drive down town in a limousine that is the product of bulldozing and squeezing. A man died the other day with half a million and was buried from the undertaker's establishment. His banker and some financial friends made up largely the list of mourners. When a fellow lives so that the burial service is a dry-eyed affair he has made a failure of life, no matter how much money he may have in the bank, or how many automobiles follow the body to the cemetery. If you died tomorrow would the world be the richer or poorer for your passing?

You may not be able to lift yourself by the bootstraps, but no matter how much you are mired you can turn your feet one at a time in the right direction. The fellow who stays in the slough loves the slime. You may talk till you are black in the face about wanting to do right, but one step towards solid ground is worth all the groans you can hand out from now till judgment day. "Remove thy foot from evil." Get your toes turned in the right direction, and you will be on the way to a decent life. There is a lot of repentance that that never gives the Devil a moment's uneasiness. If you know you are in wrong in anything face the issue. One foot at a time and one after the other will take a man to any goal that he honestly wants to reach. The trouble is that most of us are not honest with ourselves. We ask the Lord to deliver us from evil, and we lie down and wallow in it.

* * * *

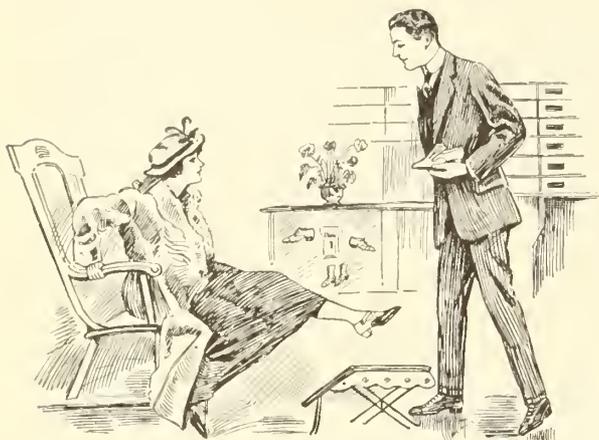
The hardest thing a man has to learn is to keep his mouth shut. Temptations are so numerous and are thrust on us so frequently that it takes a lot of grace and a good deal of grit to keep from letting go. There is the fellow whosays mean things about us. We just naturally want to smother him with a gas attack. There is the magpie gossip that we would like to pick off with a sharp retort. But above and beyond this there is the general temptation that comes to most men to set the mouth going and go off and leave it. "In the multitude of words there wanteth not sin." No man can talk a lot without saying what he shouldn't. Lying is the offspring of a loud mouth. It takes a pretty good rudder to keep the slippery tongue on a straight course. The wise and good men find their greatest worry in the control of the unruly member which the Scriptures say "setteth on fire the course of nature, and it is set on fire of hell." Keep a cinch on the tongue.

Solomon

Style Programme

American Styles' Committee Lay Out Programme for First Three Months of the Year.

THE movement to co-ordinate ideas for shoe styles is steadily growing in favor in the United States, as well as in Canada. While no committee can lay down hard and fast rules as to what will or will not be favored by the consumers of the country, the average consumer is willing to be guided by the retailer, while it has finally come to the point where the retailer is anxious for guidance—provided the guidance is along sound lines and will not be superseded by last minute ideas.



"New! Why I saw that style down the street last week!"

The Style Committee of the various branches of the trade in the United States met recently to discuss the selling problems for January, February and March. From the Canadian standpoint this meeting was noteworthy in that Mr. S. Roy Weaver was present on behalf of the Canadian trade.

It is hoped that this will be followed by a Canadian pronouncement on Canadian styles, as a direct result of Mr. Weaver's visit. Meanwhile, the outline of suggested American styles for January, February and March selling, is of more than passing interest to the Canadian trade.

Women's Styles

Women's styles were divided into welts and turns, the former being subdivided into conservative, fashion and sport classes, while turns were subdivided into conservative, fashion, and evening styles.

Conservative Welts

Subdivided into strap patterns and oxfords.

Lasts: width and shape of toe and height of heel during this period will remain unchanged.

Heels: 8/8 to 13/8 plain.

Materials: plain leathers, such as black kid or calf, medium tan calf, patents, white fabrics, brown kid. Note: We have not attempted to enumerate the order of importance of these leathers, they being determined in this class by the dealer's location or by local demand.

Definition: Conservative footwear covers plainer effects as noted above in straps and oxfords, confined to plain leathers and such general types of shoes as are generally considered in the non-speculative class.

Fashion Welts

Patterns: Straps, small tongue pumps and oxfords.

Heels: 10/8 to 14/8.

Lasts: Unchanged, with the slighter narrower effect confined to the higher heels, and the broader effects to the lower heels. Lighter leathers such as kid and pale shades of ooze will run towards the more narrow of the round toes and the heavier leathers to the broader toes of the present prevailing style.

Materials: Plain leathers in the order of their importance are recommended in solid colors, as follows:—tan calf, patents, black calf, black calf with patent trimmings, white fabrics.

Combinations: 1. Dark or medium beige ooze, with combinations or trimmings of medium tan calf and kid to blend.

2. Medium grey ooze with combinations or trimmings of grey kid and patent or gun metal.

3. Black ooze with patent or gun metal.

Sport Welts

Patterns: Oxfords, straps and some tongue effects.

Lasts: Of the prevailing round toe effect, with a tendency toward the broadest of the prevailing toes for these sport effects.

Heels: 8/8 to 12/8.

Materials: 1. Medium grey ooze or buck, in combination with kid to match or blend and plain leathers such as gun metal or patent.

2. Dark or medium beige ooze or buck with combinations or trimmings of kid to match, or blend or contrast, and also trimmings of medium tan calf.

3. Medium tan calf, semi-brogue effects with straight or winged tips or plain toes and an interspersing of in-step saddles.

Conservative Turns

Patterns: Oxfords and straps.

Heels: Wood and leather. Heights, 10/8 to 14/8.

Materials: Black kid, patent, gun metal, brown kid, white fabrics and white kid.

Note—We have not attempted to enumerate the order of importance of these leathers, they being determined in this class by the dealers' location or by local demand.

Lasts: Will continue of the present type.

Fashion Turns

Patterns: Straps, moderate size and shape tongues will predominate, with a considerable proportion of plain slipper effects and open work oxfords.

Lasts: Will continue in keeping with the present trend of medium toes.

Heels: Height of boxwood heels, 12/8 to 14/8; height of Louis and Spanish heels, 13/8 to 17/8.

Materials: Recommended in the order named:—Patent; Black satin and satin brocades; Grey ooze or kid, plain or trimmed; Beige ooze, plain or trimmed; Black calf or kid; Black ooze, plain or trimmed; Brown kid and brown satin.

Important Note—In the opinion of modistes and manufacturers of women's outer wearing apparel, shades creators and manufacturers of women's outer wearing apparel, shades in the light wood browns, fawns, sand and grey class will be generally popular during this period.

Note—Height of heel mentioned means finished effect measured on side at breast.

Evening Slippers

Heels: Boxwood 12/8 to 14/8, Louis 13/8 to 17/8.

Patterns: Straps, moderate size and shaped tongues will predominate, with a proportion of plain slipper effects.

Materials: 1. Silver brocade.

2. Silk and satin brocades and plain satin.

(Continued on page 39)

The Larrigan and Shoe Pack Trade

A Staple Canadian Industry.—The National Foot Covering for Forest Use.—Comfortable, Durable and Simple.—Brighter Outlook for 1923.—Increased Activity in Forestry and Allied Lines.

THERE is little danger of the moccasin-shaped shoe for use in Canadian forests losing its popularity, as long as the winter industries of lumbering, hunting and trapping continue. The aborigines of the country adapted their needs in this respect to the climatic and other natural conditions, and their footwear made from the oil tanned skins of the moose, deer and other animals, whether for summer or winter use, fulfilled perfectly the purposes for which they were intended.

Even to-day we have not been able to improve greatly upon the comfort, dryness and durability of the Indian-tanned moccasin or shoe pack, which for centuries no doubt protected the feet of the red men against the roughness of the forest trails in summer, and the exigencies of the Canadian winter when a livelihood was gained by traversing the immense stretches of bush, lake and river to procure pelts and meat.

The transition from the skins of wild beasts to those of domesticated animals was natural, and the early voyageurs and habitants adopted native practices in the production of waterproof, pliable leathers from the hides of the beasts killed for family use. The "bottes sauvages" were the result of the efforts of the early settler in the Canadian wilderness to provide himself and family with suitable protection for their feet, and from these developed the more modern and more finished product represented by the oil-tans made by the various Canadian establishments that specialize along this line.

The oil-tan shoe commends itself for the purpose for which it is used. Its first great essential is imperviousness to moisture, and this is secured by a tannage that, while perfectly dissolving and transforming the gelatin of the hide, leaves the fibre intact, ensuring the suppleness of raw hide without the danger of hardening. The incorporation of the oil with the substance of the leather also accomplishes that which it is well nigh impossible to secure in other tannages, namely, absolute waterproof quality, so that the shoe pack or larrigan when properly made will be water tight in the strictest sense.

The make of the oil tan shoe lends itself naturally to comfort and warmth. It is made the shape of the foot, and with the seams all on the outside, it conforms to the natural tread. With two or three pairs of socks, or with a felt lining, it provides a complete protection against cold as well as wet. The socks may be dried easily and there is not the sweating and the consequent condensation and cold that result from the use of rubber footwear for extended periods. The oil-tan has the further advantage of not being easily damaged by obstacles that so often break or punch holes in other kinds of footwear used in the woods.

With modern methods of manufacture, oil-tans are now produced in shape and style that are a far cry from the crude efforts of even a quarter of a century ago. There has been just one danger, how-

ever, that is the temptation to forget that this class of goods calls for the utmost care in manufacture. The "closing" of the upper must be perfect. There must be no careless stitching, and the leather must be thoroughly tanned and durable. The facilities for repair in the woods are so scant, as a rule, that when oil-tans develop faults they have to be cast aside, and manufacturers realize what this means to their reputation. The dealer keeps close tab on returns, and will fight shy of a concern whose product does not stand up under the severe test of backwoods conditions. This is one reason for the popularity of the hand-made article in spite of the wonderful advances made in shoe machinery.

In recent years there has been a steady development in this class of goods towards more elaborate and ornate features. Hunting boots in oil and chrome tanned leathers of the better class have found a ready market amongst those who go into the wilds for a few weeks' hunting or fishing, and a large trade is being done by some of our factories in these specialties not only at home, but abroad. The limited possibilities of this class of trade have focused attention upon the product so that with keen competition the manufacturer has to be on the alert to keep it up to the mark in every respect.

The result is that lines for the coming season are more perfect and complete than ever. The lull in lumbering and the general weakness of retail conditions during the past year have combined to hit this department of the shoe industry as badly if not worse than most others. But the outlook at the moment is more hopeful than it has been for a considerable time. In spite of the fact that wages have been reduced, almost cut in two, the lumber companies have been able to induce a larger number of men to go into the camps than usual. This with the demand for cordwood induced by the coal situation will help to make the consumption of lumbermen's supplies greater than ever this year and next.

The probabilities are that the coming year will witness increased activity in all industries and, with the circulation of money paid for this year's crops, there ought to be a steady acceleration of demand for staple goods. Manufacturers of oil tans are experiencing just now a revival of interest in their goods, and are anticipating the best season they have had since 1918.

This year dealers seemed afraid to order early and the result was that in October and November there was quite a rush for oil-tans with many disappointed customers. This is likely to cause a little more interest in early ordering for the coming season, for there is absolutely no reason why both wholesaler and retailer should not be able to anticipate the season's requirements in this class of footwear within a safe, measurable distance.

We may be permitted to interject an incident for what interest it may hold. Recently the Neill Stores have been giving away souvenirs to customers in the form of lead-pencils. These are marked with the crest of the Neill Stores, and say "I buy my shoes at Neill's, the best store in the city." It appears that a customer was given one of them with the remark "You will notice that there is no rubber on that pencil."

Continuing, the donor said: "Rubbers are put on pencils for the people who make mistakes. We figure that the people who buy their shoes at Neill's don't make any mistake!"

BROWNELL'S

SERVICE AS YOU LIKE IT

357 Third St. Niagara Falls, N. Y. 2121 Main St.

\$4.85



STYLE paired with QUALITY in **BROWNELL'S-\$4.85** The Fastest Selling Shoe on the Niagara Frontier

The only Shoe in Niagara Falls that is recognized as a bargain. A big Brownell value bringing big Brownell Sales. Quantity purchasing that's the reason for the high quality and the low price.



Take the Shoe pictured on top. It's made for a hard to fit foot. Firm lines, one width combination last, snug arch, and every pair fitted with rubber heels. A Master Brownell Value. Comes in black or brown calf.

TWO OTHER STYLES OF BROWNELL'S \$4.85

As pictured on the left, the high shoe featured comes in black or brown calf. The model on black is the most popular and successful.

1

"DRY FEET"

For the rainy weather and sticky days that are with us constantly at this season of the year every man will need a pair of

"Water Tight Shoes"

We have Men's Waterproof Shoes that will fit the bill exactly.

The Water Calf, Leather lined Black Calf, leather lined, double sole through to heel.

These Shoes are known we keep about

\$6.00, \$7.00 up to \$9.00

If you want dry feet have a pair handy for the weather.

J.H. Sutherland & Bro.

"HOME OF GOOD SHOES"

5



WATTERS STERLING SHOES

For style, quality and workmanship Watters Sterling shoes cannot be equalled anywhere at \$5 \$6 \$7



HOSIERY imported, used in new heater effects \$1.89

WATTERS Sterling BOOT SHOPS CORNER FALLS AND FIRST - KEYS

\$5

8



A Man's Shoe Right Thru

LOTS of men are going to want a pair of high shoes now that we're into November. The sharp winds certainly do get a fellow's ankles in the morning. We have got the good-looking new styles—straight tips, rugged leathers in the fashionable light browns, blunted toes and rubber heels attached. The man who makes it a point to be well-shod needs a pair.

NEILL SHOE CO.

"Where Fit and Feet Meet" COLBORNE ST.

2

A Week for Men

We are deriving our entire business plus this week in men's shoes.

SHOES FOR EVERY MAN

Shoes that we guarantee to be the best in every respect. You must see them, compare them, come in and try them on. You'll want to buy.



La Rue

Well, really compared to all feet in this town give this shoe every mark of the thoroughbred. It's the shoe of the season.

Also in black. All sizes. Washed AA to B.

\$9.00

The Banker

A Strongly Last

Distinctly general in every line and a genuine sensation. See this shoe in choice leathers. All sizes in brown calf and black kid.

All sizes and widths.

\$8.00

This Price Applies for This Week Only



Shrewsbury

A young man's right to black or tan. Black, white, tan, or blue. Double sole, double sole with walking hole in heel.

\$8.00

The Gentleman

A shoe that will gain the favor of the well-dressed man who demands unassuming style.

Fits, neat and very dressy.

\$7.50



Follow the White Foot prints

See Our Window

6 LUDLOW'S

96-98 DALHOUSIE STREET

OUR TONGUE SHOES



OUR tongue shoes are so smart, just as they are that it seems difficult to improve them, but the addition of a large curled horse undoubtedly lends them added charm when worn with an elaborate costume. We enjoy fitting these shoes to appreciative customers and studying the effect both ways.

Colson & Co.

C. ROY TERRY, Mgr. Down Back Bldg. 77-79 Spauld St. A Store Where Service is a Habit

9

Oxfords and Straps

AT

\$6.00

We are featuring several lines of Oxford and Strap models which are extra good value at \$6.00. There is no lack of variety, nearly every of the newest fall patterns are included in this very moderate price.

Patent 1 strap Pump with buckles, medium weight sole and military heel, suitable for street or finer wear. \$6.00 Price

Brown 1 strap Pump, Goodyear welted sole, fine calf upper and medium low heel. An excellent fall shoe, on the \$6.00 lowest last. Price \$6.00

Brown Calf Breeze Oxford with medium weight sole and low heel, built on a new last for growing men. Made of the fine quality calf. Price \$6.00

Black Calf Oxford, Goodyear welted sole, strong upper and low heel. A splendid school Oxford for growing girls. Price \$6.00

Mark Mundy

GRADUATE PRACTICIST

3



OUR SHOES LOOK, FIT, FEEL AND WEAR WELL

And we "give" our shoes the same as mark them. Shoes may look the same and yet not be the same as by a whole lot.

The leathers used in making them and the way they are made has all to do with the wearing quality of them.

We stand behind every pair of shoes we sell. W. J. J.

ROBINSON

MAIN STREET WAINWRIGHT

4

Bark Tanned Calfskin \$10



The "Prince" Break-made in Black or Tan

Here is one of the best selling shoes at Gibbins. The reasons are not hard to find.

It is made of well-tanned calfskin from which the finest leather shoes are made. There is no better leather than that which is used in making these shoes.

The last and pattern are completely correct. It is comfortable and contains a constant source of ventilation.

It has received an award of honor and is the only shoe in its class to receive this honor.

GIBBINS

Cor Peel and St. Catherine Sts.

8808S Mail Orders Filled HOSIERY

7

The Swing of Fashion's Pendulum

Timely in every detail—even price

Beautiful Evening Slippers reflecting the trend of Footwear Styles in New York, Boston, Chicago and other fashion centers.



To Keep in Step with fashion—get in touch with us.

No Mail orders, please.



The Merle Patent leather, tongue pumps, grey suede inlaid \$8.00



The Rambeau Skinner's black satin, one strap shoe made in England and Cuban covering heels. \$5.00



The Amalii Skinner's black satin, closed pumps, turn sole, covered heels. \$8.00

PORTAGE BOOT SHOP LTD ON THE AVENUE OPPOSITE EATON'S

"Where Dependable Quality is Low Priced"

10

Our Ad. Critique

Current Retail Shoe Advertising Reviewed.—Some Thoughts on Advertising Problems.

IN selecting typical advertisements from the large amount of material available, it is difficult to refrain from taking as examples, those advertisements which naturally appeal. The sale advertisement has been with us to such an extent in recent times, that one welcomes the appearance of efforts to assist in the regular merchandising of seasonal goods. The sale advertisement typical as it is of a certain class of stores, and of a certain desire to clean out stocks—cannot be considered as typical of advertising. The man who is “sold” on the possibilities and advantages of advertising, whether he be in the retail or wholesale end of the trade is the man who is seized with the benefits to be obtained from consistent and persistent advertising. When the time comes for a sale, he does not hesitate to throw to the winds dignity, elegance, and class. What he wants is to move goods, and move them fast. So he applies the best principles of successful advertising to his publicity, in the way of lay out, attractive appearance, but subordinates them to the idea of compelling attention, first to his advertisement in general, and then to the values he offers.

It is in the “year-round” advertiser, however, that we are particularly interested, and to whom we are particularly desirous of handing a bouquet or a wallop as the case may be.

The problem of the dealer located in cities on the border is brought to notice by two of the advertisements shown on the opposite page. The inland dealer is tempted to belittle the constant complaints of these men that the public flock across the line to neighboring cities and return wearing American shoes, on very few of which duty is paid. Canadian papers carry the message of the American dealers to the Canadian public, in opposition to the messages of Canadian dealers. And a glance at the two advertisements reproduced, would indicate that the American dealers use brains in handling their advertising as well as in seeking markets. Possibly this problem, like the poor, will always be with us. It is human nature, apparently, to regard the government as fair game. Meanwhile, however, the border dealer is the goat.

No. 1. A well set and easily read advertisement of American origin. A typical advertisement advertising American shoes and directed against the Canadian public in Canadian papers.

No. 2 An attractively laid out advertisement spoilt just a little by a medium grade cut, which is set off the square. The spelling of the word “Through” in the heading looks rather cheap, but that to a certain extent is a matter of taste. The price well displayed would probably have held the reader’s interest a little more, long enough to get him in the store anyway. One type face throughout would have improved it. On the whole a good advertisement but not necessarily a sales producer.

No. 3. A dignified advertisement telling a selling story from first to last. Outside of a rather weak cut, and assorted type faces, it would be hard to improve on this ad. The price is hammered home all the way along. The descriptions are ample and satisfying. We would suggest that Mr. Mundy keep his address before the public. The border is at-

tractive and just about the right weight. A good many \$6.00 sales should have come from this attempt.

No. 4 A crude attempt at something different. The cut and heading are sloppy. It is hard to say whether men’s, women’s or children’s shoes are being advertised, or all three put together. Price is mentioned in a vague way, but not shown. The selling argument is weak and lifeless, and descriptions are nil. It is advertisements like this that convince many retailers that advertising doesn’t pay. It is not likely that this advertisement will get credit for many increased sales.

No. 5 Here is an advertisement that is newsy and reasonable. The advertiser tells all about his shoes, price, description and how they will meet the reader’s demands at this season of the year. The type seems a trifle heavy, but would probably be offset when mixed with other advertisements in the newspaper. This advertisement should pull business specially at this time of the year.

No. 6 From the viewpoint of cuts, type faces, descriptions, prices and white space, this advertisement is pretty well O.K. The story told is complete. At the top, the advertiser tells about a shoe week for men, about his window display and his guarantee behind his shoes. This is followed by cuts of shoes, with descriptions giving all the necessary details from name to size and price. Nothing is left for the reader to guess. This advertisement should pull a good many sales in the men’s department of the advertiser’s store.

No. 7. The complete, if not perfect advertisement. The price, the shoe and the name, are tacked together. They get the reader practically at the same time, and definitely establish the shoe in the reader’s mind. Next, it tells that this shoe is one of the “best sellers.” Then it tells why. The advertisement is finished off by telling where to get this particularly creation, also mentioning mail orders and hosiery. The ad. is nicely laid out, and the typography is good. A real sales producing message, that should show it pays to advertise.

No. 8. Another example of American advertising in Canadian territory. Note the good cuts, and how the descriptions and prices are prominently displayed. The signature is not very attractive, and the slogan is inclined to brag.

No. 9 Nothing startling here. The cut somehow gives the appearance of being lost. This might be due to the fact that it has not been centred. The story told here is not a selling argument, but might be told after the sale has been made. The lack of price, and suitable description, leaves a lot for the reader to guess, and some people don’t like guessing. The slogan is good, if it is lived up to. This display would help a reader along, who had already decided to buy, or might cause the particular class of people at whom it is directed to come in and look the goods over. But its value would be decidedly indirect.

No. 10. At the first glance this ad. looks out of balance, but on a closer examination, it will be found that the idea is clever. The clock face represents fashion, with the pendulum showing the swing. Just the right number of cuts has been used. It is not cramped. The cuts are good, and the description and prices leave nothing to be desired. The one type face throughout would have lightened the heavy heading up. The slogan is good, and inclined to be tricky. A novelty advertisement that should pay for itself.



Moose Head Larrigans

are a quality line, assuring satisfied customers, and worthwhile profits. For over fifty years the first choice of outdoor men.



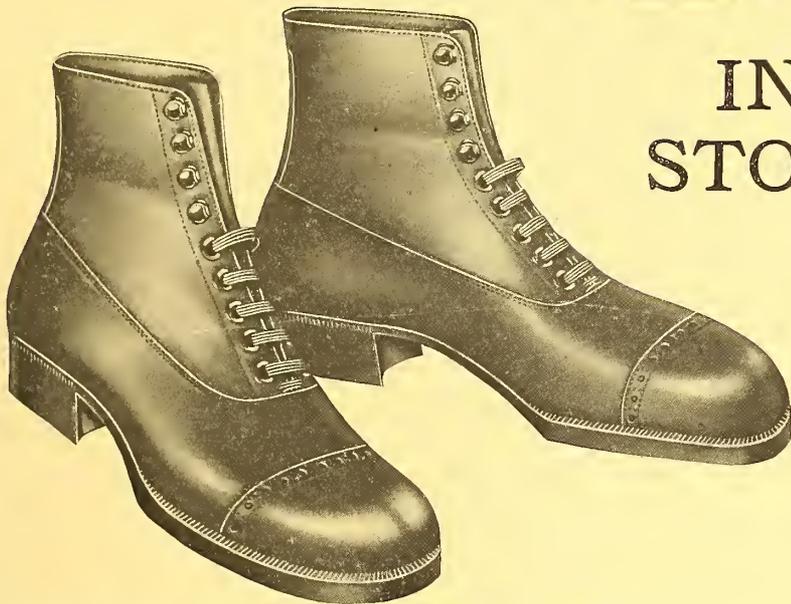
See Our New Line Of Solid Leather Work Boots.

We are now selling direct from
Factory to Dealer

John Palmer Co., Limited
Fredericton N. B.



IN STOCK



749—Youths' Velour Calf Bal., Imit. Welt, 11-2.. \$3.00
 750—Youths' Tan Calf Bal., Imit. Welt, 11-2.. 3.15



8091—Tan Cf. One Strap Buckle, 7/8 Heel, McKay C-D 2-8 \$3.75



Children's Turns

- 123—Pat. Butt., Imit. Heel 2-5 \$1.50
- 223—Pat. Butt., Spring Heel, 4-7½ 1.90
- 1120—Vici Kid Button, Turn Imit. Heel, 2-5..... 1.45
- 2120—Vici Kid Button, Turn, Spring Heel, 4-7½..... 1.85
- 1127—Vici Kid Button, Turn Rubber Heel 2-5..... 1.55
- 1122—Brown Kid Button Turn, Imit. Heel, 2-5..... 1.60
- 2122—Brown Kid Button Turn Spring Heel, 4-7½..... 2.00
- 106—Patent Blucher, Turn Imit. Heel, 2-5..... 1.50
- 206—Patent Blucher, Turn, Spring Heel, 4-7½..... 1.90
- 1119—Vici Kid Blucher, Turn Imit. Heel (with tip) 2-5 1.45
- 1121—Br. Kid Blch. Turn, Imit. Heel, (with tip) 2-5..... 1.60
- 2121—Br. Kid Blch, Turn, Spring Heel (with tip) 4-7½ 2.00

- 4002.—Misses' Velour Calf, Bal., Imit. Welt, E. 11-2.... \$2.90
- 3002 —Girls' Velour Calf, Bal., Imit. Welt, E 8-10½..... 2.50
- 4004 —Misses' Tan Calf Bal., Imit. Welt, E 11-2..... 3.00
- 3004 —Girls' Tan Calf Bal., Imit. Welt E 8-10½..... 2.60
- 4005 —Misses' Vici Kid Bal., Imit. Welt, E 11-2..... 3.10
- 3005 —Girls' Vici Kid Bal., Imit. Welt, E 8-10½..... 2.70
- 4011 —Misses' Patent Bal., Imit. Welt, E 11-2..... 2.90

TERMS—ON "IN STOCK" LINES
 NET 30 DAYS FIRST FOLLOWING

Getty & Scott Limited
 Makers of Classic Shoes for Women and Children
 Galt, Ontario

THE ROUND TABLE.

(Continued from page 29)

the bulk of the trade."

An Ottawa man:

"Up to the end of March, straps and oxfords. Beyond—we do not know any more about this than we do about the 'beyond.'"

Others said they had bought little for the first three months, and nothing beyond.

It can be gathered from the various opinions offered that there is a decided lack of any uniformity of idea as to what will sell for the spring. How this uncertainty may be eliminated is one of the problems that will occupy the attention of the convention in January. **What wages should a proprietor charge for himself? How much more than an ordinary salesman?**

For a moment we will turn aside from the problems of merchandising to those of what might be termed internal management. Some of those questions, while of an essential nature, are too often disregarded in favor of the daily routine of buying and selling, and only crop up at the end of the year when it is desired to find out whether money has been made or lost on the year's operations.

Just what the proprietor should take out of the business has been the subject of much discussion, and is regarded in different ways by different authorities. But it is generally admitted that the proprietor should make a charge against his business of a regular salary, such as he would have to pay any one else for doing the work he does. That does not represent profit, for it is assumed that he could make about as much working for some one else, and be free from the burdens of financing, and the general worry of personal respon-

sibility. After that, and the other charges are taken care of, the balance, if any, may properly be regarded as profit. Nevertheless there are many individuals operating retail stores, who work long hours for what is really a very small salary, or who do not figure their own salaries in their monthly costs, but take as "profit" everything they have over and above the other costs of operating.

Just how much the proprietor should charge himself is a question that depends on several factors, such as his location, the class of business, the volume of business, the number of clerks, etc.

A Winnipeg dealer says:—

"This depends on the amount of work, his ability and the size of his business, together with whether his business is keeping up, and his depreciation is not heavy. In other words, if he takes out a salary for himself larger than the business can stand, he is weakening the business; and today it should be the desire of every merchant to keep his business in a healthy, strong position."

An Ottawa dealer:—

"It depends on how he wishes to live; also on what his business will pay. If a merchant is drawing more than he requires I think he should open a savings account and watch it grow, even if his deposits are small."

A Maritime dealer:—

"We would say that the proprietor of any business should charge for himself a weekly salary of at least thirty-five dollars. He will, of course, calculate that many additional living expenses will come out of profits at the end of the year, as that would not support his family in their proper station if depended on alone."

A Western Ontario man:—

"All the business will stand."

Hockey Shoe Selling Time Is Here

It brings a volume of profitable trade to the merchants who feature

Samson's Hockey Shoes

The superiority of these shoes in improved features and in shoe-making has been proven by big sales everywhere. See that your lines are complete NOW.

Our values in Staple Lines are the strongest kind of a trade attraction.



A complete line of McKays
A leading line of Heavy Staples
Unequalled Hockey and Football Boots.

J. E. Samson, Enr.
20 Arago St. **QUEBEC.**

A Kingston dealer says:—

"This seems a big subject, with many things to take into consideration. A proprietor should be worth more than a salesman, but I suppose many proprietors do not draw much more out of the business, particularly if they have no family to keep and are very economical. Overhead in a business and salaries particularly constitute the big expense today, and most men only draw what they need for living expenses I would imagine."

An Ontario dealer says:—

"Any proprietor should charge himself double what he pays his best salesman, if his business will warrant it. At the present time there are a lot of good sound firms that are paying their clerks more than they are drawing out themselves. I do not think any proprietor should draw a salary more than his business can carry."

A Hamilton man:—

"It depends on the business entirely. My opinion is one tenth of one per cent. per week on gross sales, for instance, on a business of \$75,000 per year, \$75 per week, \$50,000 per year, \$50 per week, etc."

A Toronto man:—

"He should charge at least twice, and up to three or four times the salary of an ordinary salesman."

A Montreal man says:—

"If the proprietor is the right man he should be paid at the pro rata of a first class salesman, depending, of course, on the business he does."

A Peterborough dealer:—

"It depends so much on volume and locality. Under ordinary conditions would say fifty per cent. more than a salesman. But if the business is in a city with heavy expenses and by turn over I think one hundred per cent. extra would be fair."

A Windsor retailer:—

"Ten to twenty dollars per week more than the salesman."

An Ottawa dealer:—

"About four per cent. of his gross sales. It also depends on the salesman."

A Brockville retailer:—

"It depends on the size of his business. If normal, about twice as much."

STYLE PROGRAMME.

(Continued from page 32)

3. Bronze.

4. Gold brocades.

Important Note—Tongue and buckle effects will be freely shown and are definitely in the style trend for the spring.

Men's Styles

Lasts: Conservative, semi-French and brogue.

Heels: To remain 7/8 and 8/8 heights. Rubber heels recommended.

Leathers and colors: 1. Morro (cherry red) calf—not a dark shade.

2. Gold brown calf.

3. A sprinkling of lighter shades of calf, according to locality.

4. Black calf, kid and patent are growing in favor.

5. Brown and tan kid.

6. Grain bordered leathers are being shown.

Light colors are stronger in high grade, with darker shades in medium and lower grades.

Retailers should interest themselves in the campaign of better dressing for men so that correct styles are worn for the occasion, thereby increasing the sales of pairs.

Note—Golf shoes and sport effects in solid colors

and combinations will be ready sellers in limited assortments with rubber or leather soles.

Patterns: Stitching leads over perforations.

Plain toes in lace and blucher oxfords are in demand in many sections.

Juvenile Styles

Misses' and children's styles: Broad toes will continue to prevail with orthopaedic effects predominating. Oxfords, straps and boots.

For school Shoes:

1. Tan calf, grain and elk.

2. Black calf and plump kid.

3. Patent leather.

For dress occasions, leather or materials in the following order.

1. Patent leather and kid.

2. White buck and fabrics.

3. Patent leather combined with colored kid or ooze.

4. Medium tan calf and combinations with harmonizing colors.

Low cut patterns will be a reflection of the women's styles recommended.

Sport effects: Straps and oxfords, winged tips and brogue effects.

1. White and colored buck, elk and fabrics in combination with tan and patent.

2. Tan calf.

3. Patent.

Note—There is a marked tendency for fancy types of cuff tops and fancy patterns with combinations of material in both low effects and laced to boots for children in smaller sizes where stores cater to style for children. Not generally recommended, however.

Boys and Youths' Shoes

Boys' and youths' shoes follow the trend of men's shoes.

Winged and center perforated tips with perforations in general are in much demand.

Resolutions

Resolved, That the Joint Styles Committees of the allied industries of shoes and leather, advise all the members of the industry against the habit of unfavorable comments applicable to prevailing styles for footwear, as frequently with a mistaken idea of progressiveness such comments are taken too seriously and active styles are prematurely and unnecessarily disturbed as to their retail value. General retailing and general manufacturing is unquestionably stimulated through the element of new things, but propaganda tending in any way to weaken the value from a style viewpoint of shoes on the retailers' shelves or in course of manufacture is a detriment to the industry as a whole.

Resolved, That the future dates of the Styles' Committees shall be January during the period of the N.S. R.A. convention; April 15th, July 15th and October 15th.

Waiter (making out bill): "Let me see, did you have tomato or oxtail soup?"

Customer: "I don't know what it was, but it tasted like soap."

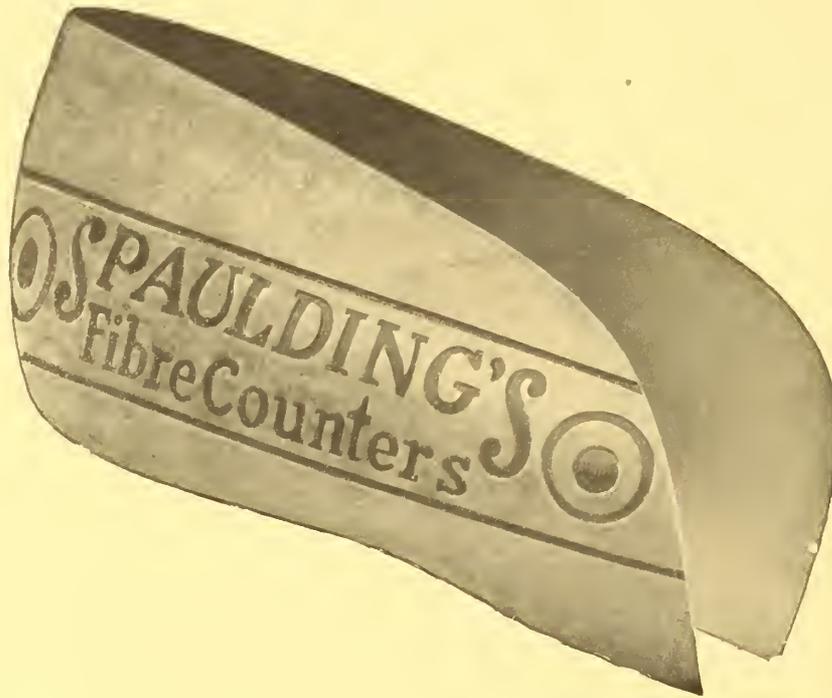
Waiter: "Ah! Then it was tomato soup you had, sir. Our oxtail soup tastes like glue!"

A society woman wrote to an army officer:

"Mrs. John Sears de Voille requests the pleasure of Capt. Smith's company at a reception on January 14, 1921."

The following day she received this reply:

"Capt. Smith's company of 250 accepts with pleasure."



With Spaulding's Fibre Counters in your shoes you can be sure that they will retain a trim, perfect shaped back that will reflect credit on your line and result in greater all-around buying appeal.

We make our own fibre

J. SPAULDING & SONS CO., Inc.

Main Office and Factory
NORTH ROCHESTER, N.H.

Boston Office
203-B ALBANY BUILDING

PHILADELPHIA
John G. Traver & Co.
141-143 No. 4th St.

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

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

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

SEVEN FACTORIES

Tonawanda, N. Y.
No. Rochester, N.H.

Rochester, N. H.
Milton, N.H.
Townsend Harbor, Mass.

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

Canadian Agents: International Supply Co., Kitchener, Ontario, and Quebec City
V. Champigny, Montreal.

FOR A BUMPER CONVENTION.

(Continued from page 30)

Mr. N. Cummings, and Mr. H. V. Shaw.

Representing the National Shoe and Leather Travellers' Association of Canada: Mr. C. E. W. Lessard, Mr. Geo. Fortin, Mr. N. Morrison, and the Convention Secretary Mr. S. R. Weaver.

The Secretary reported that Chairmen of the Convention Committees had met the previous week and prepared certain recommendations for the general meeting. The meeting definitely selected the Mount Royal Hotel for the Convention of the four Associations.

The meeting approved the recommendation that a registration charge of \$5.00 be made for each person attending the Convention, this to entitle the registrant to the privileges of the Convention, including attendance at open sessions, attendance at business meetings in his own group, and attendance at the banquet and other official entertainment.

It was the judgment of the meeting that no official entertainment should be provided for the ladies.

The Committee approved the issuance of a joint bilingual Convention Programme.

Special Committees:

Mr. Martin was appointed to act with Mr. Jupp as a Committee on Badges.

The following Joint Programme Committee was constituted: Mr. C. E. Smith, Mr. Joseph Daoust, Mr. Ralph Locke, Mr. C. E. W. Lessard, and Mr. P. A. Doig.

The following Joint Reception Committee was appointed:—

National Shoe Retailers' Association of Canada: Mr. Wygant, and some other retailer to be selected by Mr. Wygant.

The Shoe Manufacturers' Association of Canada: Mr. N. Macfarlane and Mr. A. Tetrault.

The Shoe Wholesalers' Association of Canada: Mr. J. Normandin, and Mr. N. Cummings.

National Shoe & Leather Travellers' Association of Canada: Mr. Savage and Mr. R. Brosseau.

The following will serve as a Joint Entertainment Committee: Mr. C. R. LaSalle, Mr. L. P. Deslongchamps, Mr. George Robinson, and Mr. Geo. Fortin.

It was decided that the Chairmen of the four General Convention Committees should serve as a Finance Committee.

The meeting expressed the opinion that the joint session on the afternoon of January 16 should take the form of a general conference or round table talk, the programme for which is to be prepared by the Programme Committee.

CONVENTION NOTES.

A meeting of the Joint Programme Committee of the Canadian Shoe Trade Convention was held at the Old Colony Club, Windsor Hotel, Montreal, on Wednesday, Nov., 29th., and many details in connection with the big convention to be held in the Mount Royal Hotel, Jan., 15, 16, 17, were arranged.

Monday, January 15th., has been designated as "Manufacturers' and Buyers' Day," and the registration bureau for the four branches of the trade will open at the Mount Royal Hotel at 9.30 A.M., and will remain open all day. Manufacturers' and Wholesalers' sample rooms will be open for visiting merchants to inspect samples, and a special invitation has been sent

to the trade to be in attendance on Monday. The business session of the Shoe Manufacturers' Association of Canada Convention will be opened at 10 o'clock.

Tuesday, January 16th., is "Co-operation Day." In the morning the Retailers', Wholesalers' and Travellers' Associations will hold their first business sessions. At 2 P.M., a big "Get Together" meeting will be held, and four short, snappy addresses will be given by spokesmen especially appointed by the four Associations, and ample opportunity for a full discussion will be allowed for each address. The addresses all will be on trade problems of interest to all branches of the trade. The remainder of the day from four to six o'clock will be set aside for the inspection of samples. At seven P.M., there will be a joint banquet, with an address by an outside speaker who will speak in both English and French.

Wednesday, the 17th., will be "Retailers' Day." Business Sessions of the Retailers' Association will be held morning and afternoon.

At a meeting of the Convention Committee of the National Shoe Retailers' Association of Canada, held on Wednesday, Nov., 29th., the following were appointed as a Committee on Resolutions:— Hugh Murray, London, Ont.; L. Lockett, Kingston, Ont.; N. Chisholm, Toronto, Ont.; E. Wygant, Montreal, Que.; J. Brownlee, Ottawa, Ont.; E. R. Gavin, Port Arthur, Ont.; W. R. Devlin, Winnipeg, Man.; Mr. Wallace, Halifax, N.S.

NOTES OF THE SHOE MANUFACTURERS' ASSOCIATION.

A Committee representing the shoe manufacturers had a long interview this week with Mr. A. Belanger, principal of the Montreal Technical School with regard to providing classes for shoe workers, and detailed arrangements are being worked out. In order to fully acquaint himself with what is necessary, Mr. Belanger will visit a number of the shoe factories.

Many manufacturers have already made reservations of sample rooms in the Mount Royal Hotel for the period of the Convention in January. The Hotel management have given over the Metcalf Street Block for this purpose, with sample rooms on all five floors. Wholesalers as well as manufacturers are reserving space, and taking advantage of this opportunity of placing their lines before the trade, and a notable display of Canadian made footwear will be shown.

Persons contemplating attending the Canadian Shoe Trade Convention, Mount Royal Hotel, Montreal, January 15, 16 and 17, may have rooms reserved through the Office of the Association, Room B-9, Board of Trade Building, Montreal. The rates are \$3.00 to \$5.00 per day.

PROMINENT MONTREAL SHOEMAN WEDS.

The wedding took place on Tuesday, Nov. 7th., of one of Montreal's most prominent shoemen, when Mr. John Oliver MacFarlane, of MacFarlane Shoe, Limited, was united in marriage to Miss Mary Agnes O'Hara, daughter of Mr. and Mrs. J. E. O'Hara, of Montreal. After the wedding the happy couple left on a honeymoon trip to New York. A man of high standing in the industry and exceptionally well liked, Mr. MacFarlane enjoys a wide acquaintance among shoemen, and many are the wishes and congratulations that are being extended to him by his friends on the occasion of his marriage.

Slippers as Christmas Gifts

By Ernest A. Dench

IT used to be felt that there was not much in the way of footwear which had Christmas Gift possibilities. This feeling is dying gradually but still the most must be made of the opportunities. House slippers of all kinds enjoy a wide vogue, as Christmas presents, so it will pay to especially feature this line of your window displays and newspaper advertising during the holiday season. If you do this, you will not be disappointed at the amount of Christmas business which comes your way. Silk hosiery and spats are other lines which might also be featured, while of course it is well to hammer at the idea of shoes in general as useful gifts.

Santa's Christmas Load

A store in an Eastern city provided an appropriate Christmas window display for bedroom and house slippers. The background, by skilful use of beaver board, and a covering of brick red tiled paper, was arranged to represent a typical fireplace. In front of the fireplace was the life-like figure of Santa Claus, appropriately rigged up, with a sack on the floor beside him. Santa had dumped some of the contents of the sack—several pairs of house slippers—on the floor. A card on the mantelpiece suggested:

"Let Santa Bring you some House Slippers."

The Christmas atmosphere was further maintained by illuminating the window with red-shaded lights.

The Homey Setting

Another establishment singled out house slippers for Christmas gifts. A homelike setting was carried out by a realistic fireplace in one of the rear corners. A pile of artificial logs, placed over a fire simulated by electric lights placed under red crepe paper, gave the desired illusion of a smouldering fire. Seated in a comfortable chair in front of the fireplace was the wax figure of a young woman, attired in a house robe. Pairs of house slippers were neatly arranged on the mantelpiece as well as on a pier of shelves at the sides.

Admiring Her Handsome Slippers

A middle Western dealer featured a high-grade line of boudoir slippers, for which an especially artistic window setting was arranged. Holly wreaths were artistically hung against the dull blue curtained background. A Christmas wreath of poinsettia was hung at the top rear corner, the wreath being connected by evergreen garlands to a smaller wreath at each lower side. An attractive young woman, represented by a wax figure, was seated in a chaise lounge, at the center. She wore a handsome silk negligee, in pink and grey, with a boudoir cap adorned with pink rosebuds and old lace, and was expressing satisfaction in looking at the luxurious boudoir slippers which she wore. The floor space down in front was devoted to an attractive grouping of several styles in boudoir slippers and house shoes. Electric candle sconces were placed at intervals along the panelled background.

The Christmas Atmosphere

Another Western store devoted a pleasing display to felt bedroom slippers. A sky effect was produced by covering the upper part of the background with pale blue crepe paper, dotted here and there with tiny white stars. A deeper shade of blue paper, studded with larger stars, served to enclose the sides. The lower half of the background represented a snow-covered house,

surrounded by pine trees. This was carried out by a scenic panel. In front of the house, and apparently about to ascend the chimney, was the cardboard cut-out of Santa Claus, with a heavy pack on his back. Santa was placed in the window itself, so that the illusion of the country setting was carried right into the display. A drifted snow effect on the window floor was effectively obtained by a layer of cotton batting liberally sprinkled with artificial snow. Tiny pine trees were planted about in the "snow". Each slipper exhibited on the floor bore a price card with the beaming face of Santa Claus staring the spectator in the face.

A Fireplace Effect.

A shoe store in one of the Eastern cities also had a simulated brick fireplace as the center rear feature of a Christmas display. Pairs of slippers were grouped about the mantelpiece, with more slippers placed about the floor in the foreground. A holly wreath adorned the rear paneling at each side.

A Slipper Folder

Last Christmas one establishment mailed out an attractive folder to their customers. A number of styles in bedroom and house slippers were illustrated in the folder, along with a brief description and the price of each style. The front of the folder bore the following convincing appeal.

"Slippers

Perennial favorites for Christmas giving—and rightly so. They minister to one's hour of quiet comfort and fireplace enjoyment—or they flash in the measure of the dance.

They are easy to send, a pleasure to receive and if you make a mistake in the matter of size, we will adjust it after Christmas.

In ordering from the following styles, which are some of the many in the complete A. & S. stock, please indicate first, second and third choice."

Making Newspaper Advertising Bring Results

Newspaper advertising is always a paying proposition—particularly so at Christmas, when women read the advertisements with the same interest as the news column, in their search for suitable gifts. Take, for instance, the effective display announcement of a Pacific Coast dealer. It simply is full of the human interest appeal:

"HOW WILL YOU TREAT THEM?"

These tired, over-worked feet of Dad, Mother or Sue? After their tireless tramping back and forth, in stores and out, standing at crowded counters, striving to make Christmas day for you happy and full of fun. How joyously those weary-worn feet will welcome a pair of cozy, restful slippers! Then the cramped toes, the aching heel can take their much needed vacation, where they may take their ease in pleasure and comfort. Is it something timely, something useful, something needed that you want to give on Christmas Morning? Then here's Santa Claus' recommendation—hundreds of them really to select from—every color, every price, and of course every comfort.

Old Santa knows what a wearisome job it is scurrying around gathering up the presents that make Christmas What it is! That's why he says:

"Give every member of the family slippers, or shoes, and buy them at the best place—

McDonald Shoe Co., 943 Broadway.
1301 Pacific Ave. Two Stores."



“And in Cleveland you can reach me at the

Hotel Cleveland”

Where courteous service to the guests surpasses your every expectation.

Where this supreme service is rendered under singularly auspicious circumstances.

Where the atmosphere is homelike.

Where quiet refinement surrounds every move made by every employee.

1,000 Rooms

1,000 Baths

Hotel Cleveland
CLEVELAND, OHIO.



New Castle Kid

Noted for its excellent Finish, fine Texture and wonderful Wearing Quality

The Leather for Greater Value

Fancy Colors, White, Black, Glazed or Mat

Canadian Agents

for American Tanners of Calf, Splits, Indias, Heavy Leathers, Skivers, Cabrettas, as well as for Cotton and Cloths

WRITE OR WIRE FOR SAMPLES

New Castle Leather Co. Inc.
New York

Canadian Branch—335 Craig St. W. Montreal
Factory—Wilmington, Del., U. S. A.

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.

Wild-Catters And Others

Some Suggestions as to Present Difficulties and Their Remedies.

AMONG the questions that will undoubtedly engross the attention of the shoe men next month in Montreal is that of the competition which is regarded by many of the trade as not being legitimate, but dangerous. The retailer, in the larger centres particularly, has been for some time faced with the sale of shoes at prices which he cannot meet. Fairly good looking shoes are shown in windows, and advertised at prices that make the other man seem a profiteer—and he doesn't like it. We don't blame him. The question is raised as to how many such concerns can be called "wild catters," how many are operating on a basis of profit, fair to themselves, to the trade, and to the manufacturers. A "wild catter" we would infer may be of the type who appears on the scene for a period, blows up with a bang, and disappears, leaving his creditors holding the bag; or he may be a man, who, taking advantage of the public desire for lower prices, makes a clean up, temporary or more or less permanent, but gives an air of cheapness to the whole shoe trade, and by selling shoes of inferior quality damns the whole output of Canadian factories.

The point of view of the legitimate shoe dealer has been expressed freely, so that it will be of interest to get the views of representative manufacturers on this subject.

Referring to "wild-catters," one man says:—

"We will not sell them if we know they are selling without. Wholesalers should notify the manufacturers that such firms are heading for the Bankruptcy Court."

Another blames the retailer, saying:—

"The retailer is playing into the hands of the 'wild-catters' and also the departmental stores by (1) withholding business, (2) seeking excessive profits."

A third says:—

"Restricted credit is one remedy. But there are some so called 'wild-catters' whose credit is O.K."

A Question of Co-operation

An Ontario manufacturer deals very comprehensively with the situation:—

"The 'wild-catters' are more numerous than ever before, and it is a real problem for many of our good friends in the retail shoe game to reckon with this class of merchant. However, they are being fatly fed, more so than at any previous time, and the situation can be met only by a real co-operation on the part of the legitimate retailers and the manufacturers.

"To our mind, the cause for there being good shoes on the market which are sold at prices away below cost must be removed. The cause of such shoes being on the market is two-fold;

"(a) The manufacturer, in an endeavor to stimulate trade in the past number of months has been continuously trying to introduce something new, and has been experimenting too much, and not staying with any style or pattern long enough to get it to perfection. Shoes which have taken longer to make up and deliver, and perhaps were not just what they should have been for the above reason, have either been cancelled or returned if delivered, and these goods are put on the manufacturer's shelves until the number of pairs there reach such proportions, that when a large bill to be paid looms up, the 'wild-catter' is sought and usually gets those goods at his own figure. The regular retailer does not get in on this stock, as it is either cancellations or returns from the retail trade which has caused the accumulation.

"(b) The retailer, being overly cautious not to buy a pair that is not absolutely in immediate demand, and therefore requiring goods ordered to be shipped immediately, obliges larger stocks of a much greater variety than ever before to be carried by both the manufacturer and jobber. This ties up an increased amount of capital and each time a new style or line is adopted to meet the demands which seem to be ever changing, a slow moving line in stock must be disposed of. The 'wild-catter' again gets this line at his own price, it being offered to him because the regular trade has proven it to be a slow mover at the time and therefore has not offered it.

"One cannot help but notice in our larger centres this fall the enormous price cutting sales advertised by some of the best shoe merchants in that community, and probably by those who have never conducted these large sales before. Is it not to be supposed that manufacturers and wholesalers, who to-day have to carry the largest and most varied stocks they ever did, with styles changing continuously, and a larger proportion



THE BEARDMORE HUNTING PARTY

Beneath the disguise can be recognized Messrs. Gordon Beardmore, Adam Hall, Stanley Birks, Torrance Beardmore, Louis Williams (Rep. in Southern States) and W. A. Moore

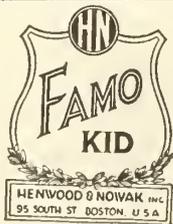
Men's Brown Canvas Shoes



Lady's Cushion Shoe, Double E. Fitting, McKay Shoe, Blk. Kid, made in Solid Leather, High Blu. Bal. with toe cap or without. Also low Oxford Shoe.

Samples on Request

Jobbing Trade a Specialty, Close Prices
B & M. SHOE & SLIPPER CO., Ltd.
 126-128 GARDEN AVE. - TORONTO.



The Kid That Made Fine Shoes Famous

Ask any of the Shoe Manufacturers
 using *good kid* and they will tell
 you that they can always rely upon
 FAMO.

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

New York Representative
SEIDERMAN-SALMON, Inc.

25 Gold Street -:- New York City

GEO. W. NEWMAN LEATHER COMPANY
 Cincinnati and St. Louis
 Canadian Representative

R. E. Bennett & Co. Room 32, 70 Lombard St.
 Toronto Phone Main 4016w

of goods returned and cancelled than ever before, find it advisable and even necessary also to have sales? The average merchant does not show any interest in such sales or offerings, and very seldom if ever will buy any quantity or proportion of such merchandise; consequently the 'wild-catter' gets the lot, and it is 'pie' for him.

"The hand to mouth policy when carried to the extreme, as has been the case with the average retailer for some time past, increases overhead and operating charges, places the manufacturer in the position where he cannot in the least anticipate his requirements either in raw material or goods to stock, consequently good service is interfered with, delays cause inconvenience and probably loss of sales in some cases, and all around it is more or less of a losing proposition.

"Let us all get down to realizing fully that there is something wrong in the shoe trade, when conditions are as they are, with awful failures, reorganizations and a seeming survival of only the fittest. And in January, when all those interested in shoedom will surely take advantage of the opportunity of getting together, may the result of the convention be an understanding of one another's difficulties, a clearing away of all suspicion and illusions, everybody laying his cards on the table, so as to make it a big heart to heart affair, and that the spirit of the gathering may be one of 'we are going to better conditions'. Sure this convention will be valuable to retailer, wholesaler and manufacturer alike."

An Eastern Manufacturer says:—

"There is one suggestion that I might make, which is, that if the retailers would conscientiously and scrupulously avoid the cancelling of orders there would be fewer cheap sales in the country. Cheap sales are very largely brought about by the manufacturer having to sell floor goods, cancelled orders, etc. to people who are looking for things of that kind at lower prices, and nine times out of ten he gives his regular customers the first opportunity to buy. But usually they are not willing to accept the offer, and he has no recourse but to sell these cancelled goods to the best market that he can find.

"Referring to the matter of 'wild-catters', the policy of our own firm is that we would not touch people of this kind, even with floor goods, unless we knew them to be reputable. There are many people in the retail shoe trade who have no license to be doing business of any kind, doing business under false names, carrying on false propaganda of advertising, and selling to the general public trash instead of shoes. As far as this kind of dealer is concerned, we have no time for him, and we do not recognize him. And I believe that would be the policy of a great majority of shoe manufacturers."

A Western Manufacturer says:—

"We haven't had much experience with those so-called 'wild-catters'. In the past year or two we have at various times found ourselves with a surplus of floor shoes on hand, due oftentimes to unfair cancellations or unfair returns, and of course sometimes through returns of shoes which were not up to the mark. We have usually endeavored to offer these lines to some of our regular customers, not expecting them to clean them out entirely, but offering them in small lots at a fair price. We usually found some customers willing to take advantage of the offer, but there will also be tag ends of these shoes left on hand, which are disposed to some store, perhaps not of the highest grade, and these chaps will sell them at what may look like ridiculous prices, making it difficult for the time being for the bona fide retailer to look pleasant.

Confidence

An Essential of the Business Which Has Become Conspicuous by its Absence.

PROBABLY there is no one identified with the shoe trade in Canada who would deny that one of the prime essentials of the business is confidence, and that its lack to-day is doing as much to restrict trade as any other factor that may be mentioned. The subject may be considered from several angles. There is the natural speculation as to what the coming year holds in store for us in the way of normal prosperity. One retailer voices this query, saying:—

"How long will the country stand up with all lines of manufactured goods fifty to seventy-five per cent. above pre-war prices, while our basic agricultural products are down to pre-war levels, without business going to the bad?"

The answer that might be made to this is that, so far as the farmer is concerned, conditions might have been far worse. At least he was favored with relatively large crops, and even at the lower prices, his net return was greater than might have been the case had nature not been so generous.

To date, labor has not taken its share in the liquidation process, and that is one factor that holds up prices of manufactured goods. Latterly there has been an indication of advancing rather than lowering wage scale. In view of which it may be concluded that, for some time at least, manufacturing costs will not fall. Uniform prosperity is only possible when all branches of the community have struck an equitable balance, and under normal circumstances, this would be caused by agricultural products going up in value, or manufactured articles coming down.

Canada's agricultural prosperity hinges so closely on export markets, and European conditions, however, that efforts within the country to establish a balance between the goods the farmer sells, and those he buys, are largely futile. So that we can look for an extremely unbalanced and difficult situation until our products start moving to Europe at fair prices and in goodly quantities.

The Shoe Dealer

The confidence of the shoe dealer has been shaken in several respects. His biggest difficulty to-day he sees in the style problem, and although that should not affect staple lines, it has done so to quite an extent. Moreover, he has felt pressure from the public for lower prices; he has seen lower prices come, has been obliged to write down his stock, and take losses—which he did not like. He is assured that price levels are established on a firm or advancing basis, but still wants to be shown, and shown why.

If by some means the style difficulties could be erased, and doubts as to values removed, the process of re-establishing confidence would be well under way.

Manufacturers' Ideas

Seeking suggestions as to what is wrong, and what remedies could be applied, we turned from the retailer to the manufacturer for ideas.

As one manufacturer puts it,

"No doubt the confidence of many retailers has been shaken in the past year or two, but if there are any manufacturers who have not had a like experience they must be something more than optimists to have escaped it.

"If it is a question of confidence in buying for future, because of styles, no doubt the retailer has been up

against it, on account of the many and sudden changes in styles, particularly in ladies'.

"If it is a matter of style only that has caused the retailer to be timid about buying ahead, then it would seem to be up to the manufacturer to remedy this matter by endeavoring to get away from sudden style changes. In this connection it appears to us that the several style shows and conventions which are held throughout the year have much to do in delaying the placing of business by retailers. For example, our own men are finding just now a number of retailers who will not buy until January, when the Chicago Style Show and also the retailers' convention in Montreal, take place. They perhaps anticipate some style changes, and they want to wait until that time, so that they can be sure of looking at the latest samples before they buy for Spring."

A Montreal manufacturer says:—

"I would suggest to manufacturers of women's shoes that they stop the changing of styles every week, and give a chance that the stock bought yesterday may be good to-morrow."

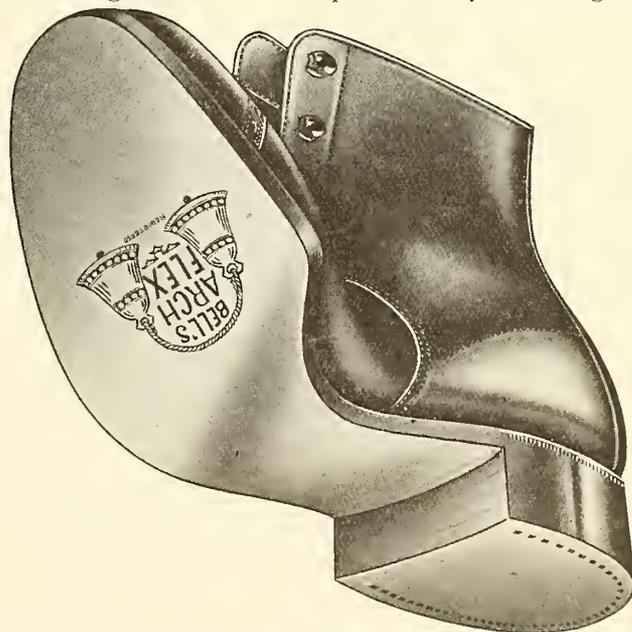
An Ontario manufacturer says:—

"Retailers' confidence has been shaken by frequent and sudden changes of styles and deflation of prices. The remedy is more stable styles and prices."

A FLEXIBLE ARCH SHOE.

J. & T. Bell, Limited, Montreal, have recently introduced a new shoe known as Bell's "Arch Flex"—a flexible arch shoe that is creating considerable interest in the trade.

Among the many features which make this a very improved type of flexible arch shoe is a specially constructed insole. It is so made to give permanent firm support to the arch of the foot, while the flexible feature allows the foot perfect freedom, eliminating all un-natural pressure by enabling the



shoe to give support to the foot in all its movements and to always maintain its close snug fit under the arch.

The shoe is made in all leathers, and is produced in a full range for both men and women.

The makers consider they have made a decided advancement in the production of flexible arch footwear in originating this new and improved type of shoe, and their representatives will be glad to demonstrate and give further particulars regarding its merits.

NEWS FROM THE OLD COUNTRY

Send \$3 and we will mail you regularly every week for 52 weeks a copy of any British Weekly Newspaper, such as: Lloyd's, People, Tit Bits, Pearson's, etc., etc. Hundreds of papers on our Big List mailed free. A different paper sent weekly, or the same publication for 52 weeks. \$3 pays for a year's subscription, including postage. Most unique and up-to-date service, greatly appreciated by members throughout the Empire.

Send \$3 to-day to

Periodical Posting Coy., Plymouth, England



High-Grade WOOD HEELS

All Styles
Prompt Service
Standard Quality
Canadian Trade a Specialty

G. H. MOORE HEEL CO.
39 N. Water St. Rochester, N.Y.

Shanks

WE have an up-to-date plant devoted to the production of McKay, Turn and Welt Shanks made up in fibre, steel and combination.

Any inquiries regarding your shank problems will be gladly answered.

Write us for prices

MADE IN CANADA

**The H.W. Steel Shank and Specialty
Company - Limited
PRESTON**

RUBBERS AGAIN.

This fall the rubber situation, from the standpoint of retail sales, has been anything but satisfactory. With the date of payment at hand, very few goods were moved on account of weather conditions. This has certainly been one season when it was impossible to sell goods before payment became due.

Last spring the National Shoe Retailers' Association raised the question of dating with the rubber manufacturers. The latter took a very firm stand in the matter, and politely, but firmly, indicated their inability to see that any change was warranted.

Nothing daunted, the retailers' Association have again addressed the rubber men. To date, of course, no definite answer has been received, as the matter is one that requires concerted action on the part of the manufacturers. The letter was as follows:—
Gentlemen:—

On February 11, the President of this Association wrote to you pointing out that the present dating on rubber footwear was unsatisfactory to the retail shoe trade throughout Canada, as the merchant is required, if he is to save the discount, to pay for rubbers and rubber soled shoes about one month before any of these goods are sold. You replied that the manufacturers already financed the rubber footwear business for ten months of the year, and the retailer for only two months and that, if more liberal dating were given, it would result in an increase in the number of merchants with little or no financial responsibility, thus intensifying competition for established retailers.

The members of this Association have no desire to evade their fair share of financial or other responsibilities, and we are inclined to believe that in the past the manufacturers have not protected as they might and should, the merchant who meets his obligations promptly. We do believe, however, that the retailer has a real cause for dissatisfaction with your present dating plan, inasmuch as the merchant who orders rubber footwear reasonably in advance of requirements, and whose business involves a minimum of expense to the manufacturer, is obliged to pay for his goods one month or more before any of them are sold, while the retailer who delays ordering, who waits until the last minute and buys only for immediate current requirements, who makes it necessary for the manufacturers' representative to call two, three, or four times before any order is given, still is granted advance dating and has an unfair advantage over the retailer who places his order at the first call. You object to financing the rubber footwear business for an additional month or two for the retailers whose trade is most valuable to you, but you do not hesitate to finance for practically the entire year the merchant who buys in a manner which entails a maximum of expense to you. The retailer whose business is obtained by you at a minimum of cost—and whose account generally is safest for you—is penalized by the way in which you treat certain of his competitors.

We do not believe that we are asking anything unreasonable in requesting that the merchants who place their orders early should be treated at least on an equality with those who delay purchasing until the goods actually are required. The members of this Association feel strongly that the present plan involves injustice and we respectfully suggest that the fairest way in which to correct such injustice is to extend the dating for those who place their orders early. We trust that the rubber footwear manufacturers will see their way clear to comply with our request in this matter.



AMONG THE SHOE MEN.



We like to receive items for "Among the Shoe Men." Send 'em in!

Mr. Paul Roy has severed his connection with the firm of J. Einstein, Limited, Montreal. It is understood Mr. Roy will shortly enter upon another business venture of his own.

Gagnon, Lachapelle & Hebert, Montreal, anticipating a large number of shoe men attending the Convention in Montreal in January next, are making plans to produce a number of up-to-date novelties for the inspection of the visitors to Montreal at that time.

Defective wiring caused a fire in the boot and shoe store of Messrs. Dorsey & Rumble, Notre Dame Ave., Winnipeg, recently. The damage by fire and water was considerable.

It is reported that the Canadian Consolidated Rubber Co., which purchased the Maple Leaf Rubber Co. at Port Dalhousie, is after the Independent Rubber Co. plant at Merritton.

An addition to the plant of J. A. McCaughan & Son, Montreal, which they expect to have completed by the beginning of December, will increase their output of boots and shoes from 3,000 to 6,000 pairs weekly. The new building will be 90 x 40 feet, three storeys and basement. The estimated cost is \$22,000.

The Tillsonburg Shoe Company purchased from the Wilcox Estate forty-five feet of land fronting on Broadway, immediately north of their factory. The property extends clear through to Market Street, and includes the houses at the front and rear. It is the present intention of the company to erect a modern office, warehouse and shipping room, which will increase their facilities for handling their rapidly growing business. Should conditions warrant it a substantial addition to the factory will be erected next year.

George W. Cowan & Co., of Chatham, have made a purchase of a large line of the new patent hygienic ventilated boots manufactured by the J. D. King Co., Toronto.

Mr. Mahlon Penhale, of the Penhale Boot Shop, St. Thomas, was in Detroit recently inspecting the new styles.

Getty & Scott Ltd., Galt, announced recently that they have sold Cut Soles Ltd., a subsidiary of the local shoe company, to the Lang Tanning Company, Ltd., of Kitchener. The tanning company in acquiring this well established leather business, has leased for a year from the local company their number two factory on Water Street, between Queen and Colborne Streets and it is understood they will further develop the plant. There is however a possibility that the industry may be moved to Kitchener at a later date and incorporated in the tanning company works.

Cut Soles Ltd., was established two years ago and has been a most successful undertaking, producing soles for shoes, cut by machinery. At present about 35 hands are employed in the plant, which since its establishment has used Lang leather.

Mr. J. H. Powell, representing the New England Braid Co., Westfield and the Archer Yarn Co., Providence, R.I., has been visiting the Canadian shoe trade lately.

Mr. C. W. Doan, 15 Erie Ave., Niagara Falls, Ont., who runs clothing, boots and shoes, has moved to his new store at 76 Queen St. The store was built this summer by Mr. Doan. It is very attractive and very suitably laid out for his business.

Agnew's Boot Shop took over Mr. H. Devor, 63 St. Paul Street, St. Catharines recently. Mr. A. E. Buck is Manager.

Mr. Edmond Brosseau, formerly connected with the firm of Daoust Lalonde & Co., Limited, Montreal, has joined the selling staff of A. Lambert, Inc., Montreal.

Mr. H. F. Kenworthy, of Kenworthy Bros., Stoughton, Mass., accompanied by Mr. A. P. Hittl, the Canadian manager of the firm, spent some time recently calling on the Canadian trade.

Mr. J. T. Lawson, shoe merchant of 1847 Scarth St., Regina, worked out a bet by wearing a 25 year old pair of brogans, size 14, on a walk around the block.

Fire caused by defective wiring, resulted in damage amounting to \$50,000 to the store and stock of Mr. W. J. Detweiler, shoe store, Sault Ste. Marie, recently.

Mr. A. J. Roos has purchased the shoe business from Mr. D. Gledhill, of Waterloo, formerly carried on by Mr. J. G. Schwoob, and will carry on the business at the old stand in the Post Office Block. He has also moved his shoe repairing equipment into his new store and will continue to serve the public in shoe repairing. His place of business will be known as "The People's Shoe Store."

Mr. J. Burn, Toronto, was a recent visitor to Montreal and Quebec and called upon several in the trade in this section.

Mr. L. E. Turgeon, of the Eastern Shoe Mfg. Co., Limited, Montreal, spent some time in Toronto on business in the interests of his firm recently.

Messrs. Glover Bros. have opened their new shoe store at 811-2nd Ave., East, Owen Sound. Mr. M. L. Glover; formerly of G. B. Ryan's and his brother Mr. Harry A. Glover of the McMillan Clothing Co. of Orangeville, are both experienced merchants and should do well in their new venture. They formerly operated a boot and shoe business in Kitchener.

Mr. T. P. Milner, of the Kerrisdale Shoe Store Marypole B.C., has moved to his new premises, 2183 W. 41st. Street.

The shoe store of Casselman Bros. in London, Ont., suffered severe damages by fire and water in a recent blaze originating in the premises above their store.

Mr. Gallipean's shoe store owned by Mr. Jas. Herbert of Valleyfield, Que., was destroyed by fire recently. The store, which had only been open two months, was equipped with new fittings, all of which were destroyed. \$500 insurance will partly cover the loss.

Mr. Jack Ingraham, formerly representative of Jas. Robinson Co. Ltd., in Nova Scotia, has joined the staff of Davies Footwear Co. and is representing them in the Maritime Provinces.

H. HANDELAN and STAFF of ARTISTS



SHOE ILLUSTRATION
TEL. CENT. 8232
WOODS BLDG.
CHICAGO

YOU WANT THE BEST

"O. K." ARCH SUPPORT SHANKS

There is a tremendous demand these days for arch support shanks.

We beg to call your attention to the fact that we can make your arch support shanks for you using either your own dies and moulds or allowing you to pick your dies and moulds from a large and varied assortment we have in stock.

As you know, we also make all kinds of combination and plain steel shanks.

"O. K." Fibre Counters are up to the same high standard as "O. K." Shanks.

O. K. SHANK COMPANY
307 Fourth Street Chelsea, Mass.
Canadian Agents: Trudeau Co., 719 Panet St., Montreal, Que.

United States Hotel

Lincoln, Beach and Kingston Sts.

BOSTON, MASS.

Near South Terminal and easily reached from North Station by elevated

European Plan \$2.00 up

Jas. G. Hickey, Manager

G. W. Hanlon, Asst. Mgr.

Mr. S. G. Underhill of Underhills Ltd., of Barrie, recently called on the Toronto trade.

Mr. W. J. Duncan, of the Duncan Legging Co., Scaforth, was in Toronto last week looking things over.

Mr. Ed. R. Lewis of Toronto, called on the trade in Barrie, Penetang, Peterboro, Port Hope, and other points recently.

Mr. Murray Hamilton, of the W. B. Hamilton Shoe Co., Toronto, was in Boston last week.

Messrs. Will Adams and Harry Pollard, of the Adams Shoe Co., Penetang, called on the trade during their recent Toronto visit. They say they are real busy, and find business greatly improved.

Mr. J. M. Lemon, of 2507 Yonge St., Toronto, has moved into larger premises at 2509 Yonge St.

Messrs. Boake Bros. have opened a shoe store on St. Clair Ave., near Oakwood, Toronto.

One of the men most interested in the success of the Royal Agricultural Fair held in Toronto recently, was Mr. George W. Beardmore. As Master of the Fox Hounds of the Toronto Hunt Club, and Honorary Chairman of the Show Committee, Mr. Beardmore was very prominently identified with the Horse Show which contributed very materially to the success of the fair.

H. A. Allen, a boot and shoe merchant of Cobourg, wrote his town council of 1921 a very "strong" letter, charging them with connivance in the misappropriation of theft of \$3,000 of the town's money.

Action was taken against him and now he has to pay the sum of \$1.00 together with all costs which will reach the magnificent sum of around \$1,500.

Mr. G. M. Jacobs, of the Robson Leather Co. Ltd., Oshawa, recently spent a few days in Montreal in the interests of the firm.

The many friends of Mr. F. J. Sharpe, of the J. B. Drolet Co. Ltd., of Quebec, will be sorry to hear that he is temporarily laid up with a few broken bones in his ankle. Mr. Sharpe will finish his trip on his recovery. Mrs. Sharpe was away at Atlantic City when the accident happened, but, well! that's no reason why a man should crack his ankle.

Messrs. Toole & Corbin, lately of the staff of J. W. Priest, of Pictou, N.S., who went into business on their own account have met with good success to date.

Mr. Chas. Loverin, formerly Manager of Higgins Store in Moncton, N.B., has opened up a shoe store in Parrsboro, N.S.

The Judges in the Salesmanship Contest have not yet been able to finish their report. Consequently we regret that we will be unable to announce the winners until December 15th.

J. HARDY SMITH & SONS HIDE and LEATHER FACTORS

CODES: MARCONI, BENTLEY, LIEBER.
CABLES: HIDES, LEICESTER

Belgrave Gate, Leicester, Eng.

Prompt Deliveries on

Shawl and Trunk Straps, Waxed Kip Butts, etc.

Our new factory and special equipment makes speedy deliveries possible. Order now

S. Buckton - - Campbellford, Ontario

The Shoe Repair Man

Methods of Modern Management

By G. W. Hafner, Auditor and Industrial Engineer.

TRADITION says figures don't lie. Yet, the wrong interpretation of figures may throw the head of the business completely off the track. Mercantile agencies report that a large number of commercial failures are directly due to the proprietor's or manager's belief that the business is making a profit, when, as a matter of fact, it is running at a loss. And the reason for this is that, in at least the majority of cases, the business man has been deceived by the use of percentages in allowing for profits.

What is Percentage?

In using percentages as a tool to work with, we should have a clear understanding of what percentage is. Percentage is a standard of comparison for amounts, just as a thermometer is a standard of comparison for temperature, or an inch, foot or yard is a standard of comparison for lengths. The word "percentum" means 100 parts, or 100ths. Therefore, amounts are compared by per cent or hundredths, as lengths are compared by inches and feet, and temperature by degrees.

Accordingly, one amount compares with another amount as each contains a less or a greater number of 100ths, in the same manner that one temperature compares with another temperature according as it contains a greater or less number of degrees, or that one length compares with another length as it contains a greater or less number of inches. It is seen from this that percentage is simply a means for measuring figures.

How to Find Percentages.

In finding percentages, we always have a clearer view of the matter, if we put the figures in the shape of a fraction. Percentage, from the viewpoint of mathematics, is fundamentally nothing else but decimal fractions. You say that 50 is one-half of 100. That means that 50 is fifty one-hundredths or 50 per cent of 100. Likewise, 20 is twenty one-hundredths or 20 per cent of 100; and ten is 10 per cent; and 5 is 5 per cent. The principle here is the same as that governing the change of common fractions into decimals, which is: "Divide

the numerator by the denominator," or "divide the upper figure of a fraction by the lower."

To illustrate, let us assume that the annual sales of a certain business amount to \$100,000.00, and that the annual expenses aggregate \$25,000.00. What we want to determine, first, is what percentage of \$100,000.00 is \$25,000.00. To do this we put the figures in the shape of a fraction, and divide the upper figure by the lower, thus:

$$\begin{array}{r} 25,000 \\ \hline 100,000 \end{array} 25,000.00 \div 100,000.00 = .25$$

$$\begin{array}{r} .25 \\ \hline 20000.00 \\ \hline 500000 \end{array}$$

We find, then, that the total yearly expenses of \$25,000 represents 25 per cent of the total yearly sales of \$100,000. And we know from this that, in making-up our selling prices, we must add 25 per cent for expenses, plus whatever margin of profit we desire to make.

Why Anticipated Profits Are Not Realized.

This is all apparently simple enough. And yet it does not always work out just right, it seems. Let us see, then, what is it that tangles up so many of us in attempting to handle percentages.

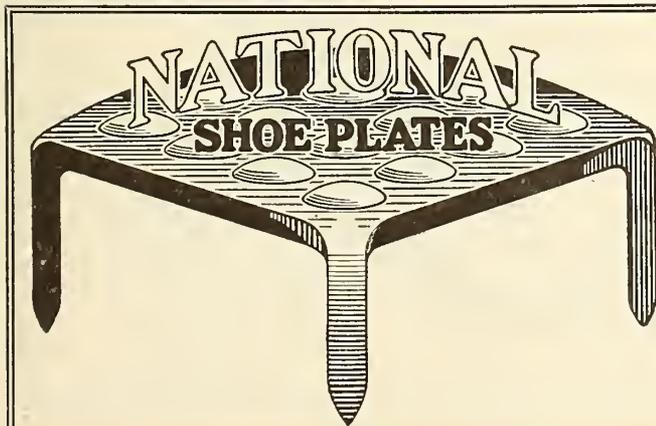
For purposes of illustration, let us take, first, the method of the business man who knows nothing about what his expenses are. He has perhaps heard some other man in the same trade or industry say that he figures to make 10 per cent profit, and because that is what he thinks others are asking, he will figure something like this on a sale, which costs him, say, \$20.00.

Cost of goods	\$20.00
Add 10% of \$20.00 for profit	2.00
Total	\$22.00

He will probably mark the goods to sell for \$25.00, thinking that the extra \$3.00 will cover his overhead expense, and that he will make his 10% profit and perhaps a little over.

Let us see, now, what has really happened:

Cost of goods	\$20.00
Expense, 25% (not of \$20.00, but of \$25.00, which will be explained later)	6.25



They are MADE Right and PACKED Right!

Just as the "National" Shoe Plate leads both for style and service, it also sets a new record for efficient, convenient packing.

"National" Shoe Plates now are packed first in neat one-gross cartons and then in heavy cardboard telescoping boxes as follows:-

Size No. 1:	Packed 10 one-gross cartons in box
" " 2:	" " 10 " " " " "
" " 3:	" " 6 " " " " "

Furthermore, the boxes are neatly re-wrapped in stout paper with plain markings as to description and size of contents.

NATIONAL SHOE PLATE MFG. CO.,
160 NORTH WELLS STREET, CHICAGO, ILL.

Total cost ..	\$26.25
Sale price ..	25.00
<hr/>	
Net loss ..	\$ 1.25 or
5 per cent of the selling price.	

Next let us illustrate the method of the business man who knows, from last year's figures, that his expenses amount to 25 per cent of the sales, but does not know how to apply that knowledge correctly.

Probably his estimate will show up like this:

Cost of goods	\$20.00
Expenses, 25% of \$20.00 ..	5.00
Profit, 10% of \$20.00	2.00

Total

Let us see what has happened in his case:

Cost of goods	\$20.00
Expenses, 25% of \$27.00 (instead of \$20.00)	6.75

Total	\$26.75
Sale price	27.00

Net profit

which is .926 per cent (less than one per cent) of the sale, and not ten per cent.

The difference between actual and anticipated profit, developed in the above illustrations, are due entirely to the fact that two different bases have been used in arriving at the results. In the first instance, the percentage of expense of 25 per cent was arrived at by using the sales at selling prices. In the second instance, this percentage was applied to the sales at cost prices. This is the error too often made by business men.

Suppose the cost of a given article or commodity is \$1.00, and a merchant wishes to add a margin of 33 1/3 per cent to the selling price, how would he figure it? Adding 33 1/3 per cent to the cost will not give the desired result, because:

33 1/3% of \$1.00 equals 33 1/3 cents.

\$1.00 plus 33 1/3 cents equals \$1.33 1/3, or the selling price.

33 1/3 cents divided by \$1.33 1/3 equals 25%.

Hence, instead of earning 33 1/3 per cent on the selling price, as he had planned, the business man would actually earn 25 per cent only, because different bases were used in the calculation.

Rule for Figuring Percentages.

In this matter of figuring percentages, the very first thing we must get a firm hold on is this:

THE SALE PRICE REPRESENTS 100 PER CENT.

To figure by per cent intelligently we must have, somewhere, something that represents 100 per cent, which in this case is the SALE PRICE. When we attempt to figure any part of the whole as 100 per cent, we immediately get into difficulty. All component parts are measured as 100ths of this 100 per cent. Hence,

If expenses represent	25%
And profit represents	10%

We have accounted for .. 35%
And the cost of the goods must, therefore, represent 65%

Making the sale price .. 100%

In other words, the \$20.00 cost of goods is 65 per cent of the sale price, which sale price is represented by the total of 100 per cent.

In figuring percentages of this kind, the following rule must always be observed:

DIVIDE THE AMOUNT OF THE COST BY THE PERCENTAGE IT REPRESENTS. THE ANSWER WILL BE THE SALE PRICE

\$20.00 divided by 65% equals \$30.77, which should be the selling price of the merchandise, provided the price paid for the goods is \$20.00, expenses are 25% of the sales, and the dealer wishes to make a profit of 10 per cent net.

How do we know this is correct? A method to be of any value must be susceptible to mathematical proof. Let us therefore prove the proposition thus:

Cost of goods	65%	of \$30.77 equals	\$20.00
Expenses	25%	of 30.77 equals	7.69
Profit	10%	of 30.77 equals	3.08

Total 100% of \$30.77 equals \$30.77

This method is absolutely correct, whether it is applied to a 50 c. sale or to a \$500.00 sale.

The selling price is 100 per cent, or the whole. All component parts are represented by 100ths, or percentages of the whole. There is nothing in the entire equation that represents 100 per cent except the selling price. Hence, all percentage computations should be based on the selling price.

Some novel advertising being used by Mr. W. S. Pettit of Brantford

Longer Wear

Father Time has brought some changes in the art of fixing shoes. "Wearing Longer" is the motto. This should be most welcome news. We are here to give you service. And all xxx stock we use.

W. S. PETTIT
10 SOUTH MARKET STREET

MEN

If you need a good stout solid leather shoe, it will pay you to look over our

NEW STOCK AT NEW PRICES

We have nine different lines of Men's Work Shoes, black and brown. Plain toes and toe caps. Sizes 6 to 10.

Our best seller is made from **GENUINE REGULATION ARMY LEATHER**

with the counter on the outside; this leaves the heel of the shoe absolutely smooth inside.

Prices range from \$3.50 to \$4.75

W. S. PETTIT
Modern Shoe Repair
South Market

PARENTS...

Is your boy fitted with the proper shoes for school?

Our shoes are solid leather with solid rubber heel, extension sole protecting the toe cap, and best of all, made by hand. This is a real shoe for school. black or brown; sizes for school. 11-5 Price, \$4.00 to \$4.50

W. S. PETTIT
The Modern Shoe Repair
10 SOUTH MARKET STREET

TOO MANY REPAIRERS

THE heading above may seem a bit drastic but who will deny its truth? During the war and the succeeding period of extravagance, many men turned to shoe repairing as offering them a lucrative employment on a small investment. Some of those men will make good, and will be permanent and profitable members of the craft. Others will fall, or have fallen by the wayside. Some of those who have been in the game for years are finding they cannot stand the pace, and are dropping out. That is the case in almost every line of work you can name.

The situation in the shoe repairing field has been aggravated by several factors. The people who normally buy shoe repairs have been feeling poor, and have held off as long as they possibly could. The field has been flooded with cheap competition that will work long hours for a bare existence. The wholesale houses, anxious to maintain volume, have extended credit in a manner which, to the legitimate repair trade, does not seem either fair or sound. The market has been filled with cheap sales of new shoes—either good shoes which must be sold by manufacturer or retailer at a price, or trash which after a few weeks' wear is gone, and is not worth repairing.

The net result is going to be a weeding out process in the repair field, from coast to coast, but more particularly in the large towns and cities. Every week sees a number of shops closed up, and as winter passes into spring the speed is likely to grow rather than slacken.

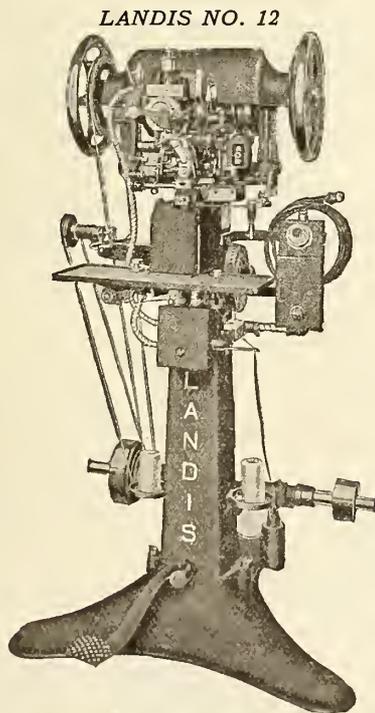
It is up to the leaders of the trade to keep their heads in the crisis through which they are passing, if they would remain leaders. The weeding out process is one of the demonstrations of the immutable law of

the "survival of the fittest." This is an economic as well as natural law, and cannot be sidestepped.

It is with no idea of throwing a scare into the trade that these ideas are submitted. Every man in the trade knows the existing conditions, and every man selling to, or observing, the trade cannot help but note them. Wherefore, the only thing to do is to meet the situation squarely. When the smoke clears away after the next six months or so, the clean-up will largely have taken place, and those that have followed sound policies will still be in the field. Those that have been using slipshod methods and worrying along from day to day will be working for someone else—where they will be better off in every respect. For it is hard to imagine why a man should slave from dawn to darkness for less money than he can earn in eight or nine hours under an employer. The satisfaction of being one's own boss—and everybody's slave—is dearly bought at such a price.

With the winter just on us, it is a good time for the repairer to take a few minutes for the consideration of his problems and their possible remedies.

The question of locality has a bearing on trade. If a man is in a business district, he must depend on transient trade, and do a lot of "while you wait" work. If he is in or near a residential district, he must look for family, or more or less regular trade. The problems are similar, but present certain differences. The down-town man must attract business by the appearance of his shop, his windows, his signs. Offices and manufacturing plants afford a ground for the solicitation of business, by means of letters, handbills, folders, and personal calls. The up-town man should see to it that as little as possible of the repair work in his dis-



Model D

OWN YOUR OWN

LANDIS Stitchers and Finishers for the
Shoe Repair Trade.

Highest Quality.

Prompt Shipments.

Canadian Representative

ROBERT J. VAN STONE

167 John St. S.

Hamilton, Ont., Can.

Special inducements to immediate buyers.

Write for particulars.

Landis Machine Company

No. 1515 25th St.,

St. Louis, U. S. A.

trict gets out of his hands. The telephone book, directory, and lists of customers are a fruitful source of business. Door to door visits, telephone calls, circulars, handbills, all have their uses.

The words "quality," and "price" are to be regarded as servants, not masters. People have just got to the point where they are again appreciating the value of quality and service, as against a price which is low, but not cheap. They are beginning to feel that prices cannot fall much lower, and that what they must get is the fullest possible value for the money they spend. The article that will wear, or last, is gradually replacing the cheap, showy, trash. And in shoe repairing, as in every thing else, this can be brought home to them by a continual drive.

In considering cheap competition, it may be concluded that the man who gives quality goods below cost can last as long as his money and creditors will stand it; the man who gives low quality at low prices can last as long as his customers will last him; the man who gives quality goods at a fair profit will outlast them both, if he is not afraid of hard work, thrift, and knows his business. And if he does not know his business, and cannot stand the hard pull, the sooner he finds something else to do, the better for all concerned.

TRADE NOTES

Mr. Elmond has taken full charge of the New York shoe store, St. John, N.B.

Chas. Dale of Truro, N.S., has installed a modern repairing outfit along with a nicely balanced line of boots and shoes. Mr. Dale is making good progress, in spite of the fact that since starting he has been laid up with a period of sickness, during which an operation was found necessary.

A disastrous fire which visited Sydney, N.S., partially destroyed the building occupied by Crowell's Limited, one of the leading departmental stores of that district.

Shoe and leather circles will be interested to know that the Corson shoe Mfg. Co.'s campaign on "Hiker" shoes was considered by the Direct Mail advertising Association as the outstanding piece of direct advertising created during the past year.

Mr. E. W. MacTear, with Philip Jacobi, Toronto, is a candidate for the Board of Directors of the Commercial Travellers' Association for 1923. Mr. MacTear has been a director for the last three years where he has been a worthy representative of the Shoe and Leather travellers.

Mr. D. M. Russell having sold his Gerrard St. business has opened a high-class shoe store at 2060 Danforth Ave., Toronto.

Col. J. B. McPhee, of Barrie, a traveller for the Barrie Tanning Company, passed away suddenly in Belleville. He was registered at the Kingsley House, and whilst reclining in a chair in the sitting room was noticed to be apparently unconscious. He died before a physician could be summoned. Col. McPhee was about 50 years of age. The body was brought home for burial, with Military and Masonic honors.

Mr. J. E. Knott, representing Getty & Scott, Ltd., of Galt, had an interesting display in his show-room at the King Edward Hotel, Toronto recently.

Mr. C. A. Duclos, of Duclos and Payan, Montreal was a recent visitor to the Queen City.

Mr. E. Poyer, who for several years before the war was Manager of the Canadian-Arrowsmith Mfg. Company, Limited, is now Manager and part owner of the recently organized Shoe Store Specialties Company. Mr. Poyer's many friends in the trade will be glad to learn of his return to the shoe findings' business.

Mr. A. Holly of 293 Broadview Ave., Toronto, has given up business.

Mr. Teddy Tripp, late of D. D. Hawthorne & Co., Toronto, is now connected with the Big 88 Shoe Store, 88 Queen St. W., Toronto.

Mr. George Bickerton, of Bickerton Bros., Wood stock, called on the trade in Toronto recently.

Mr. Leslie Peters, of Messrs. C. H. Peters & Son, of St. John, N.B., paid a flying visit to Toronto recently.

Mr. L. O. Breithaupt, of The Breithaupt Leather Co., Kitchener, was in Toronto last week calling on his friends in the trade.

AMES-HOLDEN McCREADY LIMITED

During the past month developments with regard to the reorganization of Ames-Holden McCready, Limited, have been rapid and final arrangements were made for the release of the company from its guarantee of the Ames Holden Tire bonds, and the release of the common stock holding in the tire company by the parent company. Cheques amounting to \$250,000 were sent out to creditors, representing forty cents on the dollar.

It was announced that the final details in connection with the adjustment of the affairs of Ames-Holden-McCready, Limited, have been completed, and that the new organization, which will be known as Ames-Holden-McCready, Limited, has started operations with a clean sheet and with new cash capital to the extent of approximately \$1,000,000.

Ames-Holden Felt Co., Limited, has been merged with the new company. Ames-Holden Tire Co., Limited, will however, remain as a separate organization.

ESTABLISHED 1863

THE KING BROTHERS COMPANY, LIMITED, WHOLESALE BY, ON
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.

WANTED—A Line of Shoes for the Western Ontario and Toronto Ground, by a Young Man having eight years' experience in the Shoe Selling Business, with leading Manufacturers. On Commission or Salary Basis. Address to Box 65 Shoe and Leather Journal, 545 King St. West, Toronto.

POSITION WANTED.—Experienced Traveller desires Position with Manufacturing Concern or Jobbing House. Excellent connection from Orillia North. Replies to Box 58, SHOE & LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED a 4 foot Dieing Out Machine, also a Heel and Bottom Scourer. Box 64, THE SHOE AND LEATHER JOURNAL, 545 King St. W.

AGENCY WANTED—A Man having many connections with Quebec City Shoe Manufacturers would like to have Agencies in Findings, Leather, etc., on a Commission Basis. Write to Box 59, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

MANUFACTURING OR SELLING—Man with wide experience in Manufacture of High Class and Staple Shoes, open for position with Canadian house, either in manufacturing or selling ends. Box 60, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED—Position as Manager and Buyer for Retail Shoe Store or Department; ten years' experience in this capacity, one store. Keen buyer and good advertiser, window trimmer, show card writer and expert fitter. My personality and ideas will increase your business and profits. Address, "Manager," Box 61, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED—Shoe Line on Commission Basis for Maritime Provinces. Good connection with many of the best accounts. Making a trip to Shoe Centres in January. Write me now. Address, "Maritime," Box 62 SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED—Shoe Business in good town or small city. Stock must be up-to-date. Apply to Box 63, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

FOR SALE—Up-to-date Shoe Store and Shoe Repairing Outfit, good paying proposition in fast growing district, excellent reason for selling. Apply, Box 70, Shoe and Leather Journal, 545 King Street West, Toronto, Ont.

SHOE REPAIR BUSINESS FOR SALE—A Solid Brick Building, Six Rooms, All Conveniences and Sun Room, Full Size Cellar, Electric and Gas, Lane in Rear, located in a good residential and business section in Toronto. A good profitable business now being done. Phone Gerrard 4796, or Box 69, Shoe and Leather Journal, 545 King St. W. Toronto, Ont.

A YOUNG MAN, Collegiate Education, Ambitious to Better Himself, who has had six years' experience in making room and as shipper with manufacturer, also one year with retailer, would like to connect with manufacturer or wholesale house, where advancement will follow hard work. Apply to Box 68, Shoe and Leather Journal, 545 King St. West, Toronto, Ont.

WANTED—Traveller for Eastern Townships, Province of Quebec. Apply, stating experience, to Amherst Boot & Shoe Co., Ltd., Amherst, N.S.

FOR SALE—Canadian Patent Rights of Counterbalance Rubber Heel, positively the most logical heel invented, by a shoemaker of 25 years' experience. Full particulars and samples upon request. Counterbalance Rubber Heel Co., 53 East Avenue, Elyria, Ohio, U.S.A.

FOR SALE—Leigden Side Unhairing Machine at Bargain Price. Apply, Box 66, Shoe and Leather Journal, 545 King St. West, Toronto, Ont.

MR. MANUFACTURER,—Experienced Salesman, full of Energy and Resourcefulness with fine Selling Record and Well Introduced to the SHOE TRADE IN TORONTO, MONTREAL, & THE MARITIME PROVINCES, offers you His Services. Address, Box 67, Shoe and Leather Journal, 545 King St. W., Toronto, Ont.

CLARKE & CLARKE Limited

Established 1852

Tanners 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 Wareroom and Cutting Department
252 Notre Dame St. W., Montreal

PERCY J. MILBURN, Agent

BRANCH WAREROOM

553 St. Valier Street, Quebec City
RICHARD FRERES, Agent

Show Them
JOHN BULL
Shoepacks



For your customers who are looking for EXTRA VALUE in shoepacks let them examine a pair of Beal's. They will note the good leather used—our own tannage—the high class workmanship and the real GOODNESS contained in every pair. These qualities can only give one result—long service, comfort and resistance to weather.

The R. M. Beal Leather Co.
Lindsay, Ont. **Limited**



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

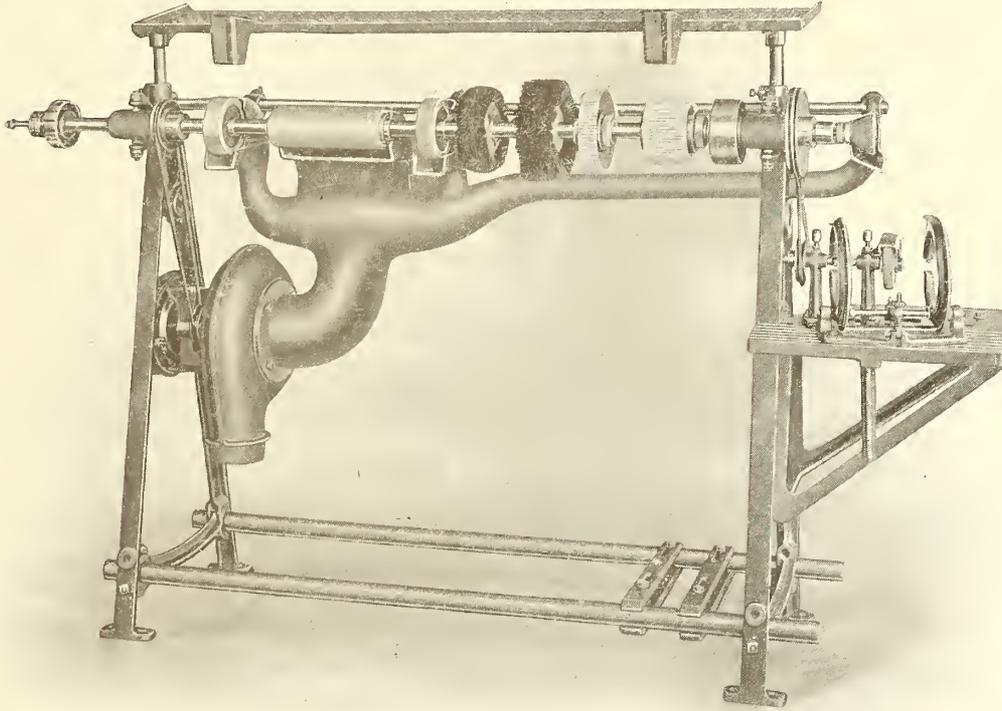
CHICAGO

"We deliver what you buy"

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A HAPPY COMBINATION



*6 ft. Shoe Repairing Outfit Model P—Showing Model A Skate Sharpening Machine Attached
Built in our Montreal Factory*

SHOE REPAIRING and SKATE SHARPENING Profitable Businesses That Do Not Conflict In Their Seasons

A combination that balances the season's trade, retains customers
and brings new ones just when they are needed most

Outfits in a Size and Style for Every Requirement

Installed on Terms that you CAN Afford

Plan that New Installation NOW while you have time

Ask for particulars TO-DAY. Our expert will gladly assist in making a selection

UNITED SHOE MACHINERY CO. OF CANADA LIMITED

MAIN OFFICE AND FACTORY

MONTREAL

TORONTO
90 Adelaide Street W.

KITCHENER
46 Foundry Street, S.

QUEBEC
28 Demers Street



*A
RECORD
SELLER*

One of the Leading Styles of the Day

One Strap Colonial Pump

Made in all Leathers and Combinations

For Volume Trade Feature

Clark Bros. Oxfords and Pumps

Made to Retail at

\$5.00

CLARK BROS., Limited
St. Stephen *N. B.*

THE SHOE & LEATHER JOURNAL



A Christmas Wish

MAY the joy of Christmas be the realization of tasks well and truly done, the remembrance of the helping hand given to the weak and erring friend or foe, and the consciousness of a simple integrity that can look one's fellow in the face.

With a courage that faces the unknown without flinching muscle or trembling eyelash, and a determination unshaken to make the New Year the best in achievement and helpfulness you have yet lived, may the shadows of the old year fade into the dawn of a brighter and happier yet to be.

ACTON PUBLISHING COMPANY, LIMITED

TORONTO

MONTREAL



Established 1857

“THE WEAR  IS THERE”

Sincere Greetings
and
Best Wishes

Our sincerest good wishes for a Christmas bright with the gladness of the glowing health and the fruition of the past year's faithful endeavors.

May the New Year excel your best hopes and lead the way to still higher business achievement.

The Breithaupt Leather Co. Limited

Producers of the Standard of Canadian Sole Leather

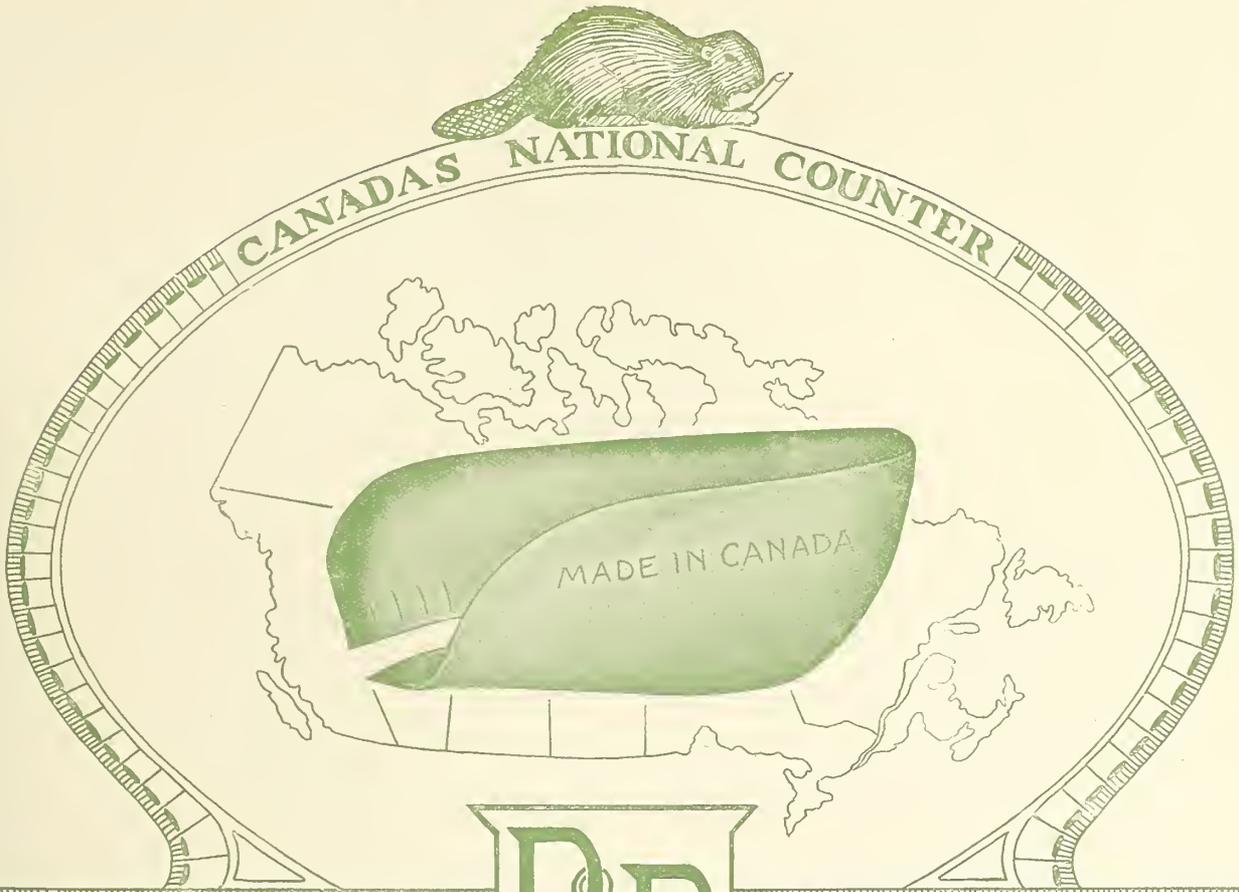
SALES OFFICES

Kitchener Toronto Vancouver Montreal Quebec

TANNERIES AT

Penetang Hastings Kitchener Woodstock Burk's Falls





Good Times

We greet you, all fellow members of the Shoe and Leather Industry, with the sincere wish that Merriment may make your Christmas Season very bright—and with the earnest hope that Happiness and Prosperity may make Nineteen Twenty-Three a “Good Times” Year.

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



The Cheer of the Chimes

As the ringing Chimes express the Merriment that is the very soul of Yuletide, we would like our Greeting to express to our friends everywhere hearty Good Wishes that all may have

**A Joyous Christmas
and A Prosperous New Year.**

We would impress upon all merchants the wisdom of completing their buying for Spring NOW. Immediate placing of your orders is your only safe plan in meeting coming demands, and in both Men's and Women's Lines we are offering shoes that not only represent the most popular styles but in moderate price outclass anything you can offer for value.



Daoust, Lalonde & Co., Limited
Montreal, Que.

BRANCH WAREHOUSE—The Metropolitan Shoe Co., 91 St. Paul St. E.



Christmas Greetings



We would like to extend our hand in a personal message of Good Cheer to the many friends of DAVIS CALF throughout Canada, but must be content to express through this page our heartiest Good Wishes for a Glad Joyous Christmas and a New Year of ever increasing Brightness and Prosperity.

A Leather for Every Shoe

DAVIS LEATHER COMPANY
LIMITED
NEWMARKET, ONTARIO
CANADA.



The Good Old Wish

We are now nearing the close of another period and cannot let it pass without expressing our sincere thanks to the trade in general for the business they have favored us with during the year, allowing us to hold our record of no shut down on account of business in fifteen years.

The coming year will, we feel, be a banner one in the shoe and leather trades, and with every confidence in the future, we wish you a Joyful Christmas and Prosperous New Year.

Edwards & Edwards Limited

Head Office
27 Front St. East
Toronto

Tanneries
Woodbridge, Ont.

Ontario Representative, Fred Dufton, Kitchener
Quebec and Maritime Provinces

Represented by
John McEntyre, Limited - Montreal, Que.



*1922
Christmas
Joy*

*1923
New Year
Happiness*



Shoemakers to the

Wholesale Trade





Our Christmas Wish

To our many friends in the Shoe Trade throughout Canada, the new management extends their Sincerest Wishes for a Bright and Joyous Christmas. May the New Year bring Health, Prosperity and Happiness in the fullest measure to you and yours.

SIR H. W. TRICKETT

Limited

Waterfoot, England

*J. S. ASHWORTH
Canadian Representative
16 Manchester Building, TORONTO*



For Friendship's Sake

MANY are the seeds of Goodwill that are sown by the Hearty Greetings of Yuletide. Many are the Friendships renewed in sincere Wishes at New Years.

To all Shoemen we would have our Greeting carry a message of deep Remembrance, and we would have our Wishes express our sincere interest in all your endeavors and hopes.

J. & T. Bell, Limited
MONTREAL



A Friendly Greeting

Take away friendships from the associations of Trade and Business becomes a battle.

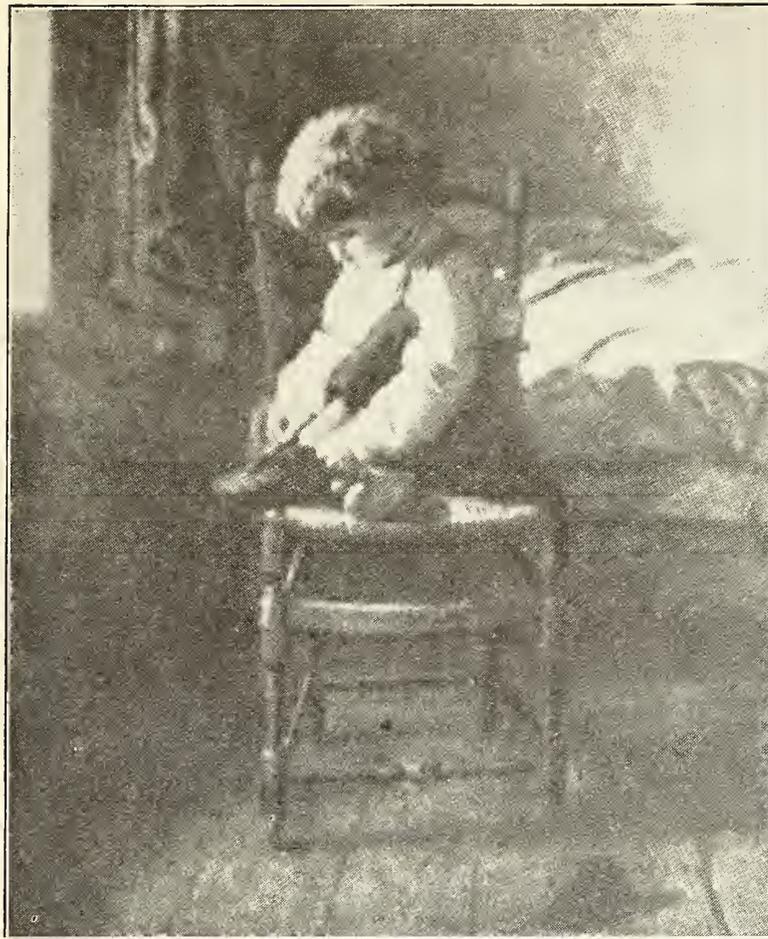
Because we look upon Business as a Game rather than a battle—a Game which all may win and all may help others to win—we send out to all the Trade Friendship's Greeting, the age-old salutation

**A Merry Christmas And A
Happy and Prosperous New Year**

GEORGE ROBINSON

184 McGill St.

Montreal



Christmas—Childhood's Season

Of all the holiday seasons Christmas is truly the Children's Own, and from the makers of Canada's Premier Children's Shoe there goes out to the entire Trade a warm Christmas Greeting, in which is expressed appreciation for a generous share of your patronage, with the sincere wish that you may prosper and enjoy genuine Happiness throughout 1923.

In the recent fire that caused so much loss and suffering in our community, our plant has been spared, so that continuing our large and specialized production the Trade is assured of the same satisfactory service and high standards of quality and value in Globe "Pillow Welt" and "Baby Pillow Welt" Shoes.

GLOBE SHOE, LIMITED

TERREBONNE

QUE.

Montreal Office, 11 St. James St., J. A. Bluteau, Representative



Season's Greetings

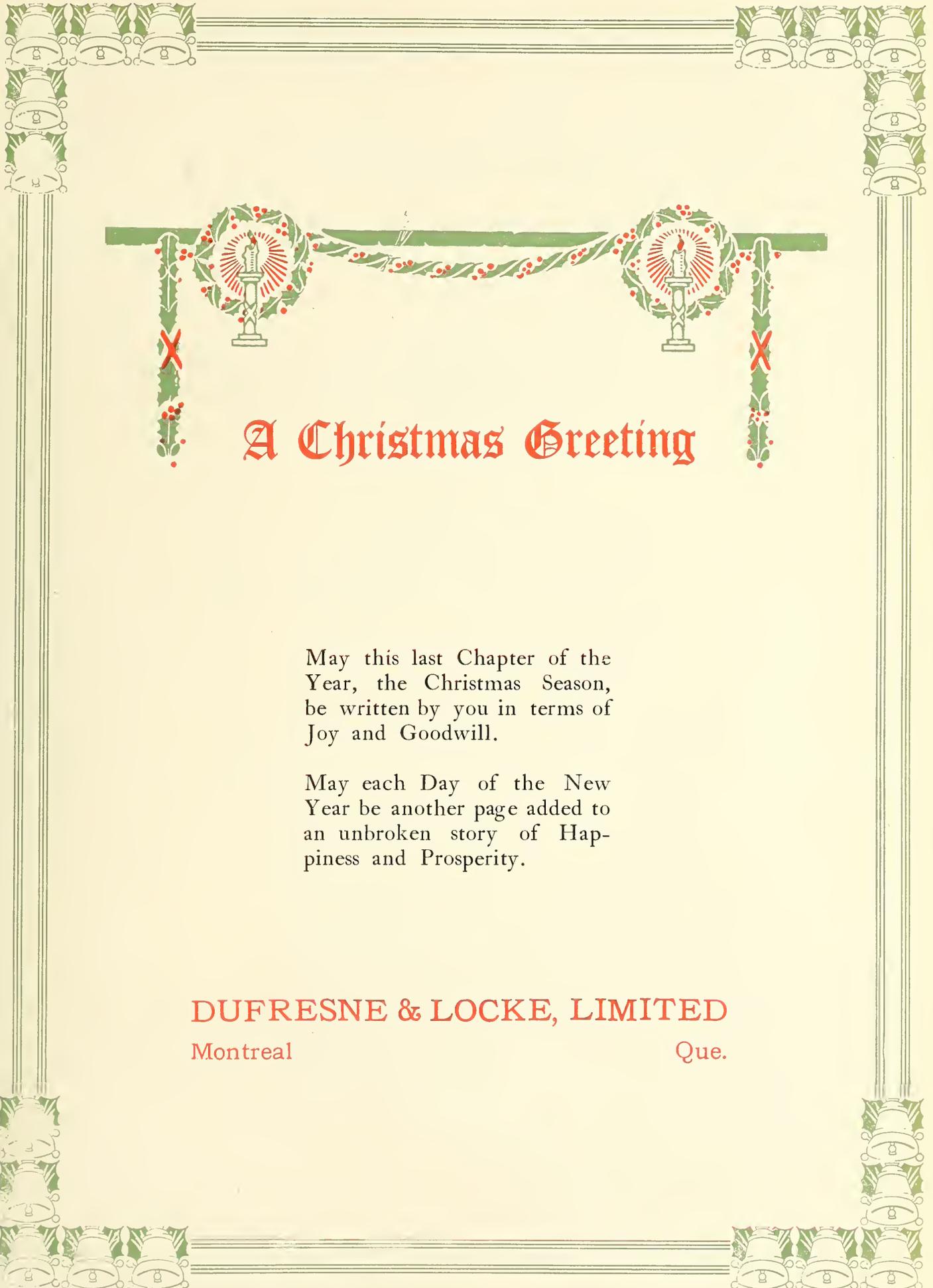
May the joy of the Festive Season in its fullness come to you and yours, and may any undertone be lost in the deep diapason of thanksgiving over all that the year has brought. May the coming of the New Year be as the dawn of the morning in which the Aurora of Promise finds its Consummation in the Perfect Day.



Getty & Scott, Limited

Galt, Ontario

Makers of the "Classic" Shoe for Women



A Christmas Greeting

May this last Chapter of the Year, the Christmas Season, be written by you in terms of Joy and Goodwill.

May each Day of the New Year be another page added to an unbroken story of Happiness and Prosperity.

DUFRESNE & LOCKE, LIMITED

Montreal

Que.

Christmas And New Year Wishes

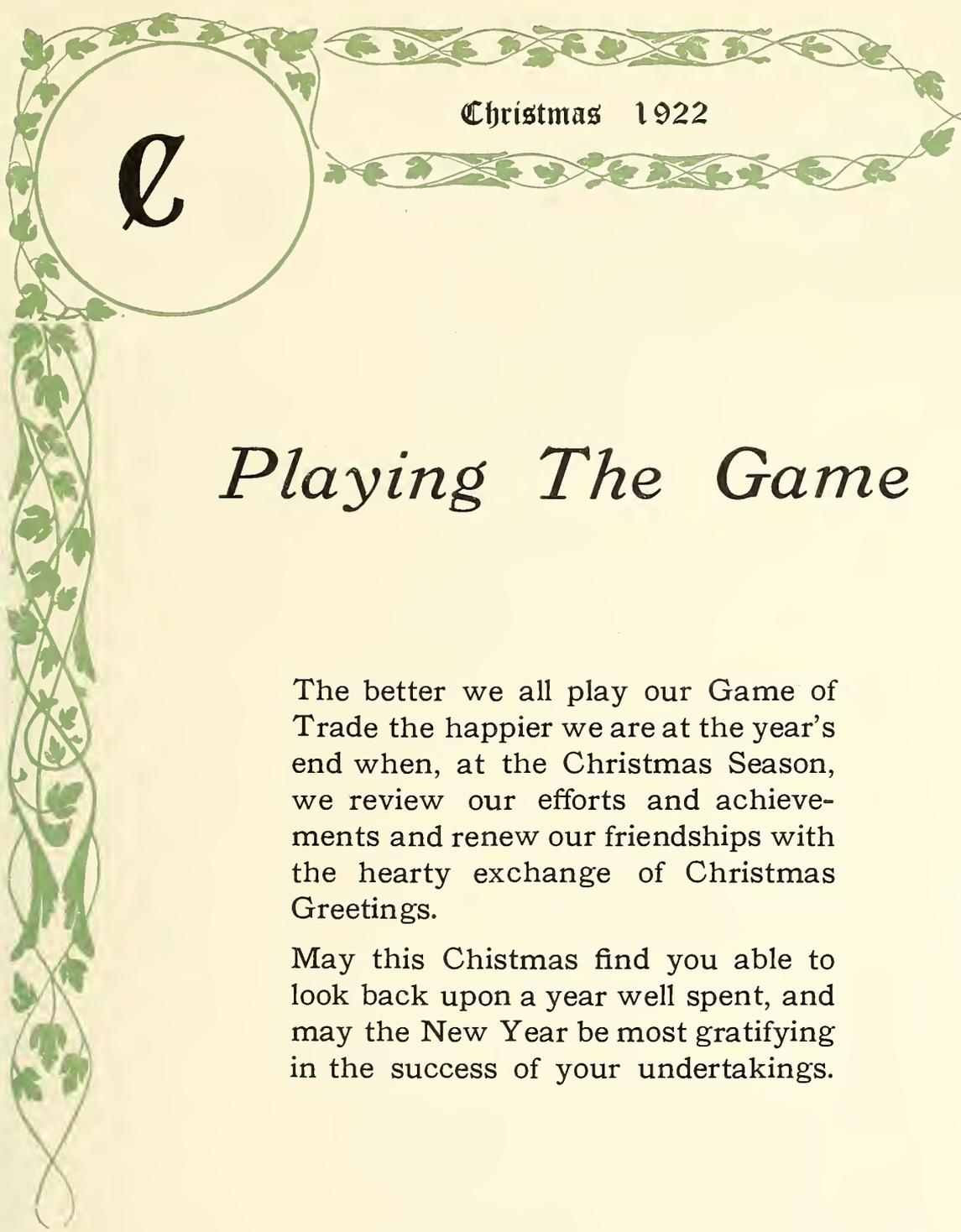


*To all our Friends
From Coast to Coast,
The Spirit of our Greeting
At this Christmas time
Is
Hearty in Goodwill,
Grateful in Appreciation,
Bright in Hopefulness,
Sincere in Best Wishes
for your Well-being.*

THE COLUMBUS RUBBER CO., OF MONTREAL, LIMITED

Branches At

Montreal, Que., Ottawa, Ont., Winnipeg, Man., Calgary, Alta.



C

Christmas 1922

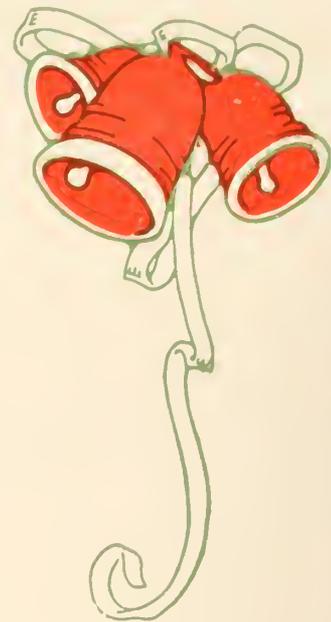
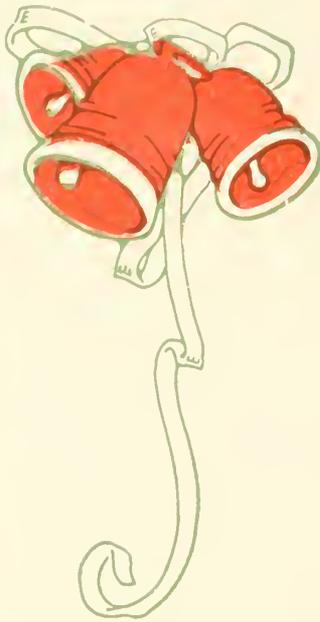
Playing The Game

The better we all play our Game of Trade the happier we are at the year's end when, at the Christmas Season, we review our efforts and achievements and renew our friendships with the hearty exchange of Christmas Greetings.

May this Christmas find you able to look back upon a year well spent, and may the New Year be most gratifying in the success of your undertakings.

La Compagnie J. A. & M Cote
ST. HYACINTHE, QUE.





The Season's Greetings

At the close of another year we extend our very hearty thanks to our friends in the trade for their valued business and courtesies. To all Canada's shoemen we extend best wishes for a Christmas of Happiness and we join with you all in hopes for good things for
and Twenty  Nineteen Hundred Three.

THE **W^M A. MARSH COMPANY, LIMITED**
QUEBEC, CANADA

SOLD BY ALL LEADING JOBBERS FOR THEIR BEST GRADE SHOE

ROOM N

PERMANENT SAMPLE ROOM
QUEEN'S HOTEL

TORONTO



The MINER RUBBER CO. Limited
Branches and Selling Agents

- | | |
|--|------------------------|
| The J. Leckie Co., Limited..... | Vancouver, B.C. |
| The Miner Rubber Co., Limited..... | Calgary, Alta. |
| The Miner Rubber Co., Limited..... | Edmonton, Alta. |
| Congdon, Marsh Limited..... | Regina, Sask. |
| The Miner Rubber Co., Limited..... | Winnipeg, Man. |
| Congdon, Marsh Limited..... | Winnipeg, Man. |
| The Haileybury Wholesalers, Limited..... | Haileybury, Ont. |
| Coates, Burns & Wanless..... | London, Ont. |
| R. B. Griffith & Co..... | Hamilton, Ont. |
| The Miner Rubber Co., Limited..... | Toronto, Ont. |
| The Miner Shoe Co., Limited | } Ottawa, Ont. |
| The Miner Rubber Co., Limited | |
| The Miner Shoe Co., Limited | } Montreal, Que. |
| The Miner Rubber Co., Limited | |
| The Miner Rubber Co., Limited..... | Quebec, Que. |
| H. S. Campbell..... | Fredericton, N.B. |
| The J. M. Humphrey Co., Limited..... | St. John, N.B. |
| The J. M. Humphrey Co., Limited..... | Sydney, C.B. |
| The Miner Rubber Co., Limited..... | Halifax, N.S. |

We extend hearty Christmas greetings and sincere good wishes for a prosperous New Year to our many friends in the Trade.

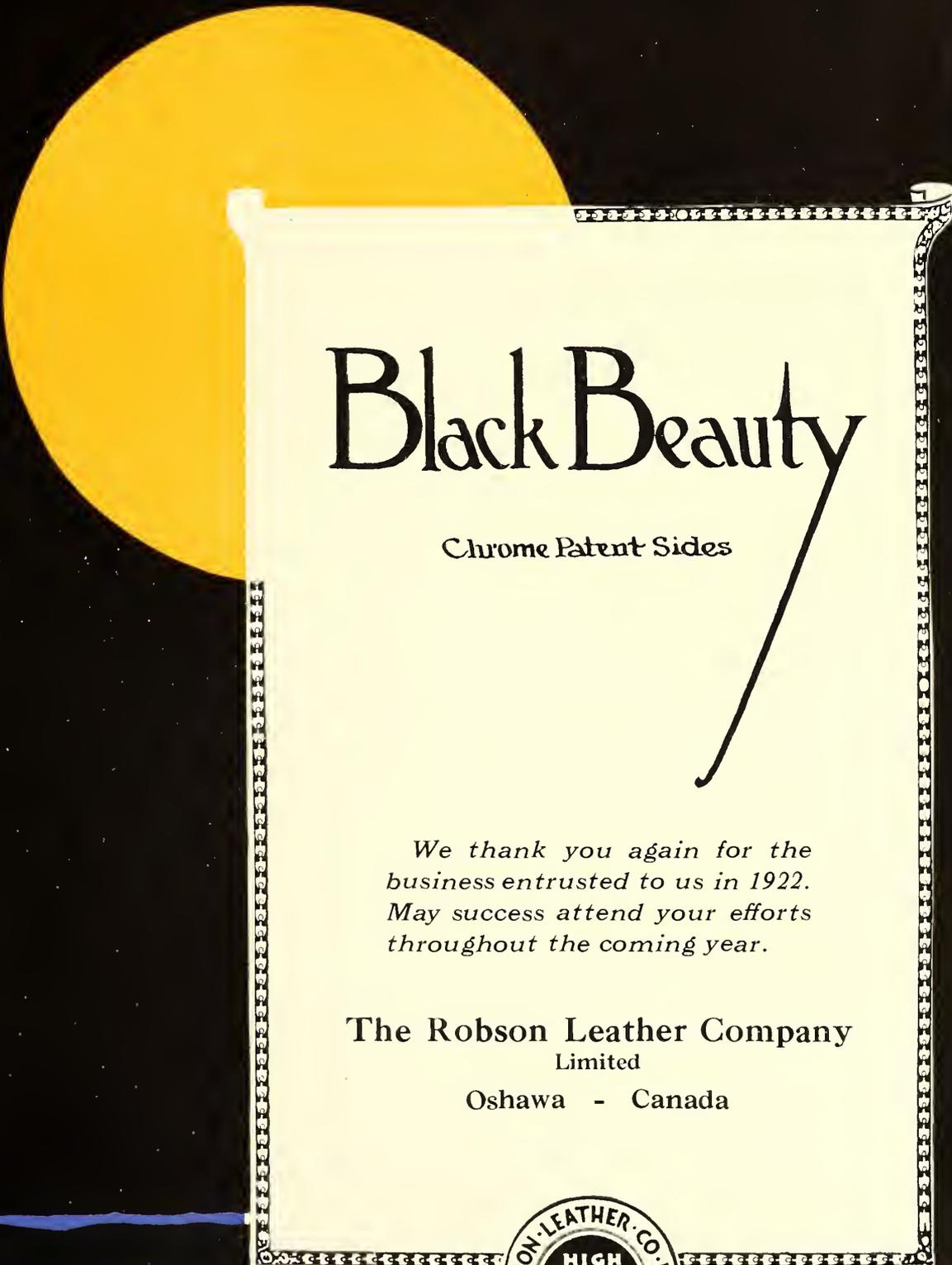


Greetings To The Trade



The Spirit of the Season prompts us again to express the pleasure we derive from our business relations with you, and on behalf of our entire Organization, we wish for you and yours a Merry Christmas and a Happy and Prosperous New Year.

Tred-Rite Shoe Co., Limited
Otterville *Ont.*



Black Beauty

Chrome Patent Sides

*We thank you again for the
business entrusted to us in 1922.
May success attend your efforts
throughout the coming year.*

**The Robson Leather Company
Limited**
Oshawa - Canada

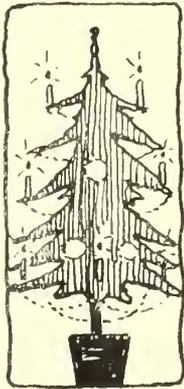


BEST WISHES



for

A Merry Christmas to All the Trade



Santa Claus has a good-sized bank roll to put in the stocking of every live merchant who has kept his stock of "GP" Rubbers complete in styles and sizes this season.

The alert merchant who displays the "GP" line of Rubbers effectively on the shelf and in the window is likely to find the old cash register stuffed full on Christmas morning. Santa Claus loves a good retailer.

*Warm, Dry Feet Clad in
"GP" Rubbers Will Insure a*

Happy New Year

Gutta Percha & Rubber Limited

Head Offices and Factories, Toronto

Branches in All Leading Cities of Canada



Here's to You - - -

Christmas is here---the season when friend greets friend and the time honored greeting "A Merry Christmas" is expressive of the prevailing spirit of friendship and goodwill. It is a pleasure for us at this time to extend to our friends in the Shoe and Leather trade in general, our sincerest wishes for a Christmas filled to the overflowing with happiness and good cheer, and a New Year surpassing in prosperity all that has gone before.

Perth Shoe Co., Limited
Perth, Ontario



Greetings To The Trade

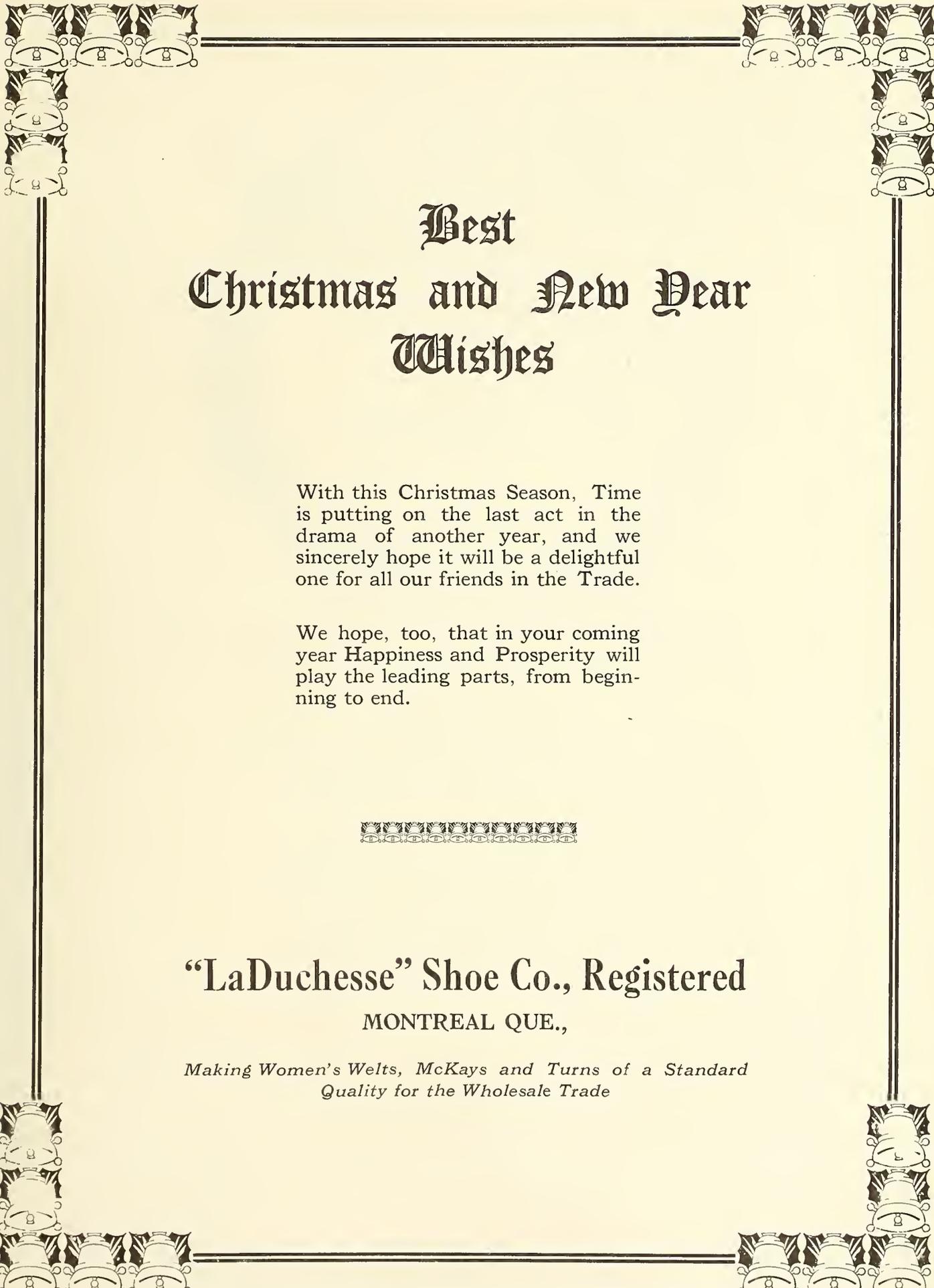
With this Christmas and New Year Season another Milestone in the Canadian Shoe and Leather Trade is passed, and on it we would inscribe a message of Gratefulness and Good Wishes, thanking our friends for their patronage through another year, and wishing for all a New Year of Happiness and Prosperity.

Scheuer Normandin & Co., Limited

18 St. Helen Street

-

Montreal



Best Christmas and New Year Wishes

With this Christmas Season, Time is putting on the last act in the drama of another year, and we sincerely hope it will be a delightful one for all our friends in the Trade.

We hope, too, that in your coming year Happiness and Prosperity will play the leading parts, from beginning to end.



“LaDuchesse” Shoe Co., Registered
MONTREAL QUE.,

*Making Women’s Welts, McKays and Turns of a Standard
Quality for the Wholesale Trade*



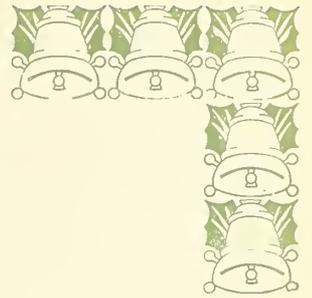
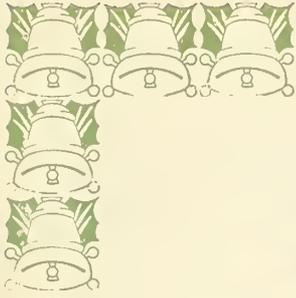
The
Season's
Greetings

Our message to the Canadian Shoe Trade at this Christmas Season expresses greeting, gratitude and good wishes.

Your appreciation of our efforts and achievements in fine shoemaking is equalled by *our* appreciation of the way in which your patronage has, during another year, acknowledged our efforts.

PALMER-McLELLAN

FREDERICTON, N. B.

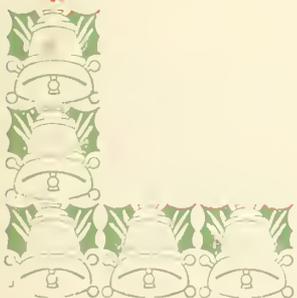


Wishing You

*Happy Days,
Healthful Days,
Prosperous Days,---
And Friendships Linking
Each of Your Days
Into the Lives of Others.*

*Also thanking you for making our days of service to the
Trade pleasant through your co-operation and support.*

Gagnon, Lachapelle & Hebert
55 Kent Street, Montreal





KINGSBURY



Canada's
Pride



*Smoked Elk Vamp and Foxing,
Brown Elk Apron, Duplex Rubber
Sole and Heel—Also made in various
other combinations.*

The time returns when Christmas Greetings spread their gladdening influence everywhere, and all in our Trade are earnestly asked to accept Hearty Greetings and Best Wishes from the makers of Kingsbury Footwear,

This Golf Shoe, one of our splendid range of Sport Shoes, is a high class production, specially made to appeal to the more particular wearers of this kind of footwear. It will prove a seller wherever quality is the foremost consideration. Because of its exceptional trade prospects we are

OFFERING A SPECIAL SELLING PROPOSITION

to merchants who are interested, and it will pay you to learn of its advantages.

KINGSBURY FOOTWEAR CO.,

Limited

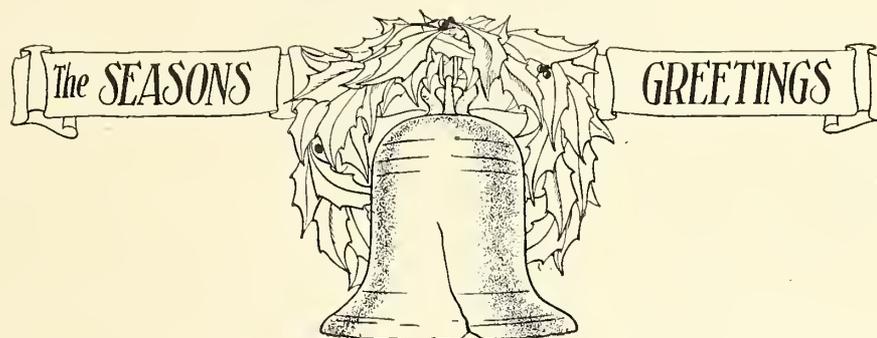
MONTREAL



DeLyte

KINGSBURY
Sno-White
— SHOE —

"Frank W. Slater's Strider Shoe"



All of us who are devoted to Business, how much we in particular owe to the spirit of Christmas that once a year comes and lifts Business out of the humdrum and places it in the midst of the genial surroundings of Friendship—those friendships to which it owes its very life.

Founded on such Friendship is the continued co-operation we have received from the Shoe Trade, for which we express sincere appreciation, with the good old Yuletide Wish that all may have a right Merry Christmas and reap the fruits of Prosperity during the New Year.

EAGLE SHOE CO., LIMITED

587 BEAUDRY ST.

MONTREAL

By every standard of comparison, Strider Shoes are better.

OUR BEST WISHES



In extending our greetings for a Happy Christmas may we hope that its joys may be untouched by disappointment or seeming failure "to attain the mark." May the New Year be a determined successful effort to evolve from the lessons of the past a superstructure of success and happiness such as shall withstand the storms of life.



THE GREAT WEST FELT CO., LIMITED
ELMIRA, - ONTARIO



The Yale Arch Preserver Last

We take this opportunity of expressing to the trade our appreciation of the increased business given us during 1922, and our sincere wish for a Happy Christmas and a Prosperous New Year.

And we cannot let the opportunity pass to again mention Arch Preserver Shoes. The steadily increasing volume of sales in the best stores of Canada and the United States makes us the more determined to see that every retailer in Canada has the chance to hear of this truly wonderful shoe.

*The Arch Preserver Shoe is made by us under special license from
E. T. Wright & Co. Inc., Rockland, Mass.*

"Keeps Good Feet Good."

The Talbot Shoe Co., Limited

St. Thomas :-: Ontario

Diplomas from the School of Experience

GOOD printing is not the product of a night. Years must be spent in study and experience, if the printed page is to have that fine appearance so necessary, when seeking your customer's attention.

We have studied hard in the great school of experience. That is why we feel confident that we can print your booklets, catalogues, box labels, letter heads, and so forth, in such a way as to gain and hold the respect of everyone who sees them. Your name on a postcard will bring complete particulars of the Acton method of better class printing.

Sell by the Printed Word.





*Dropping down behind the hill,
Time's setting sun is again sinking
below the horizon of another year,
leaving the world to a period of
joyous Christmas festivities before
the dawning of a New Year of
endeavor.*

*Greetings to you all, Good Shoemen!
May your year close with a very
merry Christmas Season, and may
Happiness and Prosperity be awaiting
you in Nineteen Twenty Three.*

Tetrault Shoe Mfg. Co., Limited

MONTREAL, QUE.

Largest Makers of Boots and Shoes in Canada.

Newport News

The Newport Shoe Co.'s Springs Samples are now completed. They are duplicates of the best patterns and lasts you will see at the Chicago Shoe Style Review. Our Style Bureaux from the different shoe centres of the Continent have kept us in constant touch with each good number as developed, together with many attractive and practical styles developed here in our factory. On your return from Chicago, visit our factory and place your order on any of these new styles you saw at the Show and we will deliver them in five weeks, as we have the lasts and patterns on these styles working now.

Newport Hand Turned Shoes lead the line of style creators, style and quality based on wide experience in the manufacture of Women's good shoes, that create a buying impression on the prospective customer, is the strong feature of Newport creations. A busy factory and a low overhead charge enables us to produce the best values in strictly high class, bench turn Shoes procurable, to retail from \$7.00 to \$12.00.



Holiday Greetings

May your Christmas be a Merry one, filled, as ours will be, with appreciation and good will toward all our friends, and may the New Year bring in with it prosperity and gratification in the fulfillment of all your plans throughout the coming year.



Newport Shoe Co., Limited

51 Wolseley St. at Ryerson

Toronto, Ont.

Trinity 3425



A Greeting At Yuletide

We extend to you cordial greetings and best wishes, coupled with the hope that the ensuing year will bring you happiness, good cheer, contentment and success, the full attainment of which will come to each and all of us through Confidence and Co-operation.

WILLIAMS SHOE LIMITED
BRAMPTON, CANADA

Attractive Colors in

COLLIS CALF



Collis Calf is a full grained upper leather produced in clear finishes, showing many brilliant and attractive colors.

Shoes for men and women made of this tanage show a character and personality, that assures immediate sales.

Collis Calf is made in all weights and grades. Have you tried our staple lines of black in

Smooth, Box, Eye-Buck, Scotch Grain

The Collis Leather Co., Ltd.

Aurora

Ontario



Greeting



Our Friends In The Trade

May your Christmas be a Merry One and the New Year be a Prosperous Year is our wish for you to-day.

Established 1846

Model
SHOE

W. B. Hamilton Shoe Co.
Limited.

TORONTO.

Model
SHOE



To The Canadian Shoe Trade

We desire to extend to our many friends in the Trade hearty Christmas Greetings, and the sincere wish that the New Year will hold for them and theirs, Health, Happiness and Prosperity.

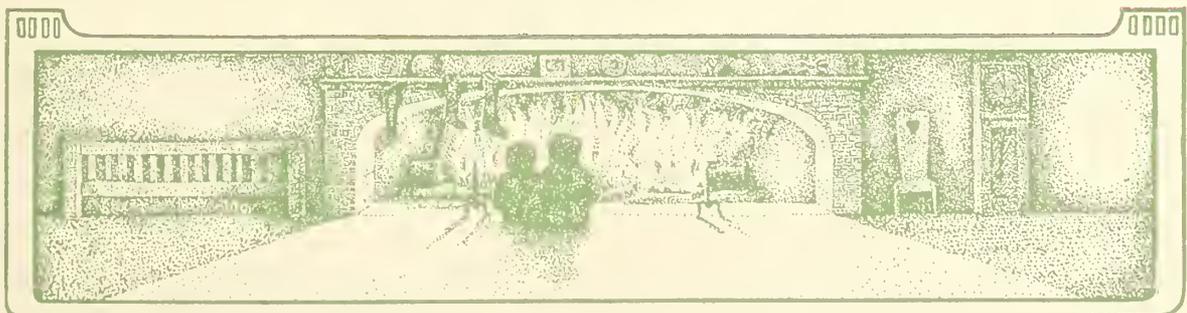
We also wish to take this opportunity of thanking them for their kind co-operation and patronage extended us in the past, and we look forward with pleasure to enjoying their continued confidence and again serving them during 1923.

Christmas 1922.

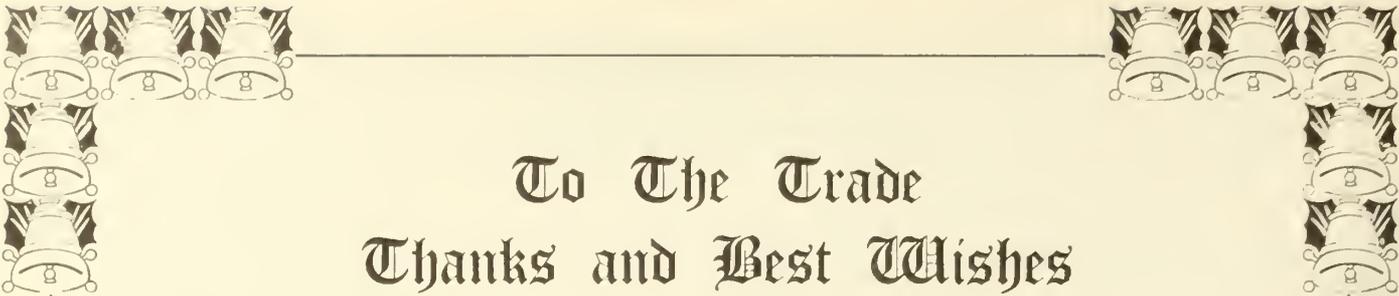
J. A. McLaren Company
Limited

30 FRONT STREET W.

TORONTO



Mention "Shoe and Leather Journal" when writing an advertiser

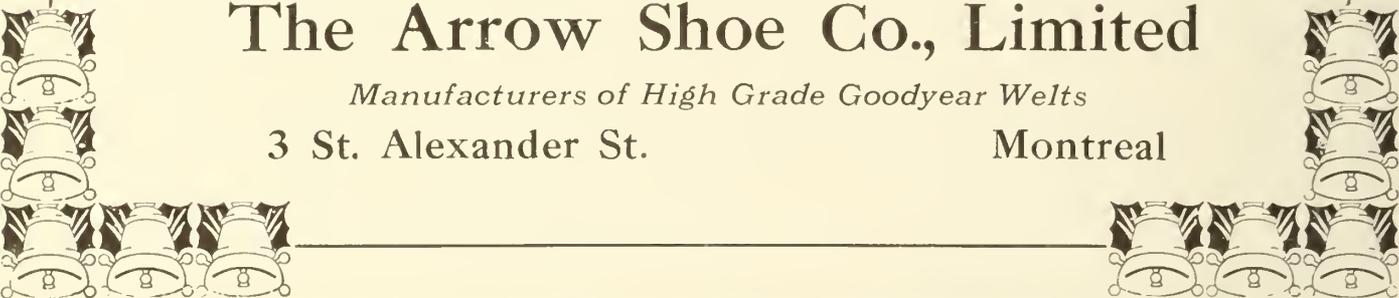


To The Trade Thanks and Best Wishes

One of our chief pleasures, in this Season of Pleasures, is to thank our many friends for the splendid reception they have accorded Arrow Shoes, during their first year in the Trade.

Our warmest greetings, at this Season of Greetings, go out to the entire Trade, sincerely wishing all

A Merry Christmas
And A Prosperous New Year



The Arrow Shoe Co., Limited

Manufacturers of High Grade Goodyear Welts

3 St. Alexander St.

Montreal



Greetings

We extend our thanks to our Friends in the Trade for their co-operation during the past year and wish one and all

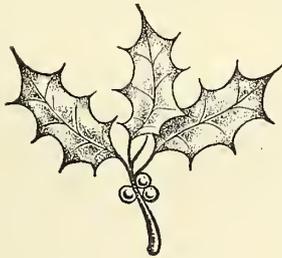
A Merry Christmas
and a
Prosperous New Year

L. H. Packard & Co., Limited

15 St. Antoine St. - - - - Montreal

G. and J. Hamilton Leather Co. Ltd.
 551 Eastern Ave. Toronto

Compliments of the Season



Here's Christmas again.

A season of happiness and good cheer everywhere.

In wishing you all the compliments of the season, we express the hope that you have had a prosperous year.

We extend the wish for a happy and prosperous year during 1923.

Tanners of

<i>Suedes</i>	<i>Shoe Leather</i>	<i>Russets</i>
<i>Skivers</i>	<i>Glove Leather</i>	<i>Coat Leather</i>
<i>In All Colors</i>		

**To All Our Friends
and Customers**

We Wish

**A Very Merry Christmas
And A Prosperous New Year**

DOMINION SHOE, LIMITED

2298-2302 Chabot St.

Montreal

To Visit Our Plant Take Papineau Avenue Street Car Going North And Get Off At Bellechasse Street



Christmas Greetings

At this season of the year with goodwill abiding everywhere, and the thoughts of good cheer so prevalent in our minds, we wish to extend our best wishes to every member of the Shoe and Leather Trades.

It is our most sincere hope that this Christmas season may bring you increased happiness and better times than ever before.



The T. Sisman Shoe Company Limited

THE "BEST EVERYDAY" SHOEMAKERS

Aurora, Ont.

Shoe and Leather Journal

Published Twice a Month

\$1.50 a Year Single Copies 15c. Outside Canada, \$2.00
 Office of Publication
 545-549 KING STREET WEST, TORONTO
Acton Publishing Company, Limited
 JAMES ACTON, President
 Montreal Office: Boston Office:
 510 Coristine Building 161 Summer Street

Over a period of thirty-five years the Shoe and Leather Journal has steadily worked to the purpose of building and maintaining a circulation which is thoroughly representative of the shoe trade of Canada. An advertiser is entitled to know not only aggregate circulation, but also just where his advertising is being sent. To that end our lists have always been open to the inspection of our advertisers.

MEMBER OF THE AUDIT BUREAU OF CIRCULATIONS
 MEMBER OF CANADIAN BUSINESS PUBLISHERS
 ASSOCIATION

Good Will To Men

ONE of the things that Christmas has done beyond bringing the good tidings from Heaven to men, is the spirit of good will the message has developed amongst men themselves. Our relations to each other have been enlarged and softened by the story of divine tenderness and compassion brought to the Shepherds of Bethlehem on that far off starlight night.

Christmas is a season above all others when narrowness, antagonism, envy, bitterness and jealousy should be buried, and a wholehearted honest regard for our neighbor, his interests and especially his motives should take their place.

If Christmas does not make you think more kindly of your fellow man, of your competitor or even your so called enemy you have a right to ask yourself if it has not come in vain as far as you are concerned.

Your enemy may have done you some dirty tricks during the year, and he may probably try a few more before the year is out, but for the good of your own soul, if not for the salvation of his, it will be better for you to bid him a Merry Christmas than consign him to the nethermost part of the pit.

We are what our thoughts make us, and unless we let Christmas clean out the dark places of our inner being, we shall have them transform us into the likeness of the very things we profess to abhor.

“Whatsoever things are true, whatsoever things are honest, whatsoever things are just, whatsoever things are pure, whatsoever things are lovely, whatsoever things are of good report, if there be any virtue, if there be any praise, think on these things.”

Here is an all-year-round message of cheer and good will and no better time than Christmas could be found for trying its effect not only upon others, but upon oneself.

“THINK ON THESE THINGS.” It will be easy then to say “MERRY CHRISTMAS” to the meanest man in the town.

ACROSS THE YEARS

*"And so I penned
It down, until at last it came to be
The length, the breadth, the bigness which
you see." Bunyan.*

THIRTY five years ago the Shoe and Leather Journal began its first Christmas Greetings with the above words in reviewing the results of its first year of service to the trade. The message went on to say:

"It has been a matter of congratulation to observe the forces of unification at work in the trade during the year. Notwithstanding the early opportunity we took to press upon both sections of the shoe trade the importance of organization, we scarcely dared to hope that so soon would we see the idea carried out. We have chronicled the formation of the Ontario Wholesale Shoe Dealers' Association, and see the immediate prospect of its being merged into a Dominion Association.

We have also lived to send forth with this, the last issue of the present year, the call for a Convention of the Canadian Retail Shoe Dealers.

With the continued support of the trade, we hope at the close of another year to find our expectations in regard to the successful and permanent establishment of both a Dominion Wholesale Shoe Dealers' Association and a Canadian Retail Shoe Dealers' Association fully realized."

The Shoe and Leather Journal has lived to see all its hopes and aims fulfilled, and has the satisfaction of realizing that it has been the instrument through which the organization of the various sections of the shoe and leather trades has been largely accomplished, making possible the joint gathering that is to be held next month in Montreal.

But what changes has time wrought in the personnel of the trade "across the years!" There are hardly enough of the "old brigade" left to count on one hand, and barely enough of the establishments running under the original names to-day to count on both.

With the Journal the years have been more kindly than with the trade at large, for its management has continued like Tennyson's brook unchanged except for the addition of new blood trained to the same traditions and ideals.

The Shoe and Leather Journal is proud of the fact that it has fully kept step with the progress of the shoe and leather industry in volume, quality and high ideals. It has the same keen sense of responsibility that has directed its editorial and business course from the beginning, and has made it in the fullest sense, the organ of the trade.

It is particularly fitting at this juncture that its management should express its appreciation of the long continued confidence and support it has received from the trade, both wholesale and retail, many of whom have been on its lists for the entire thirty-five years.

May Christmas bring to all our friends, old and new, the very best of Good Cheer and may the New Year usher in the dawn of higher achievement in life and business for all who comprise the Journal's happy family.

PROGRAMME SHOE MANUFACTURERS' CONVENTION

Monday January 15th.

- 9.30 A.M. Call to Order. Roll call and President's Address. Reports of Secretary, Treasurer, Auditor, Manager, Executive Committee.
- 10.15 A.M. Address—"Shoe Costings" (by a prominent industrial engineer.)
- 11.00 A.M. Address—"Some Factors In Shoe Costings." Mr. Wilfrid Gagnon.
- 11.30 A.M. Address—"Technical Education for Shoe Workers."

Tuesday January 16th.

- 2.30 P.M. Call to Order. Ten minute addresses by five representative shoe men.
- Some Aspects of the Style Situation.
- The Question of Uniform Terms.
- The Sales Tax in Relation to Shoe Costs.
- Suggestions as to How The Association Can Best Serve Its Members and The Trade Generally.
- 3.00 P.M. Consideration of a Programme for The Extension of The Association's Credit Service.

Tuesday January 16th.

- 9.00 A.M. Address—"Reminiscences of the Shoe Trade."—James Acton.
- Address—"Observations Of A Shoe Man Abroad."
- Report of the Committee on Nominations and Resolutions.
- Election of Officers.
- Unfinished Business.

PROGRAMME SHOE WHOLESALERS' CONVENTION.

Tuesday January 16th.

- 9.45 A.M. Call to Order and President's Address.
- Minutes of first Annual Meeting.
- Reports of Executive Committee, Manager, Secretary and Treasurer.
- Consideration of various matters in connection with the working of the Shoe Wholesalers' Association of Canada.
- Three Minute report from a representative wholesaler from each of the eight districts.
- Report of the Committee on Nominations and Resolutions.
- Election of Officers.
- Unfinished business.
- 12.30 P.M. Luncheon to which all registered wholesalers will be invited as guests of the Shoe Wholesalers' Association of Canada.

The following are to be asked to serve as a Committee on Nominations and Resolutions.

Messrs C. S. Sutherland; R. T. Hayes; J. I. Beaubien; E. H. Larochelle; A. R. Angus; H. V. Shaw; H. White; R. B. Wanless; J. S. Townsend; A. Congdon; Mr. Kennedy; Harley Henry and John Damer.

The Bunk About Wage Slaves

By Dr. Frank Crane

The Wage System has been cursed by every tyro in reform. We have heard talk of wage slaves, and the scream that their condition is little better than that of pre-war negro slaves. Indeed, some say they are worse off, as the slave was cared for by his master and felt he was one of the family, while the wage-master is cold, aloof and heartless.

All this is pure bunk.

You can easily prove that it is by asking any hired man how he would like to be bodily owned by his boss, as was Uncle Tom.

To do an honest job for money is the most equitable and the decentest way of doing it.

You can prove this by your instincts. When a man approaches you with a proposition, and says he does not want any profit, his soul is above money, and he is actuated by altruism, you punch the button signaling the house detective to keep an eye on him. You only do business with satisfaction with any man when you see clearly that he is going to make a profit.

Whoever tries to get something for nothing is a cheat. Beggars are nuisances and the worst type of menace to the poor. It is an open question whether most benevolence, money doling and all gifts do not create more harm than good.

The one transaction that is clean as a hound's tooth, square and solid in the eyes of men and wholly acceptable to God, is to pay a man an honest price for his labor or his goods.

America is founded on the wage-system.

It is the corollary of democracy.

It was not devised. It grew. It is a process of evolution.

It is the best way we have found so far in which one free man can serve another and lose none of his manhood.

It has its drawbacks, because humanity has its imperfections, and it is human.

Crafty employers will underpay workers, and lazy workers will swindle employers in all probability to the day of judgment.

Get the buying and selling and wages of the world equitably arranged, and thousands of laws would disappear from the statute books, hundreds of charitable organizations would close their doors as no longer needed, fantastic economic theories would vanish as thin clouds, the capital letters of Capital and Labor would be permanently replaced by lower-case and the industries of the world would bound forward as if touched by a magic spur.

Be fair, and you will not need that anyone urge you to be kind.



President's Office
45-49 Victoria Square, Montreal

Shoe Manufacturers' Association of Canada



Association des Manufacturiers de Chaussures du Canada

To The Trade

It is with great pleasure that as President of the Shoe Manufacturers' Association of Canada that I wish a Merry Christmas to all the shoe dealers of this country.

The year 1922 has not been a normal year, but I expect that we have turned the corner and that 1923 will be prosperous as we have less unemployment than a year ago, and when the people are working it means more buying. The turn of the year will show, I feel sure, a great improvement and business is regaining confidence.

Au Commerce

Je me fais un grand plaisir de souhaiter une bonne et heureuse année à tous les marchands de chaussures du Canada, et je suis convaincu que l'année 1923 devra être une année prospère parce que la confiance du public est revenue; les prix sont mieux établis et je n'ai aucun doute que nous entrons dans une ère de prospérité.

Veuillez agréer l'expression de mes sentiments les plus distingués.

Joseph Davoust.



**National
Shoe Retailers' Association
of Canada**

President's Office
187 Sparks St., Ottawa



**Greetings
To The Shoe Retailers
of Canada**

"We spend our years as a tale that is told." The story of 1922 will soon be completed and will undoubtedly provide a history remarkable for conditions that have been unique in the annals of the shoe trade.

Whatever the year may have brought to you, during its closing days may the aureole of Christmas be shed about you and yours, and may the perplexities and exigencies of business be happily eclipsed by the gladness and joy of this Bright Season of Good Cheer.

May 1923 bring you increased prosperity, and may I make the suggestion that you start the New Year right by joining us at Montreal, January 15, 16 and 17 in the biggest and best Convention yet held of the National Shoe Retailers' Association of Canada.

E. Stephens



Shoe Wholesalers' Association of Canada

Association Des Marchands De Chaussures En Gros Du Canada

President's Office

60 St Paul St., E.,

Montreal

A Message Of Goodwill

To The Trade:

The past is given to us to profit by, the present to enjoy and the future to garnish with the aureole of Hope.

May all that has been unpleasant and trying in the past apart from its lessons, be lost in the joys of Christmas, and may you and yours enjoy in the fullest measure its Gladness and Good Cheer and Peace.

May the coming year usher in a New Era of hope and progress, and may its achievements and accomplishments atone for anything that may have been lacking in its predecessor.

Un Message De Bonne Volonté

Au Commerce:

Le passé nous est donné afin que nous profitions de ses leçons, le présent pour que nous jouissions, et le future pour embellir la vie d'une auréole d'espérance.

Que tout ce qui vous est arrivé de désagréable dans le passé soit oublié par les joies du Noël et que vous et les vôtres jouissent pleinement d'allégresse et de paix.

Que la Nouvelle Année introduise une ère d'espérance et que les bons exploits et réalisations compensent pour ce qui a pu vous manquer au cours de l'année écoulée.

Ralph Locke

Tanners' Section
Canadian Mfgs'.
Association

Chairman's Office
Kitchener, Ont.



To The Trade.

The year nearing its close has been a trying one for all branches of the shoe and leather trades, as must necessarily be when business finds itself going through the settling process.

There are abundant indications, however, of a brightening horizon. Everything seems to promise of a gradual but sure return to more normal conditions, and a more stable situation.

The Shoe and Leather Trades are amongst the staple industries of the country, and their product one of the absolute necessities of modern life. There is no doubt that we shall all share in the general improvement that will be inaugurated by the advent of 1923.

In the meantime, on behalf of the Tanners' Section, I desire to extend heartiest good wishes for a Bright and Happy Christmas and a Prosperous and Profitable New Year.

A large, stylized handwritten signature in black ink, appearing to read 'G. H. Lang'. The signature is written in a cursive style with a prominent loop at the beginning and a long, sweeping tail.

President, Tanners' Section

THE BELLE of THE BALL

*Romance of a Shoe Store
A Tale of a Modern Cinderella*



THE snow fell in large soft flakes, and the flitting forms on the streets looked like ghostly gnomes that passed each other in a fog. It was only a little after four in the afternoon, but the lights were on in most of the houses, and everybody seemed to be making for the shelter of home and the attraction of the welcome fireside.

At the window of an old fashioned colonial house, with white portico and green shutters, standing back from the street with its old fashioned garden in front, sat a young woman of about twenty, moodily watching the hurrying pedestrians, and wondering if Christmas would this year be as dreary as last. She had been left an orphan when her mother and father went down with the Lusitania, and had since lived with a maiden aunt and bachelor uncle, who occupied the homestead which had been the home of her mother's people for over half a century.

A ring at the door bell aroused her. A parcel, somewhat moist with snow, was handed in by a messenger, who after securing her signature to the delivery slip hurried off again into the storm. Realizing from the shape of the package that it contained shoes of some sort, and wondering which of her two relatives had been shopping, her curiosity finally got the better of her and she removed the brown wrapper. The contents further mystified her, for the boxes contained two pairs of slippers of the most pronounced evening type, one of them a brocaded pattern in old gold.

"Whoever can they be for?" she mused, as she looked inside and outside the parcel in vain for the address. Something had been written in pencil on the outer wrapper, but it had been obliterated by the snow. It may be that her uncle, sly old dog, had intended them for Christmas presents.

"Why, this old gold is just the shade to match that old wedding dress of grandmother's, I was looking at the other day," she found herself commenting, as she turned the dainty slipper about in her slender fingers. Almost before realizing what she was doing she was half way up the stairs to the attic, where were stored some of the heirlooms that had come down from early and somewhat better days. As she held the slippers close to the old fashioned skirt with its flounces and frills, she gave an exclamation of delight for not only did the shade match perfectly, but the colonial shape was completely in accord with the whole costume.

The costume appeared to be the right size so she donned the skirt with its crinolines and the close fitting bodice, and slipped on the shoes which were the exact

size, although they were only number three. Tripping down the stairs she stood and looked at herself in the long mirror that backed the door of her old fashioned closet. The picture was complete with the exception that her coiffure was decidedly out of keeping with the ensemble.

A thought flashed like lightning through her head. The slippers were meant for someone who was to attend the fancy masked ball at the Masonic Temple that very evening. But there was not even the name of the shoe merchant on the boxes to indicate their source. Why not wear them herself? She could keep them and go to the ball as a mid-Victorian belle. She had hoped longingly for an invitation, but her uncle was one of those stogy old fellows whose idea of an enjoyable evening was a rubber of whist at the club, or an easy chair, a pair of slippers and a pipe at this own fireside. Her young men friends had one by one been frightened from the premises by the irascible old aunt whose opinions of young people these degenerate days of jazz, were only too often and too freely expressed.

Her acquaintances were largely confined to the young men of the church her uncle and aunt attended, and the atmosphere of the home was not such as to encourage social intercourse to any extent. Such a thing as a fancy dress ball she knew would be out of bounds as far as her aunt's opinion was concerned.

Cora Mitchell was at that age and her very surroundings were such that a real adventure such as clandestine entertainment appealed to her on account of rather than in spite of its dangers and her mind now worked rapidly and surely upon the details of the escapade.

* * *

The ball did not commence till nine, her uncle would be at the club till twelve, and her aunt would be tucked safely in bed by nine thirty. There would be plenty of time to get to the Masonic Hall by ten, and if she left by eleven thirty, she would be safely in bed before her uncle's return, thus no one would be the wiser. Her only fear was that the boy might return for the slippers and spoil everything. As to the cost of the shoes, she presumed they would be expensive, and the cost would make a big hole in her Christmas savings, but the slippers might come in handy anyway.

She put the dress and its ancient accessories carefully out of sight in her own room, and set about making a mask out of a piece of silk admirably suited to the purpose upon the completion of which she went cheerfully, though nervously it is true, through the preparations for the evening meal. At every footfall she gave a

start, and when she heard her uncle stamping the snow from his feet on the verandah, she concluded that he was home for the evening, and that the adventure was off. However, he had only returned for a paper that he had promised to a friend at the club, and immediately after dinner left with his usual gruff good night to his sister and niece.

The moments were like hours, and it seemed as though nine o'clock would never come. The telephone rang once, and Cora was sure it must be the shoe dealer in quest of the lost slippers, but it was merely a friend of her aunt's asking for a recipe for orange marmalade.

Fortune is said to divide its favors between the brave and the foolhardy, and the present was no exception to the rule. Cora's aunt complaining of not feeling up to the mark, retired about eight thirty with instructions to her niece not to remain up too late, and suggesting that she leave the latch key under the door mat lest her uncle might have forgotten to take his with him.

How to get to the ball was the problem that troubled Cora more than her personal preparation for the event. She did not dare telephone for a taxi, so she made the excuse to visit the corner drug store just before her aunt retired, and completed arrangements for a sedan to be at the door sharp at nine thirty.

In the meantime, she put the finishing touches to her toilette, arranging and powdering her face and hair so as to be in thorough keeping with her costume. When she had finished she was a most complete picture of a belle of the period of the sixties. A brunette of rather a striking type herself, the effect of the make-up brought out and enhanced her natural charms. No Cinderella was ever touched by fairy wand into so remarkable and alluring reality, and as she took a last look at herself in the glass before donning her roomy macintosh, she nodded her head as if to say "you'll do."

She waited impatiently at the door, and as the taxi drew up stepped out, placed the key under the mat, and was soon safely on her way to the ball. The matter of invitation mattered little, as she could easily slip in with the groups who passed through the entrance unchallenged. Her disguise even without the mask, was sufficient to completely hide her identity, had anyone ever suspected that the quiet little Miss Mitchell would have put in an appearance at such a gay function.

* * *

Among the host of queens, knights, dominoes, demons, clowns, and other characters that wandered hither and thither in the beautifully decorated rooms, none made a greater hit than the charming young mid-Victorian who smiled and bowed so demurely as she was presented under the name of the Duchess of Leicester to the various celebrities. The quaintness of the costume, courtly bearing, and charm of figure and feature won for the Duchess easily the title of "Belle of the Ball," and she was in such demand for dances that her programme could have been filled several times over.

From time to time the whisper went around "Who can she be?" for in spite of the masks many of the well known people of the town were recognized by some characteristic of voice or person. The company was completely mystified and all awaited with the keenest interest the time for the removal of the masks at 11.30 when supper would be served after which prizes were to be awarded for the best dressed masqueraders.

One of the gentlemen personifying Beau Brummell was particularly assiduous in his attention to the Duchess and, on asking for the third dance had to be reminded that he had forgotten his eighteenth century etiquette. He managed, however, a tete-a-tete between dances, and while sitting out, sought to glean some inkling of the identity of his partner, for while he fancied the

was something familiar in her voice and manner, he could not imagine where he had met her. Happening to observe that one of the old fashioned buckles Cora had fastened to the tongue of her slipper had worked loose, he gallantly offered to fasten it, and he did the job so neatly that she complimented him on his expertness as well as his chivalry. He was on his knees when a bevy of merry makers entered the palm room led by a jovial looking monarch dressed as Charles II. "By my halidom" quoth the King, "if here isn't Brummell paying court to the Duchess of Leicester," whereupon there was a peal of merry laughter, during which the gallant Brummell arose hurriedly, and made explanations which only aroused further merriment. "He is at his old metier," said one who evidently recognized in the man of fashion a well known young shoe merchant of Main Street.

After the King and his courtiers had passed on, Beau Brummell apologized for his clumsiness in adjusting the buckle, and remarked upon the beauty of the slipper, and its peculiar appropriateness, which he said from its size could only be worn by one young lady in the town. He seemingly felt he had a clue to the identity of the wearer, who blushing furiously arose and said it was time they returned to the ball room. He had intended asking the privilege of seeing her safely home, but the opportunity was gone for the time being.

The moments fled apace. The music, the excitement, the thrill of the whole scene so intoxicated Cora that she had almost forgotten the necessity for leaving before there should be the chance for discovery. At a quarter after eleven, she quietly sought the dressing room, which was fortunately deserted as the strains of the "Blue Danube" had drawn practically everybody to the last waltz, which, by the way, she had promised to "King Charles." Hastily donning her waterproof and drawing the hood closely over her head, she caught her taxi just as it drew up to the door. In a few moments she was home, and ensconced in her room, but it was hours before the excitement of her adventure permitted her to close her eyes in sleep.

Evidently her principal admirer at the ball was a rather fine young fellow, and, if she could judge, far from being the fop his costume indicated. His interest seemed genuine and entirely free from mere passing whim. But what did he mean by that peculiar reference to the slippers? Did he recognize them and how could he know what size of shoe she wore? Here was a vexing puzzle. What if it got out that she had practically stolen the slippers and gone unattended to the ball?

* * *

When she awoke somewhat later than usual the next morning, her aunt scolded her for her bad habit of late reading, and said she would ruin her eyes as well as her mind and morals with trashy novels. But the lines in Cora's forehead were not connected with her aunt's querulousness, but with the question what should be done about the shoes. She would have to pay for them, but how explain to the messenger, when he called, why she had kept them for they were certainly sent in mistake, as her uncle had not said anything about them.

Happily upon looking at the carton, she found the price marked on the bottom, and running up stairs she put the money in an envelope, and awaited developments. They were not long in coming. The boy rang and explained that he had left two pairs of shoes in mistake and would she please let him have the parcel as they were for a lady on the next street.

To his astonishment she replied that there was no mistake, and that she had kept the pair that suited her

She handed him the money and the other pair of shoes with a quarter for himself, and wishing him a Merry Christmas, bowed him down the steps. The shoe merchant who had been called up the early part of the morning by the irate customer, whose slippers had failed to materialize the night before, was at a loss to understand this new development in the case, and thought that possibly the shoes had been delivered at the right address after all and mislaid by someone. But on questioning the boy, he found that he had really taken them to the wrong house. Then who could be the person who had paid for them, and why had she kept them?

A further explanation on the part of the boy revealed the fact that the goods had been left at Ezra Morris', the only woman occupants of the house being the banker's maiden sister and his young niece, a quiet little chit, who would have no more use for a pair of fashionable slippers, than a mouse for a Union Jack. There was mystery somewhere.

Now that he came to think of it, the slipper to which he had adjusted the buckle the night before seemed, in spite of the fact that it had the old fashioned silver buckle of fifty or sixty years ago, to be very modern in style and appearance, and very much like the pair sent on approval to Miss Johnston. Could it be possible that they had in some peculiar manner reached the unknown "Belle of the Ball?" But they had certainly been paid for by someone at Mr. Morris' house, apparently Miss Mitchell, the niece, and how did they get from there to the person who wore them at the ball?

When Miss Johnston called later in the day, he apologized profusely for the unfortunate error in delivery and explained the circumstances as well as he could simply saying that the goods had been delivered to another customer who kept a pair and returned the others. He managed to mollify her by commenting upon the splendid impression she had made at the ball in the character of Cleopatra, and assured her that the Roman sandals had set off to perfection her well formed feet. He managed to sell her the pair of slippers which she thought would suit her as well as those selected the day before.

They had a little chat about the success of the ball, and incidentally the question came up of the "Duchess of Leicester" who had disappeared so mysteriously before supper. More than Mr. Gordon Hamilton, were piqued at the mystery of the unknown lady, who was the talk of the town by this time. The shoe merchant said nothing with regard to his suspicions, and apparently agreed with his caller that the mysterious one, had been a visitor to the town who did not wish to disclose her identity.

* * *

A few days later Miss Mitchell called at the shoe store to be fitted with a pair of rubbers, and the proprietor, as it happened, waited upon her himself. He knew her by sight, and only in a business way, having sold her shoes when the salesmen were busy.

"Size three" he remarked as he adjusted the measuring stick, and asked her what style of rubber she wished. The sale was soon made, but during the fitting the shoe man found opportunity for conversation on the weather, and other banalities. There was something peculiar about the voice and the turn of her head as she looked at the shoe on her foot which almost convinced him that he was talking to his partner of the ball room, but he could not be sure. There was such a difference between the two in appearance that it was difficult to consider the possibility. "How did you enjoy the ball?" he finally ventured looking up as he adjusted the second rubber.

"Our folks are too old fashioned to take an interest in affairs of that kind," she responded rather hurriedly. "But I understand it was a great success," she continued as she arose, and took out her purse to pay for her purchase. "I presume you were there?" she added in a confused sort of way, and looking up somewhat shyly.

The young shoe merchant confessed that he had and spoke of the wonderful array of masquerades quite enthusiastically. "There was a mid-Victorian young lady there announced as the Duchess of Leicester, who excited unusual interest" he continued. "In fact she was the 'Belle of the Ball' but she mysteriously disappeared just before supper, when the unmasking took place, and nobody has been able to discover who she was. Some say she was from out of town, as she did not come with any of our local people."

"How romantic," the young lady murmured as she adjusted the collar of her fur coat and drew on her gloves. "It sounds like a story book—a modern Cinderella romance," and she shot a queer little amused glance at him as she turned to leave the store.

"By jove, I feel almost sure that young girl is the lady of the ball. The size of the foot, the mannerism and even the voice all seem to fit the picture. But how in the world could she have gotten the outfit and reached the hall without anybody knowing? I am quite certain, what she said is true that her folks do not favor such affairs," and he puzzled all day over the problem.

"If she be the great unknown, I wonder if she recognized the gay Lothario who adjusted the heirloom buckle in the palm room?" he mused as he sat at his desk at the end of a hard day's business. He determined to solve the riddle, if he did nothing else, before Christmas.

On her part, Cora arrived home quite out of breath from her stiff walk, and throwing her wraps into an arm chair sat down with her chin in her hands to think. "What if she should be discovered?" and she remembered the peculiar look in Gordon Hamilton's eye when she made the unfortunate remark about Cinderella. How could she ever explain her conduct with regard to the shoes, and her breaking into the ball uninvited, and unaccompanied?

She was quite certain now, that he was the Beau Brummell who had shown her such gallant attention, and she was quite as sure that the attention was appreciated on her part to an extent that caused her anxiety as to what he might think of her conduct should he learn the facts of her foolish escapade.

During the bustle of Christmas week, they met once in the street and again at Church. On both occasions a smile and bow of recognition was all that passed, although both developed a consciousness that made the meeting seem a trifle awkward.

* * *

It was Christmas Eve, and the last touches were being given to the decorations of the quaint little Anglican Church at the other end of the town, which always made the most of this great Christmas festival. A number of the young people of the congregation had been busy since supper hanging evergreens, holly and bright ribbons and were sitting about watching the efforts of the electrician to adapt the lighting of the church to the gay appearance of windows, pillars and chancel.

The conversation turned to the recent ball and naturally the mysterious Duchess was up for a good deal of consideration. Cora who was present found it convenient to move to the other side of the chancel where some of the choir stalls were receiving the finishing touches of holly. As she stood poised with a small wreath of holly in her hand ready to place above the

organ console, she had not noticed a dark slim figure steal up beside her, until a familiar voice asked if he could be of any assistance.

"Oh, it is you Mr. Hamilton. I want to place this wreath just above the organ console, but I am afraid I am hardly tall enough."

It was but the work of a moment to put the little bit of decoration in place, and then the young man in a spirit of mischief remarked that it was a pity there was not a bit of mistletoe in the wreath. This caused his companion to blush consciously, and she asked Mr. Hamilton who had just come to the Church after closing his store, what he thought of the decorations, which were now practically completed.

He remarked that he thought the work amazing considering the time given to it, and after commenting upon the tasteful arrangement of ferns and poinsettias near the altar, he remarked with a smile that it was not a patch on the Palm Room at the Masonic Hall on the night of the ball.

The young lady turned crimson, and her eyes flashed as she was about to make a caustic remark about invidious comparisons, when she realized that it was perhaps time to reach some understanding with her companion who evidently thought she was playing a deep game. She turned aside a moment, and was unable to speak, being on the verge of tears.

"Forgive me, if I have been impertinent Miss Mitchell. Believe me, I did not mean to be either rude or inquisitive. But I have been haunted ever since that night with the memory of the 'Duchess' and made up my mind to find out for myself if she was real or just a phantom. I hoped to have the privilege of seeing her at least to her carriage on the night of the ball, and partly solving the enigma but even that small privilege was denied me.

"Please do not despise me for what may seem idle curiosity, but which I assure you is not. If I am not as crude as you must have thought me, as Beau Brummell, I would crave the privilege of better acquaintance at least, may I take you to your home, the sidewalks are slushy and my car is outside?"

Cora, in the misery of being thus unmasked was inclined to refuse, but the hope of being able to make explanations that would put her in perhaps a more favorable light, led her to consent, and thus it happened that they presently found themselves quietly seated by the grate fire at the Morris' home, where in broken instalments the "Duchess of Leicester" confessed with confusion and shame to the details of an escapade for which she said she was heartily sorry and concerning which the fear of discovery had made her miserable for nearly a fortnight.

It was Christmas Eve, it was near the witching hour of midnight, and mutual confession besides being good for the soul has concomitant qualities that make for the encouragement of susceptibilities to which youth is ever open. Is it any great wonder that the explanations led to laughter mingled with tears, then to a delightful though embarrassing self consciousness and finally to an understanding that buried the past in the amazing present and glorious hopefulness of the future. The "Duchess" and "Beau Brummell" before midnight struck decided that the twentieth century in spite of its many drawbacks was quite as promising in its opportunities for romance as the eighteenth or even the mid nineteenth.

Meanwhile, the young shoe merchant confidently announces to his friends that he has discovered the mysterious "Belle of the Ball" whose engagement to him will be announced just as soon as her ducal relatives consent to the publishing of the banns.

A Simple Style Forecast

It ought to be comparatively easy for a shoe man to sit down and think out in a general way, the direction trade in shoes will follow in the next few months.

Taking women's lines, we know that there is in force a reaction from the longer skirts of the past season. They may not be as short as last summer, but they will be at least ten or twelve inches from the ground.

This means, undoubtedly, low shoes, and while the strap variety will be predominant, oxfords, especially in patents, will have a good sale. The continuance of black and navy blue in dress goods will ensure this and while the tendency towards soft browns and tans will bring out tans and fancy effects in oxfords to some extent, these will not compete to any serious extent with straps, pumps and similar lines, that are certain to accompany the lighter shades of dress materials.

Women have set their approval on the low shoe. It is easily put on and off, and is the necessary corollary of fancy hosiery. Soft brown tones, sand color, beige and medium greys will be in demand for high class trade early in the season. Straps, pumps, small tongue colonials, plain oxfords and those with cut outs and open work and plain strip operas will all be seen. The retailer will have to choose what is best adapted to his trade.

The season will probably start with patent oxfords, and black satin in style shoes, with a sprinkling of grey, beige and black ooze. As finer weather develops the strap shoe in single, double and fancy varieties will take the stage. Colonials may have a good run in the smaller tongue styles but nobody can tell. There will be a good sale of walking oxfords in both plain and sports varieties with 8/8 and 9/8 heels.

In men's lines the Styles' Committee picked out cherry red and light tans, as leaders in men's shoes, but it is safe to say these will be only in the high class lines. Medium reds and tans will be the thing for the average shoe store with darker shades even for more ordinary trade.

High shoes will share honors with low cuts although the development of the fancy hosiery trade may call for increased favor for oxfords. A popular line in the latter promises to be a plain toe blucher in Tony red or light medium tan, with numerous rows of fancy stitching taking the place of perforations which, by the way, have by no means gone out of style. Black will be a sure thing for men's in both high and low cuts.

Problems of Retail Shoe Distribution

Some of the Difficulties of Modern Shoe Retailing.—Buying and Selling Problems Discussed.—Delivery Costs.

By John Slater, New York.

AT a meeting of the American Statistical Association held at the Machinery Club, New York last month three prominent shoe men from the manufacturing, wholesaling and retail departments of the shoe trade gave the results of their research into these different branches of the shoe industry. Mr. John C. McKeon of Laird, Schober and Co., Philadelphia, spoke as to what is desirable in connection with data from the manufacturing end, while Mr. L. M. Taylor, Secretary of the National Association of Shoe Wholesalers gave an address on the functions of the wholesale distributor of shoes.

Mr. John Slater of New York took up the problems of the retail shoe trade in his usual forceful and analytical style. He said:

You are particularly interested in the costs of distribution and to also hear of the results attained by the never-ceasing war which the retailer wages upon his money-absorbing parasites.

Before I endeavor to enter upon my wail of woe and programme of explanation it seems proper, as I am hereafter going to confine myself strictly to the distribution of shoes after they have been received in the stores, to consider first the buyer and his merchandising problems.

A little explanation of what it means to deal in shoes is necessary to those unfamiliar with the characteristics of the shoe trade, to convey the meaning of dealing in shoes. This chart will explain what a run of sizes and widths is.



John Slater, New York

Now, of course, it can be easily understood that the demand for 3s or 7s is not as great as for 5s or 6s, and also that B's and C's are more popular than double A's or E's.

From this we may infer, therefore, that to purchase shoes a proportion of size to size and width to

width must first be established—and we can realize that it is a great mistake to order a single pair of many sizes.

Problems of the Buyer

When the type of store and location have been established, the buyer must make his best guess as to the proportion of each size that he buys. Some neighborhoods demand sizes in men's shoes running to 14s or 15s. In women's shoes, up to 11s or 12s. In other localities sizes as small, in men's shoes, as 4 and 5, and in women's shoes 1 and 1½ are required.

The dealer, after forecasting his size run, which in many instances means an order on one particular style of 1,200 to 1,500 pairs, he is confronted, not only with the possibility, but the probability, that many of these different sizes will not be sold. All the 6s may be demanded the first week and all the 5½s may remain until the day arrives that common judgment tells the distributor that it is time to dispose of this particular line. He figures his purchases of, say, 1,500 pairs, and he still has in stock between 400 or 500; these all in disconnected sizes.

Experience has taught us that it is almost a physical impossibility to entirely sell out a line without "left-overs." These "left-overs" are then put in the "discard" and sold for the best price they can bring.

Importance and Changes in Style

Now we go to that feature of all mercantile business, namely, "STYLE." We must have "Style" or we would all die of inertia. I will confine myself more to the women's shoes than men's. Men's styles are not a big feature in shoes. Our masculine friends are not perturbed by wearing a heavy shoe in summer, or vice versa, but in passing I will say that men as a majority do not dress their feet in accordance with their station in life or in comparison to their clothes or neckwear.

In taking up style for women we are confronted with the great rapidity of changes in the last few years, and I will dwell for a moment on the difficulties the retailer has to properly merchandise all his sizes without suffering considerable loss.

To emphasize the great importance of style I have prepared this information: Taking 100 per cent. as total sales, we find, in 1914, that 64 per cent. were boots; that in 1921 boots were only 4 per cent; and also do we have continual changes in colors and types.

These continual fluctuations are most costly, for they result in continual losses. Percentages show that to sell 350, about 450 pairs must be purchased. Twenty-two per cent. left over; tying up money and taking up room.

The great number of reduction sales in New York City prompted the statement by a man well versed in the shoe business that 25 per cent. of the women of the city were wearing shoes purchased at a cost much less than their true cost of production. This is due to style and style changes.

Other merchants have style problems and they are overcome ably. Why not the shoe merchants?

I wish to point out that in no other commodity are so many sizes and widths dealt in, and that shoes are unalterable and most inelastic.

To Consider When Buying

Now let us consider the merchant who finds himself in the position where he must purchase. He determines, first, the anticipated sales for his coming period; he draws his conclusion, aided by: First: A study of general business conditions. Secondly: Style trend. Thirdly: Past seasons' records.

Before the shoes arrive in the store, many factors

are liable to arise that will interfere with their delivery on time, for shoe manufacturing is not easy. For instance, patterns must be made and approved. Leather must be procured, and it is many times not available. Labor must be procured, trained and maintained. These are merely a few of the evils that the manufacturer or retailer cannot control.

To properly merchandise one's stock it is necessary to be able to govern it, and when outside and unforeseen factors enter in it the problem becomes not only most difficult, but practically impossible.

Style changes first and the retailer second, both paving the way, as it were, for unfulfilled promises and precarious merchandising conditions. Before concluding our consideration of the buyer I wish to point out that in those stores conducting business where charge accounts are used, another very important factor enters into the problem.

Merchandise Credits

There is no doubt but unfair advantage is taken of merchants, articles being presented for credit oftentimes six and nine months after the date of purchase. It has been my experience that since the war the percentage of credits has been gradually increasing.

Location and rent go hand in hand. I wish to correct the belief that stores occupying choice locations, for example, Fifth Avenue, pay tremendous rentals and must therefore charge exorbitant prices; but picture for yourself a store dealing only in quality merchandise endeavoring to do business in an "out of the way," and naturally an inexpensive, location. What would the sales be? Consider rent in terms of percentage and we find that the average cost—I am speaking of large and small towns and of large and small stores—to be 2.7 of the sales.

Stores doing a business of over \$250,000 showed an average rental of 3.4, and I do not believe that a study of the rents paid for desirable locations would reveal a cost of over 5 per cent. But stop for a moment and consider the advertising feature. There is your name and business prominently displayed in a busy section for a cost of a few tenths of a per cent.

The cost of equipping a shoe store is, of course, determined by the luxury of its fittings and appointments, but a shoe store attractive and suitable for an average class trade, in dimensions 25 by 100, could be produced at a cost of \$12,000. A great bulk of the shoes sold in the United States comes from stores that cost only "in the hundreds" to equip.

Delivery Costs

Those stores obliged to maintain a delivery service, while endeavoring naturally to operate it at the lowest possible cost, consider this a splendid means of advertising and exert every possible method to attract favorable attention. The Harvard Bureau of Research compiled figures that showed 0.3 per cent. was the common cost. This abnormally low cost was brought about by including in the figures compiled those given by stores of a "cash and carry" nature. The highest cost given by the bureau was 3.4 per cent. This percentage I consider a trifle high, and I base this opinion on judgment viewed from the highest standpoint of both equipment and service. An office should be able to operate at a cost of and not exceeding 2 per cent. and also be able to function properly.

If the retail shoe merchant could forecast his overhead he would be in a much happier frame of mind, but all the elements of uncertainty—namely, style, business conditions, sales force, loss of sales because of lack of sizes and his reckoning with a fickle public—ail enter into the accounting.

If the merchant could be guaranteed that all his merchandise would be sold at a normal profit, he could then manage his overhead intelligently, distribute his product at a lesser price, and our now darkened eyes would reveal that the clouds have a real silver lining, and that the shoe man will receive that to which he is really entitled, and not what the figures of the Harvard Bureau of Business Research show in computing the net profit of 407 stores for the year 1921. Many showed a positive loss of money, and stores doing a business of \$250,000 showed a net profit of less than one per cent.

I have been requested to explain that the shoe retailer is making use of the most approved methods in scientific business conduct, and to demonstrate to you how even the opinions of men trained to forecast have both been correct—and woefully wrong. (Mr. Slater then showed a sheet representing a forecast in numbers of pairs for a period of three months' selling.)

The value of these charts, used from year to year, is inestimable, for they are barometers of a business and most essential in caring for stock.

I have constructed, based upon the figures attained by the Harvard Bureau of Research for the year 1921, a graph showing some of the expenses that make up the overhead of a shoe store doing a business of about \$100,000 per year.

This statement I wish to make before I go further: Bureau's figures show that in stores doing a larger volume sell for less cost, due naturally to ability to keep employed their sales force; and that these stores, to do that, spend more than 1.5 excess in advertising.

The sales force is the line that attracts our immediate attention. There, you would probably say, might be the weak spot, so let's consider those elements that have formed it.

Half Hour for Average Sale

It takes—I am speaking now of quality shoes—about half an hour to make the average sale. Women are most particular, and rightly so, because proper care of the feet is certainly essential for a pleasant disposition. A salesman is never busy selling all the time, but he must be ready to be called at any moment; therefore, to use him in another capacity is out of the question, but he must be paid whether he is selling or not.

Because the business is one of seasons, two dull periods occur. It is most expensive to train salesmen to the method of one's organization, and it would be a fallacy indeed to cut down sales help during these periods. To carry them is simply the lesser of two evils. These unbalanced periods are to my mind, the factors that so enlarge selling costs.

Something else with which we have to contend. We have, in the second column, advertising. Advertising is an expense peculiar to each and every business, some depending upon display copy almost entirely. But this is apparent: a certain amount should be spent as an investment, because would-be purchasers must be told of wares to be sold. It remains, then, for each merchant to arrive at that expenditure which will net him the greatest return.

SALESMANSHIP EXAMINATION.

The papers submitted were so numerous and have presented so many unusual phases of the questions raised that it has been a difficult problem for the examiners to come to an unanimous decision as to the winners. Announcement will have to be deferred till the January first number, but before that date cheques will be in the hands of the prize winners.

How About the Inventory?

Getting Ready to Take Stock.—Facing the Inevitable Methods for Accuracy and Permanency.—Do it Right

IT is now practically a legal necessity for a merchant to run his establishment in a business-like way, and the man who follows slip shod methods of book-keeping not only faces the danger of commercial disaster, but punishment. One of the most essential things in a modern business is stock-taking, for without this periodical operation no business concern can know what it is doing.

The Physical Inventory

In well managed establishments of any size, the management does not wait for inventory day to inform itself of stock conditions, which are by systematic stock keeping methods tabulated as often as once a week. The advantages of this system are many and obvious, one of the principal being that it is not necessary to wait for stock-taking to discover lines that are accumulating on the shelves and it permits of the clearing out of undesirable lines without waiting for the doubtful remedy of forced sales. There must be a satisfaction in being able to pick up a record and almost at a glance be able to tell just how much stock you have and what it consists of. Nevertheless, even with this up-to-date method of stock keeping, it is necessary to take periodical inventories if only to check up, as mistakes are liable to occur from omissions to enter individual purchases or sales, goods may be wrongly described on sales slips and even pilfered from stock. So that with the large or small concern no matter how well or how poorly managed it is necessary to go over the stock carefully and accurately at intervals to know what is actually on hand, and what it is worth.

How Often Should It Be Done?

The answer to this is, as often as possible without impairing the efficiency of the store and its staff. When stock records are kept and efficient inventory methods are used about every three months would not be too frequent, but for the average store there should be an inventory taken every six months at least. The slack season is the best time although some dealers prefer to use the months of January and July for clearance sales in preparation for stock taking. It might be urged, however, that the natural time is the beginning of the calendar six months or the first of January and July. The inventory is the best means for discovering goods that should be marked down, and the knowledge of a surplus of undesirable lines is the best incentive to an organized effort to get rid of them. Certainly if at no other time the dealer should take stock as of the first of the year. It is the logical time for making a fresh start, and in the majority of cases creditors expect to know at that time how their creditors have come through the year's operations.

Methods of Stock Taking.

The inventory is a bug-bear with most merchants but there is no reason except carelessness, indifference or slipshod methods, why the taking of a physical inventory should have any terrors for a man who deserves to remain in business. The trouble is that adequate preparation is not made beforehand, and the very spirit in which the job is tackled forbids its being thoroughly satisfactory to those most interested. In the first place, there is no necessity for leaving stock taking till the

last day of the year, and working the old year out and the new one in on a job that calls for the calm of thoughtful deliberation. The work can just as easily be begun a few days in advance and if carried on methodically and thoroughly, the lists ought to be ready to figure out by New Year's day. The main thing is to get correct lists and next to that correct costs. By going through the various departments in advance the stock can all be listed on separate cards or sheets prepared for the purpose. Cards such as used for an ordinary card index are as good as any and may be colored to represent different departments such as men's, women's, children's, boys', rubbers or any other divisions into which the stock may be divided. These cards should be numbered in consecutive order, that is in each department, so that should one be mislaid or lost it may be duplicated. Stock should be taken by two people, one calling off and the other taking down, and as each card is completed it should be initialed and placed on a file or in the card box. The record should contain the number of pairs, the maker, the sample number, the selling price and the cost price, in all cases the information necessary to value the shoes for inventory taking. Later these details may be entered and extended on the stock list. A memorandum may be kept of sales made after the stock taking and of any purchase of the line that may come in before the closing day of the year. If this system is pursued patiently and persistently there ought to be no difficulty in having the stock lists ready a day or two after the first of the New Year.

How to Cost Goods.

The great question especially at the present juncture is how should goods be costed on the inventory? Taking the question of selling price to commence with, there is such a variety of practice in reaching this that there is a problem to begin with. Fortunately the school-master has been abroad in recent years, and the merchant who once thought he was making twenty-five per cent. on his goods, by marking up his invoice costs to this extent has largely disappeared in the natural course of events, but he is still represented in the shoe trade as well as in others. Many retailers now take their inventory at the selling price of their goods and take off the fifty per cent. added to the invoice cost. That is all right if they are uniformly following this system of mark up, but after all the best system is to list the actual cost of the goods from the record and working out the problem from that basis. Some dealers take from five to twenty per cent. off for depreciation, but this is rather arbitrary. A better plan is a graded scale allowing for the time the goods have been in stock if they are saleable lines. In the case of shop worn goods or obsolesces, they should be given special definite consideration. For instance, if you have a shoe in stock the regular selling price of which was \$10.00, and you have marked it down to \$5.00, the discount method would be no good. The only way to value that shoe is to do with the cost what you did with the selling price, and cut it in two. If you don't do this and carry the line over to next year, you will make next year carry a burden that this year should have borne.

What About Replacement?

The most perplexing question of all is that of replacement values. Here is a lot of shoes bought at different prices through the year. How shall they be marked? The best way is not to add the prices and average them but to total up the cost of the whole lot and divide by the number of pairs, that is if they are saleable every day lines. But what if they cost to-day twenty cents a pair more or twenty cents a pair less?

(Continued on page 56)

Importance of Stock Control

A Timely Subject.—Begin the Year with System.—The Danger of Guess Work.—Simple Methods Better than None.—Objects to be Gained by Knowing.

THE general objection to stock-keeping systems is that they are complicated and expensive. Taking the latter objection first, it may be urged that they do not begin to represent the losses in merchandising by guess methods. It is safe to say that more than half the retail shoe enterprises of the country come to grief by mistakes of buying rather than selling.

No store can these days be a financial success that does not keep its stock clean and make frequent turn-overs. For every individual that can carry the details of a ten or twenty thousand dollar stock in his head, there are a hundred who are plugging away in the dark.

Essential to Good Buying

How can a man buy sanely, who does not in the first place know when he goes into the market in the beginning of a season, or in the middle of it, what state his stock is in? The variation of two or three thousand dollars on the one hand may put him up against financial as well as selling difficulties. He may not only have to meet obligations that are unnecessary but even if he can stand the gaff, he is carrying that much more load, the cost of which must come out of profits.

But how can he buy intelligently unless he knows fairly well what he needs? He may take a run through his stock and "size up" but this is often done just at the time sales pressure is keenest in the middle of a busy season or when a traveller calls and he has to give the matter superficial attention. Buying is more than half the battle in business, and the man who knows what he wants and when he wants it has an advantage that will be apparent at a glance.

With the style factor entering so largely to-day into the question of profitable shoe selling it becomes more and more necessary for a dealer to know all the time just where his stock stands. The past couple of years have put many grey hairs on the heads of retailers who have spent sleepless nights trying to keep even with the game.

The Expense Objection

The excuse is often heard that these systems may do for larger stores but they are impractical, expensive and cumbersome for the ordinary establishment. The answer to this is that if system be good for any, it is good for the small store as much as the large. In fact competition with the large store makes it necessary that business shall be safeguarded, not only against hit or miss methods in buying, but in up-to-date methods in catering to the needs of a community. Besides is there any common sense in the argument that a small store should not have as good control of its stock as a large? There are the same problems of overbuying, shortage of needed goods, and the same possibilities of financial overbalancing through mismanagement. As to the cumbersomeness and expense, any system that will give a merchant control over his selling will not be too expensive, and in this case it need not be even costly. It is possible to develop a system of stock control that will neither be unwieldy nor involve more than a few dollars outlay in materials or time. There are retail shoe establishments with perfect stock systems, that

do not employ a single extra person to handle them, and the books or stationery needed would not represent in a year the loss of half a dozen fair sized sales through imperfect stock methods. From time to time details have been given of systems in actual use, providing absolute control of stocks and which do not take more than a couple of hours a day to keep in perfect operation.

What Stock Control Should Do

Starting with the inventory, it should enable the retailer to have before him weekly, monthly, quarterly or otherwise an approximate statement of his stock, first of all in dollars and cents. If he starts with a properly tabulated statement of his stock made at inventory time, he ought to be able by statistics gathered from his daily or weekly sales record combined with his purchases to keep his inventory up to date. There are difficulties of course, in connection with markdowns, special sales and so forth, but the counter check book at the time of the sale together with the charge book if a credit business be done will tell the story. It is as easy to place the number of the line on the slip as the price at which the shoes have been sold, and the office should do the rest. Most dealers who follow the system have a chart ruled with numbers that give the cost of lines at a glance without referring to the inventory so that the bookkeeping is minimized. The next thing a stock record should do to be effective is to show the numbers of pairs on hand in various lines. It is desirable that the proprietor of a shoe store should be able without periodically going to the shelves or remaining at night to go over his stock, to tell just how many pairs of a certain line of shoes he is carrying, what sizes he is out of, and how the line has sold generally. Of course, if he is his own salesman, he may be able to keep a lot of these things in his head, but he will be much more confident, and will certainly have a better grip on his business if he can take down a book or loose leaf binder, and run his finger over the record. It only means the use of a little system, using the check book and perhaps a tag attached either to the shoe or carton to be removed at the time of the sale. There are other methods quite as simple, and quite as effective, but this is the most generally used.

Then it is also necessary that the stock record should reveal not only the number of pairs and the value of the goods both as to sales and cost, but the sizes and widths which have an important bearing upon sales as well as buying. Fitting has become a great problem in shoe salesmanship, and it is important to keep stock complete especially in lines that are in most constant demand. It is all well enough to record the pair movement in styles, and it may be urged that the width problem may be solved by frequent size-ups, but why not have the data convenient when needed? It can all be entered on the slips and an occasional mistake is better than no data at all. Besides the merchant, needs the information to show him what sizes and widths to buy when reordering. The size up method is all right for proximity when ordering, but does not give the full view of the movement of the lines.

The system should be combined with some method of keeping control of goods ordered. A large proportion of retailers never look at a duplicate order form after the traveller leaves, except when they find the goods are behind in shipment. The retailer should have a record showing the order divided up into sizes and widths, and this should be checked when the goods come in to show not only what are short, but to avoid re-ordering what do not immediately come in. This record will also enable the dealer to distinguish concerns that do not fill orders promptly.

American Shoe Styles

What Women are Wearing on the Street and at Functions.—A Medley of Styles with One or Two Notes of Certainty.—Men Not Yet Wakened Up.—Some Outstanding Styles.

New York Notes

ONE cannot judge from the store windows, particularly at this season of the year, just what is being bought and sold in the way of shoes. The holiday period naturally gives preponderance to lines used for Christmas gifts, and those adapted to evening wear. Apart from this, of course, retailers are putting their best foot foremost, so to speak, to push lines bought for the fall season, and, if one were to judge by the displays in both fashionable and near fashionable districts, efforts are being made to popularize the colonial and at the same time, give oxfords a boost at a time when their salcability ought to be at its best. The advent of cold weather has made the combination of oxfords and spats popular, and more of these have been sold in the past two or three weeks than at any time during the season. High boots in spite of the longer skirts and predictions of their return of popularity, have not materialized to an extent sufficient to make them a real factor in the game. The Russian boot has also failed to arouse enthusiasm and with the exception of actresses and flappers they do not appear to make much headway. They are the exception even in store windows.

The real way to reach an idea as to what women are wearing is at the places of public resort, and from a thoughtful survey one is led to believe that fully half of the shoes worn by women shoppers and frequenters of horse shows, hotels and other public places are straps, with the single strap first and the two, and three strap varieties in that order. Fancy effects come next. Oxfords in black kid, and patent follow with a few dark tans. These make up about a third of the total aggregation. Tongue pumps come next, being about half the amount seen in oxfords and the balance of about five per cent. or less are tongue effects with buckles. This gives a fair idea of women's trade in New York

amongst general buyers, and represents as far as that goes trade in most of the large centres. In materials, patent is undoubtedly the leader in fancy women's lines, and out distances all competitors, even black satin. There is very little ooze, colored kid or brown satin, although occasionally some of these may be seen. In oxfords, black kid comes first followed by patent, tan calf and black calf in about the order named.

In men's lines black seems to be growing steadily stronger in favor, although quite a few dark reds and tans are good sellers. The attempt to introduce lighter reds and tans does not seem to make much headway. Dealers say that business in the finer grades of men's shoes has not picked up this season as it should, but the outlook is steadily improving. Men are beginning to sit up and take notice.

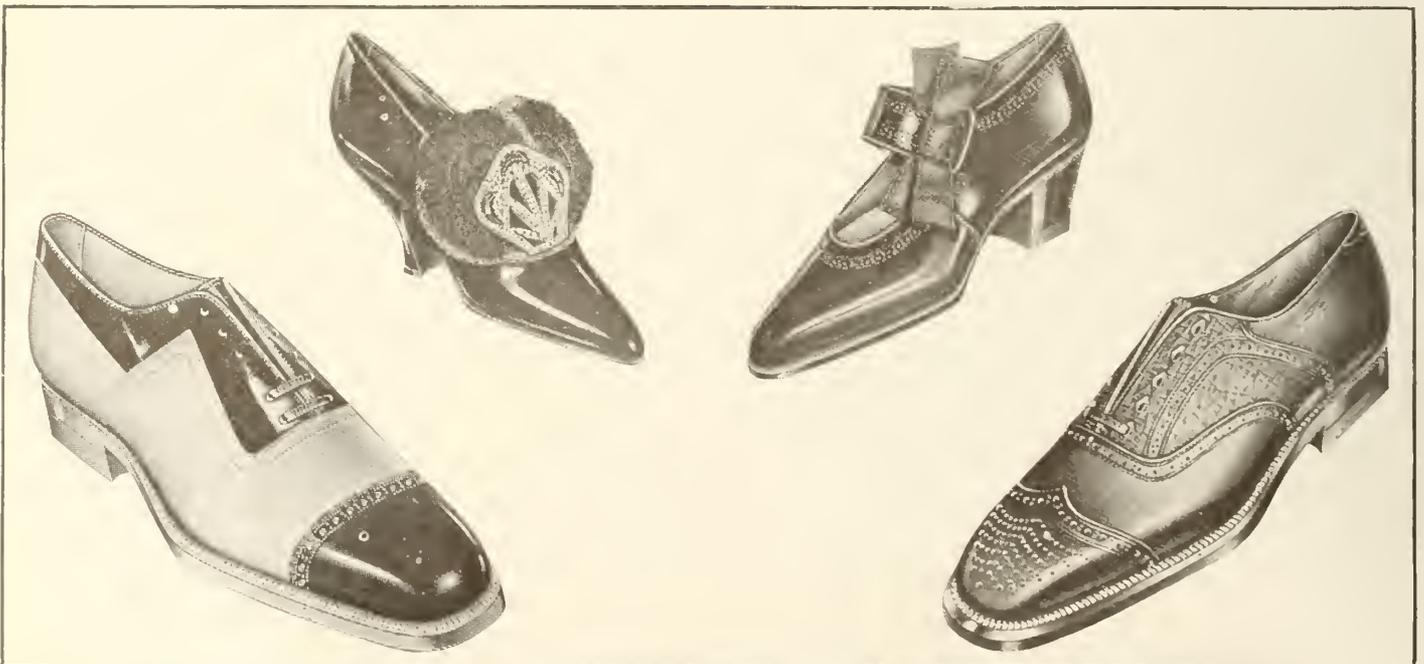
There is a good deal of comfort to the ordinary retailer in the fact that much of his present stock promises to be salcable for some months to come in spite of heralded innovations in shape or pattern. The retailer may feel perfectly safe with regard not only to the present, but future as far as straps are concerned, which with a few oxfords will carry him well into the white season.

Philadelphia Pointers

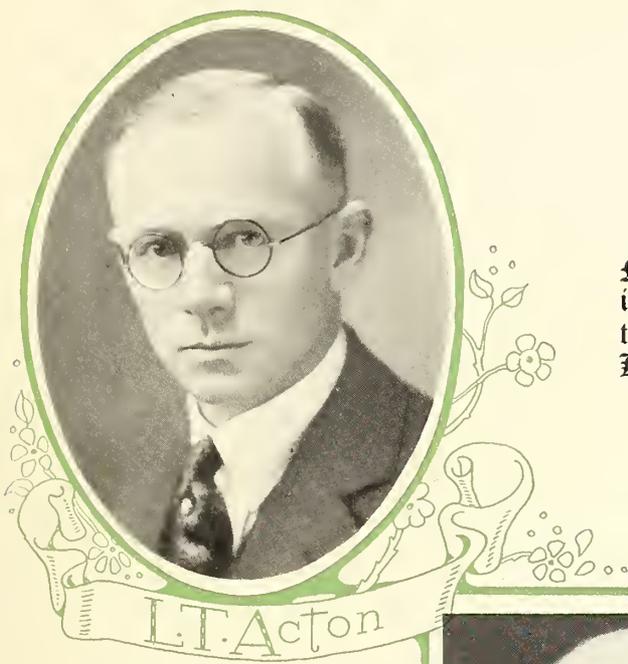
Philadelphia prides itself on being just outside the hurly burly of New York, and takes itself a little more seriously. While practically the same conditions may be said to prevail to a large extent in women's shoes, there is a little more tendency towards conservatism. From what may be gathered oxfords have shown considerably more development, and while there has been a goodly amount of straps worn, one can see that Philadelphians have more regard for their feet in inclement weather. The black kid oxford leads although brogues with woolen stockings are much in evidence. In black as well as medium and light tan calf with comfortable low heels many of the best women are comfortably shod. Boots are selling to some extent but have to be pushed and the cut rate prices of departmental stores have militated against boots of the better class. Popularity is divided between the oxford and the pump with the low walking heel.

In men's shoes a fair business is being done with a strong tendency towards blacks. The oxford is not

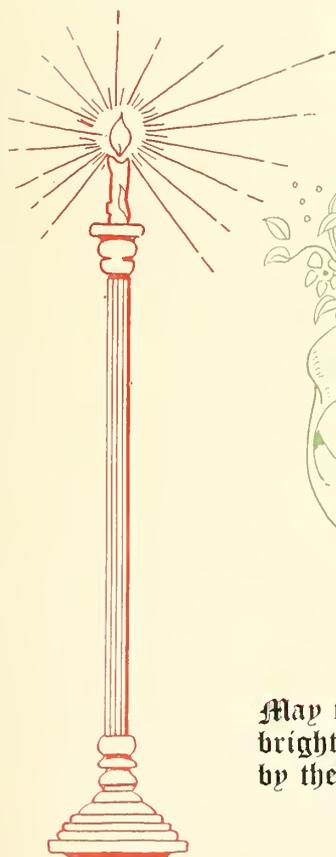
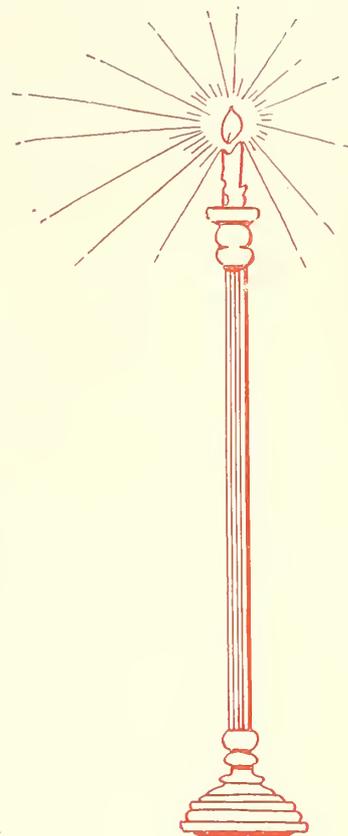
(Continued on page 56)



Some Striking American Shoe Styles



May Christmas bring
its choicest gifts of Con-
tentment of Soul and
Kindliness of Spirit.



May the New Year be
bright With Hope backed
by the Will to Win.





Onyx - Archgrip - Georgina
"Grips the Arch"

**Our Wishes
 For You**

May the gladness of Christmas touch the dying year with a halo of brightness in which shadows and disappointment shall find a total eclipse.

May the New Year be as the aurora of dawn, shining more and more unto the perfect day of happiness and prosperity.

George A. Blachford

Charles A. Blachford

Blachford Shoe Manufacturing Company Limited

MAKERS OF

Onyx - Archgrip - Georgina

SHOES FOR WOMEN

100 KING STREET WEST

Toronto

A Look Into The Future

What Shall the Retailer Keep, and What Shall He Buy?—Will Prices Go Up or Down?—What Prospect for Business in 1923?

THESE are the four great questions that every shoe retailer who hopes to be in business next year and make money is asking himself at this particular juncture. Upon their solution largely depends success or failure. The time to seek the solution to them is now. The trouble with so many retail merchants is that they wait developments instead of facing issues fairly and squarely and thinking and handling problems in advance.

What Shall Be Kept?

Stock taking will be on in a few days, and the question will arise how shall the retailer clean house. What lines shall be gotten rid of and what shall be kept on the shelves. Most retail shoe concerns perish from disease within rather than from outside troubles. Incompetence, whether lack of knowledge of the shoes, or of sound business methods is responsible for nearly three fourths of the failures. This is, therefore, the most important time and place for a merchant to begin a careful analysis of himself and his business.

Of course, shop worn and obsolete goods will be given their congé first. Get rid of them as soon as possible. If one price will not move them try another and induce your clerks to help by liberal treatment with regard to p.m's. The thing most important to remember is that every day these goods stay on the shelves they take the place of lines that might be turning over and making money for the concern. All this should be obvious but sales from time to time of bankrupt stocks reveal the fact that a great many retailers are either blind or hopelessly stupid on such simple questions as these.

The next problem connected with shelf clearing is how to handle goods that are not shop worn or really obsolete, but of doubtful selling value, on account of being slightly off the usual in style. They are passé as our French friends would say. A safe rule to follow is to give yourself rather than the goods the benefit of the doubt. Clear them out if you fancy there is any tendency for them to stick. Don't take the risk for instance of carrying over till next fall lines that have proven doubtful merchandise during the past three or four months. They will not only eat their heads off, but stand in the way of the sale of better goods.

At the same time, do not be in too much of a hurry to thrust on the bargain table lines that may move better a little later. It will be perfectly safe, for instance, to assume that the sale of women's high boots as far as fine lines are concerned will be pretty well over by the end of this month. There may be a few selling in January and February, but no one will want them after that, and next fall will be a doubtful proposition again as far as they are concerned. But the oxfords you bought for fall will be needed for early spring especially, if they are built on right lines. Straps, pumps and even colonials ought to be good stock. In regard to colonials, get rid of the high tongues. Everything points to the shorter tongue superceding the longer. One and two straps will sell as well as they did last spring, perhaps better, and with these will be cross straps. Super fancy lines may be treated with suspicion and

cleaned up as far as possible. There ought to be a good sale for most low cuts during the two first months of the year as most young women now wear overshoes even if they do not affect the "goloshes."

With regard to men's lines, there is not the same danger of carrying over dead ones, as with women's. All the better lines in both high and low cuts will be saleable in spring, and will be good values even during the winter months. There will not be much change in styles this coming spring, so that it will be safe to tune up with a few new features and fill up the gaps on the old. Men's trade ought to be good next spring, but they will likely use rubbers to eke out their old shoes for a while.

In children's lines a merchant will be the best judge of what he should do. Weed out the rubbish and slow movers, and get the shelves in readiness for real goods. In children's wear it is almost as important to-day to have clean stocks as in adults. Most good concerns have now separate departments for children's goods.

What Shall Be Bought?

Retailers this past year have been bewildered more with changes in shoe styles and predictions of others than at any other period in the history of the trade. A large retailer tells the story that last fall he had just received a fair shipment of women's shoes, had them marked and was putting them on the shelves when the traveller who had sold him the goods came in with eight or ten new lines he wanted to show him. The shoe man was so incensed that he would not look at them. He asked what guarantee would he have that in two or three weeks the same traveller would not be around with a fresh batch. He preferred to stake his selling success on what he had. This story is typical of conditions a couple of months ago, and indeed until quite recently.

With the past season's experience the shoe man ought to be able to pretty well make up his mind as to what is going to sell next spring. One thing is certain, that no manufacturer or traveller or newspaper can tell him. All that anybody knows is that women are hanging on like leeches to "straps." They combine well with gay hosiery which is probably the one big reason why they have held their popularity so long. Now, in spite of Paris and all the wire pulling of costumiers, the short skirt is not going out—not yet. Already there are indications of a modification of the longer skirt that came, but did not conquer this fall. Spring will see them not quite so short, as last year, but from twelve to fourteen inches from the ground. This fact and the certainty that sports skirts will be even more in evidence this coming spring and summer should give shoe men a pretty good idea what will be the vogue in shoes. The high shoe will not be in it. Oxfords in patents will come in with a flourish. It will be a "patent" spring, with black kid, tan calf, satin and perhaps a few grey suedes mixing in. But the bulk of the selling will be in straps likely one's and two's leading, and cross straps and fancy lines following. For early spring walking oxfords with low heels and even sports oxfords will be more generally worn than last year, although some fancy lines in patent may have the Cuban and full Louis heels. In any case, it ought not to be difficult for a qualified shoe man who has carefully followed the preferences of women as well as the style trend to shape out a course for himself. On this account it ought to be possible to fairly well anticipate needs for spring without delay. It should be kept in mind, however, that the white season may start earlier next year, and black goods should be well out of the way by the middle of May.

In men's lines there is no reason whatever, why a pretty accurate schedule could not be compiled as soon as stock taking is over. There is not much of a gamble in this class of goods, and men are beginning to sit up and take notice of their shortcomings with regard to their feet.

Will Prices Go Up or Down?

The man who could solve this question would be wiser than tanner, manufacturer or professional statistician. We may make a safe guess at the outset, and that is that they will not go down. You can put it down that as far as spring goods are concerned prices will not be any lower. The chances are all in the opposite direction. While hides have slumped recently on account of tanners refusing to pay the prices, this very fact means that less leather is being made that would have been in process had tanners availed themselves of supplies. Foreign hides and skins do not show as much weakness as the domestic. But production costs are still high, overhead, wages, materials, etc., and it may be taken for granted that leather men will hold out for the last cent.

At the same time both tanners and manufacturers realize that the putting up of shoe prices just now would be dangerous. There is just enough suspicion in the minds of the public to be easily fanned into open antagonism by newspaper paragraphs. In spite of the fact that there has been no money in leather or shoes for a couple of years past, the public is ready at a moment's notice to take up the profiteering cry.

There is amongst the various branches of the shoe industry today sufficient cohesion and co-operation to avert any attempt to force prices and it may be taken for granted that whatever changes take place in an upward direction in shoe costs will be only brought about by actual necessity.

What Prospects for Sales?

People will need shoes this coming year, and will realize their need. They will have more money to pay for them than they have had for the past two years. The farmers have had better crops, working people will have had steadier employment, and employers are recovering gradually from readjustment losses. It is true that cost of living has not come down as much as might have been expected, and taxation is and will be abnormal for some time to come but, generally speaking, conditions are steadily improving throughout the country. The New Year ought to see the beginning of an era of steady advancement and the man who has his foundations sure, and is a good builder will never have a better opportunity in his lifetime for good business development. The thing is to get down to bed rock, and work like a nailer and he who does this need have no misgivings as to what the new year is going to mean to him. The race is going to be to the strong rather than to the swift, endurance rather than "spurting" and the man whose business is in good shape this time next year will have ahead of him a golden opportunity for reaching "easy street". But the process is "clean up and build up"—get down to the bottom and keep steadily at it until the top is reached. As has already been said, 1923 is going to be a year of opportunity for the serious aggressive business man who is not afraid to use brain and brawn.

HOW ABOUT THE INVENTORY.

(Continued from page 50)

The principle holds good that every tub should stand upon its own bottom. It is better to let next year take care of itself unless there has been such a tumble

in values that it is not safe to enter the new year with stock that costs so much and in which you will have to make radical reductions to secure sales. You can see how dangerous the tendency is to pad up the stock as far as you are concerned. The idea of the inventory is to give an accurate idea of the costs basis of your stock. If you want to "kid" yourself or fool your creditors that is another question. Get your stock down to a safe point, even if it shows you have been doing business on too close a margin. That will help you to remedy the evil next year, by either getting up your margin or cutting down your expenses. When the stock lists come in they should indicate the lines that call for drastic treatment and it is up to the merchant how they should appear finally in his statement if goods on hand. Here is one of the most difficult problems to handle in the whole inventory business.

The Final Inventory.

The inventory need not be elaborate but it should be complete and for the benefit of the merchant himself should provide a complete bird's-eye view of his stock. It is not difficult to have a blank book ruled out or better still a loose sheet prepared with columns, showing everything needed. The goods should be classified so that a comparison may be made of the stock on hand in each line. In the case of shop worn goods and obsolesces a column should be reserved where they may be shown and the prices at which they are taken into stock. The merchant will then have some idea of what he must do to clean his shelves and start fresh. The stock list is the great enlightener of the year. It shows the foolish buying, the good sellers, the neglect in salesmanship, in fact all the strong and weak points of the store in the selling game. In addition to the light it affords on goods and salesmanship, it shows a merchant where he actually stands in dollars and cents unless he has deliberately started in to pull the wool over his own eyes.

AMERICAN SHOE STYLES.

(Continued from page 52)

as popular as expected although brogues in Scotch grain with single perforations seem to be more or less popular. Men are buying moderately, but do not seem to want to anticipate their needs to any extent. Tony red and medium shades of tan are the best sellers. Retailers say that the improvement in the men's trade during the past two or three weeks has been a most welcome and helpful feature of trade. The craze for the repair shop seems to be on the wane.

Chicago Chat.

Business in Chicago for the past two or three weeks has shown a marked improvement, as it has wherever seasonable weather has come to break the deadlock of fall and winter buying. Retailers say that business has not been confined to heavy seasonable goods, but that there has been a general revival of buying interest. The holiday season has of course helped, with the colder weather, to move stocks of felts, rubbers and "goloshes" which are finding almost as much favor as ever amongst the flapper element.

Oxfords, however, continue to show a healthy development in women's lines, and these with spats sell well. Patent and brown kid seem to have a good call, but black kid and calf are popular. Small tongued pumps are quite the go with fashionable buyers, and seem to promise well as to the future. The plainer or mannish modes in oxfords are in good demand.



Make Your Plans Now

*To Be Present at the Approaching Big
Gathering of the Retail Shoe Trade
of Canada on the occasion of the*

Fourth Annual Convention

of the

National Shoe Retailers' Association

of Canada

With whom are associated the Shoe Manufacturers' Association of Canada, the Shoe Wholesalers' Association of Canada and the National Shoe and Leather Travellers' Association of Canada.

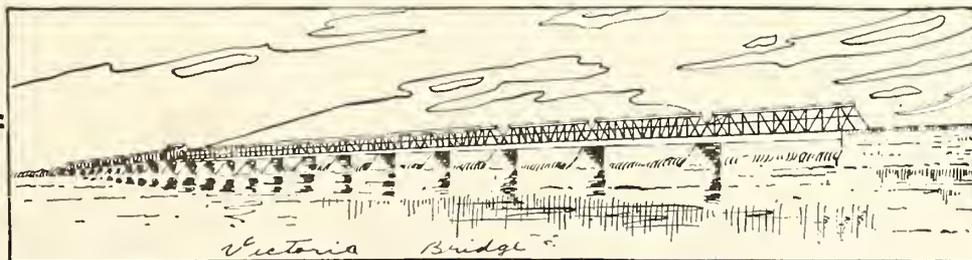
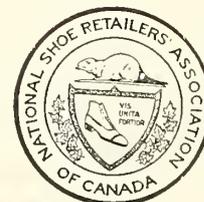
*Which will be held at the Mount Royal
Hotel, Montreal, Jan. 15, 16, 17--1923*

Splendid Programme of Addresses and Discussion.
Joint Conference of Retailers, Wholesalers, Manu-
facturers and Travellers.

Important Trade Matters to be Considered and
Dealt with. Business and Pleasure so combined as
to be both Pleasant and Profitable.

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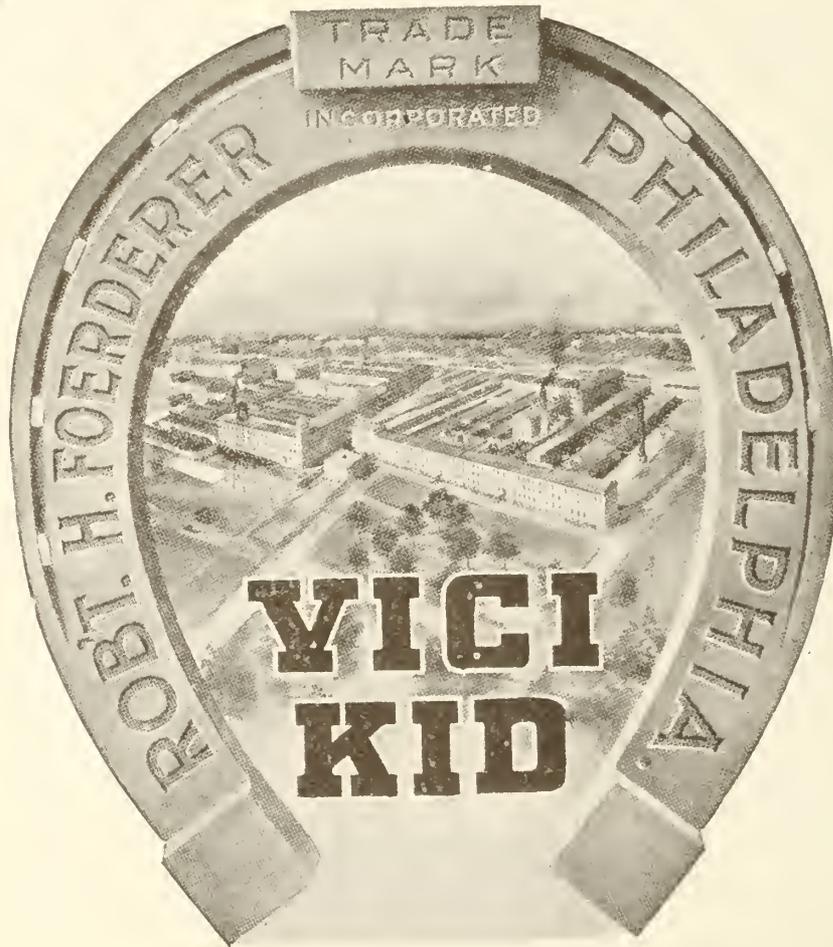
Mention "Shoe and Leather Journal" when writing an advertiser

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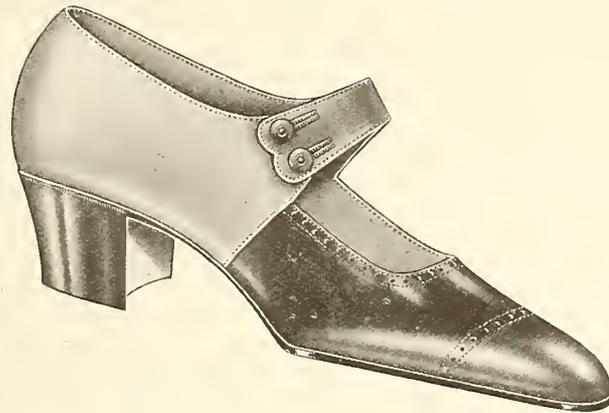
PHILADELPHIA

INCORPORATED

PENN., U.S.A.



Mention "Shoe and Leather Journal" when writing an advertiser



It takes the spirit of Christmas to carry us deeper than the mere associations of Trade and bring us face to face with all the friendships that help to make business really worth while. In hearty goodfellowship we greet all our friends in the Trade and wish them a New Year of Happiness and Prosperity.

For the 1923 Season we are showing lines of unusual interest to every dealer. As shoes of popular style and moderate price, they have the outstanding features that make them ready sellers. See us when looking for values.

EASTERN SHOE MFG. CO.,
 LIMITED
 MONTREAL

Another "something different" in the new Lawrence Aniline
Dyed Colored Calfskins

Beverly Grain

A new hand boarded figure that attracts everybody, applied to our latest and most popular color—

TENU---TAN

(Duro Calf)

In our new aniline dyed calfskins we have given the trade what they have long been wanting—

An absolutely permanent finish.

An absolutely beautiful color.

Now we have produced a most attractive boarded pattern — BEVERLY GRAIN—in our particularly popular TENU-TAN. All who have seen it show their appreciation of BEVERLY GRAIN by ordering on the spot.

"Lawrence Leathers are Reliable Leathers"

Other Popular Colors

are

53 Ruskin Red

73 Teazel Tan

75 Bengal Brown

82 Baywood Brown



A. C. Lawrence Leather Company

161 South St., Boston, Mass.

New York - Philadelphia - Chicago - St. Louis

Rochester - Cincinnati - Milwaukee

---Announcement Extraordinary---

to the Canadian Shoe Retailers

Taplin's Natural Tread Shoes }
 Taplin's Metatarsal Shoes } The Twin Sisters

We wish to announce to the high class Shoe Retailers of Canada our readiness to accept orders for our *Self Selling* line of Health Shoes, combined with our Dresto last—for Spring.

Samples of these wonderful Shoes will for the first time be on exhibit to the retail trade at the Mount Royal Hotel, Montreal, Convention week—January 16 and 17.

Recently, important changes have been made in our lasts and now the complete line will be practically self-selling. Educational work which we found necessary with former shapes is noticeable only by its entire absence with our new line.

Formerly our Shoes for Ladies carried a 7/8 Heel. Now they are 8/8 and 11/8 with a changed centre at toe. They still retain their splendid arch and toe fitting, and are corrective and protective as before.

Our Dresto last, which follows in general lines our Semi Natural, but more narrow at toe, carries a 12/8 Heel in any size or shape desired from Baby Louis to Cuban, and on this last, and this last only we intend to follow the most exacting demands of fashion. Our line in general will be staple, and very high grade. Not varying in the slightest from season to season, and made in kinds and leathers for all purposes. The "Dresto" last just steps in to give the kick and color to what prominent Shoe men have been good enough to say is the most highly desired line of Shoes in the world.

Our system removes entirely the "Jazz" curse from the Shoe trade without the necessity of losing one sale. It also removes from your store the ever lowering values of your Shoes in stock through the fast changing of styles.

In these conferences we have benefited from the advice of Mr. Morton W. Murdoff, one of the most outstanding men of the Shoe trade. For twenty four years he has represented the Queen Quality Shoes in Canada. He has now severed his connection with them to join our organization and will be our Sales Manager.

Methods which we now are in a position to present to you are the result of conferences covering many months between our President, Mr. Taplin and Canada's most outstanding Retailers, and are said by them to furnish a solution to their most serious problems.

Be sure and see these Shoes at the Convention. Mr. Taplin & Mr. Murdoff will be there to answer all questions and to accept your orders.

We are looking for exclusive, high grade dealers throughout Canada, and after we sell them *to you*, we sell them *for you*.

Natural Tread Shoes of Canada, Ltd.

Factory at 105 Pinnacle St.,
 Belleville, Ont.

Greetings



Christmas



1922

To the many members of the Trade whose patronage has helped us to make the McCaughan Line one of the foremost in Canada we express our gratefulness, and our determination to continue to merit your confidence during the coming year.

May your Christmas be bright with Joy and may you be Happy and Prosperous throughout 1923.

Visitors to the Convention at the Mount Royal Hotel are invited to call on us at Room 2127, where you will find a new range of samples in the latest styles, and will be given a cordial welcome and every consideration by us.

OUR REPRESENTATIVES

Western Provinces—J. E. Mireault
Ontario (exclusive of Toronto and Ottawa)
—A. E. Elmer
Toronto, Ottawa and Maritime Provinces
—C. E. Betournay

Quebec Province (exclusive of Montreal and Quebec City)—E. L'Heureux

Montreal and Quebec City—Geo. H. Betournay

J. A. McCAUGHAN & SON
681-689 Champlain St. Montreal.

Compliments Of The Season

Expressed in our Hearty Greeting to our friends in the Trade is sincere appreciation for your patronage during the past year, and Best Wishes that you may have a very Merry Christmas and a Happy and Prosperous New Year.



McKay, Cross Strap, 2 Button, in Patent, Dongola and Calf, 12/8 Cuban Heel—all colors.

Two
Specials



McKay Strap Colonial, 1 Button, in Patent, Dongola and Calf, 12/8 Cuban Heel—all colors.

CHARBONNEAU & DEGUISE
MONTREAL QUE.

Greetings From Old Quebec

TO THE TRADE:

The shoe and leather industries have, like many others, been facing extremely difficult conditions. The clouds are disappearing happily, and the horizon brightens, so that the New Year promises to be an abundant source of peace and blessing.

Our best wishes to the shoe and leather trades are that happiness be theirs at this festive season, and that the greatest possible measure of happiness and prosperity may surely come to each during the year which is about to dawn upon the horizon of time.

AU COMMERCE:

Les industries du cuir et de la chaussure ont eu comme d'autres branches, à faire face à des conditions extrêmement difficiles. Les nuages se dissipent, heureusement, et l'horizon s'éclaircit; de sorte que la nouvelle année devrait être pour chacun, une source plus abondante de paix et de bienfaits.

Nos meilleurs souhaits au commerce de cuir et chaussures sont que le bonheur les accompagne en ce temps de Noël et que la plus grande mesure possible de prospérité échoit à chacun durant l'année qui bientôt va poindre à l'horizon du temps.

LES MANUFACTURIERS DES CHAUSSURES
LES MARCHANDS DES CHAUSSURES EN GROS
ET LES TANNEURS, DE QUEBEC.

QUEBEC



QUEBEC

Merry Christmas



Those are the words that bind us all closer in the bonds of Friendship and Goodwill.

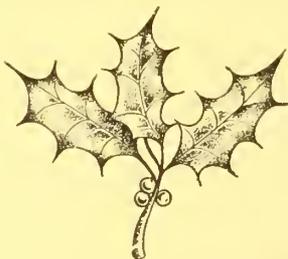
We would have them convey to all our friends in the Trade most sincere wishes for your Health, Happiness and Prosperity in 1923.

All interested in the question of better leathers should watch for the new lines we will be introducing in the coming year.

LUCIEN BORNE, LIMITED
QUEBEC



Christmas



1922

Friends in the Shoe Trade! We greet you with every good wish for your true Happiness at this Christmas Season.

We deeply appreciate your co-operation through another year. May Nineteen Twenty-Three be a bringer of Good Fortune to you and yours.

J. E. Samson, Enr.
20 Arago St. QUEBEC.

Showcards for January Selling

Clear Out the Odds and Ends.—Have a January Sale for this Purpose.—Also Use Cards for Regular Lines.

WITH the coming of the New Year there comes a desire to beat last year's selling, and one way to do this is to have a good start off. This start off can be accomplished by having a January Sale. Even if there should not be sufficient stock on hand for a sale, on which the price can be reduced, it may be wise to secure some lines that you can add to your own stock and so make an attractive sale.

For such a sale we offer a suggestion in cards that can be used as a strong factor in attracting customers. The January Sale card is not difficult to make. The words "January Sale" stand out strongly and if done in a bright color will be very attractive. The card may be as large as your window will accommodate. Even a full sheet should be used if the space will permit. Full sheets are 22 by 28 inches. The sample card is in that proportion and gives a good idea of how it will appear. The small letters may be in some dark color, or in black. The sample has the large letters done in red, shaded with grey and tipped on the face with black. Note the corners of the border which are very easily and quickly done. This border is done in the same tint as the shading.

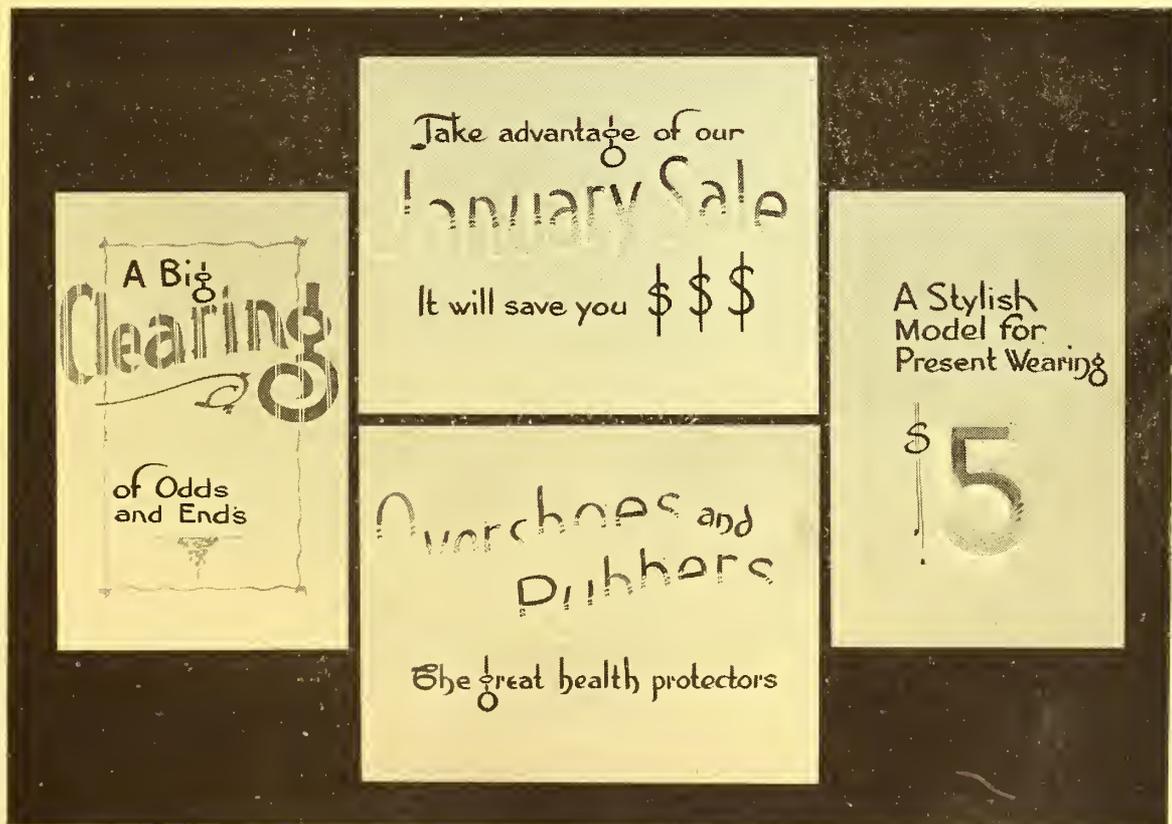
The other card for use in the sale is panel shaped and the word "Clearing" is featured by being made larger than the others. This should be done in a bright color also. Bright blue will look well or red may be used.

The sample is in bright blue, striped with white. The small letters are in black. The border is in pale blue. The layout of this card makes it attractive, while the wording is unmistakable. The space between the lines of lettering makes the card easily read, and gives it an artistic appearance.

The "\$5" card is one for regular lines, and the price may be changed to suit your stock. It should be noticed, however, that the price stands out very prominently, which will mean that the price should be right. The feature is in the size of the figure which is meant to attract the customer at the first glance. If this figure is done in bright red it will show to good advantage. The sample is in red and shaded in grey with a white line between the figure and the shading. On the upper part of the figure black is used which gives it a very finished appearance. The small letters may be in blue or black. The border should be in the same tint as the shading of the figure. It will be well to notice how the border is broken to allow the line of letters to project into the margin of the card.

The "Overshoes and Rubbers" card may be made the same size as the January Sale card. It is the same shape. There is a possibility of shoe dealers not advertising rubbers and overshoes enough. They merely keep them for rainy or slushy days, but make no effort to display them when the weather is fine. It will certainly increase sales if a card similar to the sample is used in the store or window. The card may be used with or without a display. If the large letters are done in red and shaded with pale blue and the face tipped with black they will look well. The border and little bit of ornamentation should be in pale blue also. The small letters will look well if done in black.

These samples are merely suggestions from which you may be able to adapt something that will assist you in your selling during the month of January.





Kind Regards And Best Wishes

With our many pleasant associations throughout the Shoe Trade, our Christmas Greeting is expressive of our Kind Regards for all, and the sincere Wish that you may have a Very Merry Christmas and a Prosperous New Year.

The coming year will see the continuance of our endeavors to give you something above the average in quality and value in popular trade building footwear.

O. GOULET & SONS

LIMITED

575 St. Valier St.,

Quebec



To Our Friends In The Trade



Greetings

With our very best Wishes that the Joy of a Merry Christmas may be yours, and that Success may attend all your efforts in the coming New Year.

Lachance & Tanguay

70 BIGAQUETTE AVE.

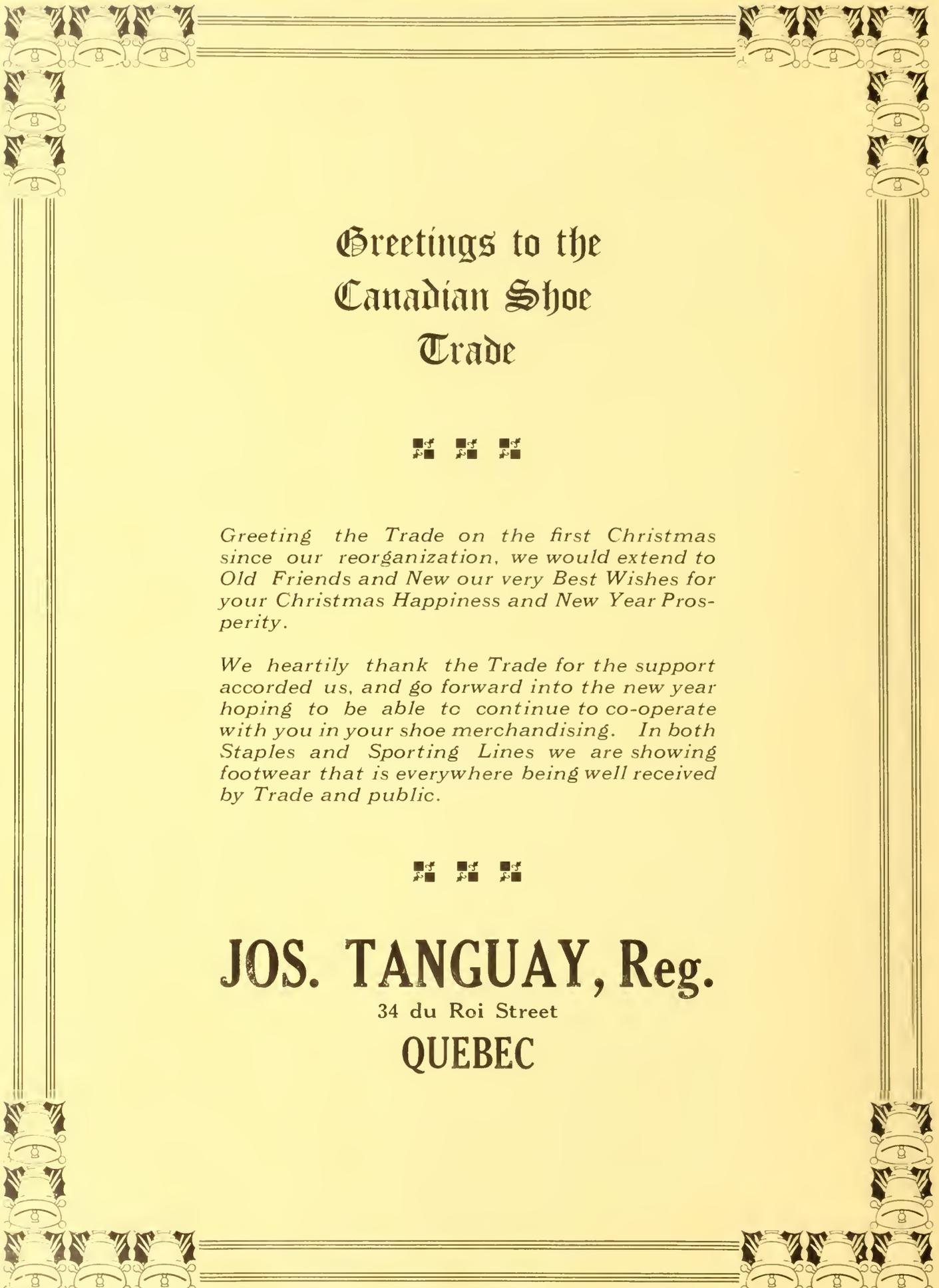
QUEBEC

P.Q.

Makers of
The MARYON Shoe



Mention "Shoe and Leather Journal" when writing an advertiser



Greetings to the Canadian Shoe Trade



Greeting the Trade on the first Christmas since our reorganization, we would extend to Old Friends and New our very Best Wishes for your Christmas Happiness and New Year Prosperity.

We heartily thank the Trade for the support accorded us, and go forward into the new year hoping to be able to continue to co-operate with you in your shoe merchandising. In both Staples and Sporting Lines we are showing footwear that is everywhere being well received by Trade and public.



JOS. TANGUAY, Reg.

34 du Roi Street

QUEBEC



Laden with Best Wishes we send out our Greeting to the Shoe Trade Far and Wide.

May this Christmas be the Merriest you have had, and may the New Year be most generous with Happiness and Plenty.

Your continued confidence in our lines is deeply appreciated, and even greater effort is being put forth to make Marois' Shoes for the coming year excel in popularity with the Trade.

A. E. MAROIS, Limited

Quebec

Que.

Wishing You The Best

The remembrance of our many Friendships throughout the Trade prompts us to express the most sincere wish that all may be very merry this Christmas Season, and that you may be blessed with everything that goes to make up a Happy and Prosperous New Year.

LUC ROUTIER

56 Colomb St., Quebec



New Castle Kid

Noted for its excellent Finish, fine Texture and wonderful Wearing Quality

The Leather for Greater Value

Fancy Colors, White, Black, Glazed or Mat

Canadian Agents

for American Tanners of Calf, Splits, Indias, Heavy Leathers, Skivers, Cabrettas, as well as for Cotton and Cloths

WRITE OR WIRE FOR SAMPLES

New Castle Leather Co. Inc.

New York

*Canadian Branch—335 Craig St. W. Montreal
Factory—Wilmington, Del., U. S. A.*

TOO MANY RETAILERS?

Comment has been made on a series of articles in Collier's Weekly on this topic. The line followed in that series was that distributing costs are too high, and a reduction in the number of distributors would bring down costs.

Recently the question has been bothering retailers, particularly in the larger cities, but they look at it from a slightly different angle.

As one man says:

"In 1912 there were 126 retail shoe stores in Toronto, to serve a population of 410,000. Now there are 216 retail shoe stores to serve a population of 530,000. That is to say, the population increased 30 per cent. but the number of stores increased 71 per cent. The result is that there is not enough business to go around.

"Stores are opened by travellers, street car men, postmen, and all sorts of people. The family look after it during the day, and the man keeps it open late at night. The only remedy I can see is to have a uniform early closing law, which would gradually weed some of them out, and for the wholesale houses not to sell any but real shoe merchants."

Meanwhile, for every store that closes down, a new one is opened, often in the same place. Wholesale houses recognize that there is a danger in the over development of retail stores, and it is not as easy to-day to start a business on a shoe-string as it was.

On the other hand, where would the successful merchants of to-day be if they had not had courage enough to start in business, and if someone had not given them backing? There is always room in any business for the man who knows how, is not afraid of hard work, and who will live frugally. So it is difficult to know where to draw the line.

"For in the same time that the increase in number of stores has taken place, some businesses have shown a steady annual increase in volume, while this is particularly true of the departmental stores.

"What is the answer? Is it a case, after all of clever merchandising? For in the long run you cannot get away from the natural law of the "survival of the fittest."

THE WAY IT IS DONE.

A maker of women's shoes was passing one of those shoe stores where "manufacturer's stocks" are advertised at cut rates. He saw a shoe in the window, a women's oxford, marked at \$3.95, and went in and asked for a 4 C. The clerk after a few moment's apparent search returned saying they had not the size in that particular line, and offered another which was no more like the one in the window than a cat is like a coon. "What size is the one in the window?" asked the customer, and the reply was 4 B. "Well, I'll take that," said the customer. "But it won't fit," replied the clerk. "I'll take chances," said the buyer. He picked out two other lines, one in women's and another in men's and when asked for the size said "Oh, I'll take whatever you have" and the clerk somewhat non-plussed appealed to the proprietor of the store. The buyer was firm and insisted on getting what he wanted, and finally got the shoes displayed in the window.

"See here," said the retailer, "You're a shoe manufacturer aren't you?" When the customer admitted the fact, the proprietor pulled a poor mouth and asked, if the manufacturer thought it wasn't rather a raw deal. "I can't just tell you what kind of a deal I think yours is," was the reply, "because I am afraid it would not sound well in public. It is this sort of thing that is creating so much distrust on the part of the public in both retailer and manufacturer."

In The Market Place

Improvement in General Trade Conditions.—Markets Steady but Firm.—Christmas Business Promises Well.—Buying Public in Better Humor.

DURING the past couple of weeks a welcome change has come over general selling conditions. The advent of good wintry weather in most parts of Canada has brought home to the householder the family needs in such a way as to develop the demand for seasonal articles of apparel as well as requirements of various other kinds. Shoe merchants were beginning to think that their stocks of rubbers, felts and other heavy footwear, were going to figure largely in their inventories, but the snow has lifted this cloud, and one has only to visit the average shoe store to notice the marked difference in the atmosphere. The welcome change has not been confined to staple lines of shoes, but has stimulated the purchasing of even fine goods, with the result that the retailer has discovered the lean state of his stock, and has had to get busy on sorting. Christmas trade has also gotten under way, and promises at last to reach proportions that will be satisfactory to all who have for some months been looking forward to some kind of renewed life in shoe selling. Reports from all over the country seem to indicate that for the next two or three weeks there will be a steady business that will help to remove some of the discouragements that have attended shoe selling for the past ten or twelve months.

That this state of affairs is not a mere passing phase is borne out by the numerous indications of revived interest in all lines of manufacturing and merchandising. Reports of the steel, fabrics, lumbering and other industries continue to show hopeful developments. The rural districts do not seem to respond as promptly or as fully to this general trend towards greater activity. Many of the farmers seem to be holding on to their grain, and other produce in hope of better prices, but this tendency is bound to lessen as the winter passes, for the agriculturist, like everybody else, cannot do without the necessities of life, and particularly such products as needed wearing apparel. No doubt much more is made of this holding off at present than it really deserves, and, while there may be some tendency in this direction in the east, the west has pretty well had to dispose of its holdings to liquidate its liabilities. The east will gradually let go as times progress. In Ontario, Quebec, and the Maritime Provinces general conditions are such at present that there is little ground for concern as to general present and future trade conditions. Business is slowly but steadily forging ahead, and nobody to-day has much doubt but that the spring will see business fairly well established upon a normal basis. There may be a few disturbances between now and March 1st, but these will be of a settling character, that will clear the air and prepare for the fairer weather ahead.

The attitude of the leather trade at the present time is one of watchful waiting. The President of the Tanners' Council of the United States quite recently offered a word of advice quite timely, when he suggested that leather producers look well to their going just now. There are abundant evidences that while the public has fairly gotten over its stubborn antagonism of two years ago, it is not prepared to brook advances in the cost of shoes, as may be seen from the occasional outcroppings in daily newspaper reports

and comments. The check given to the hide market a month or two ago, when tanners withdrew from the market was opportune and salutary. Any attempt just now to boost prices of shoes would have a far reaching and almost disastrous effect upon the trade. The air will have to clear considerably before either the retailer or his customer can be reasoned with on the question of higher prices. To force this issue would only be to put the clock back, and start again recriminations that will cause the public to tighten its belt and take another wallop at the trade. Business has been gradually righting itself, but if the hide speculator gets his way, we will have to start over again. In the meantime, the stagnant market has, as usual, demonstrated the fact that there are plenty of hides tucked away in the cellars ready for when they will be needed.

That is the question of all questions that is agitating the shoe man just now. Will business pull up in the near future, and if so, what lines will it follow? There can be little doubt that business in shoes ought to develop in the next six months. People have been curtailing their purchases and shoes are not, in Canada at least, optional articles of common use. Everybody from the infant to the grandfather has to be well shod. In spite of what some dealers may say, and in spite of the fact that some of them may seem to have adequate stocks, as soon as buying really begins, it will be found that, large or small, they will need to be built up. Inventory taking will reveal the weakness in regard to sizes and assortment. Retail business, especially in some centres, is too much spread out. There are too many shoe stores and some of these will undoubtedly disappear in the next two or three months. This will disturb conditions somewhat, but shoes will be needed just the same. The retailer who has kept his head and who makes his plans carefully and thoughtfully need have no fear as to business for 1923. It will be there to be done by those who study the needs of their constituencies, and watch so that they are not led astray by every wind of doctrine that interested folk may pour into their ears. The man with a proper knowledge of shoes and the needs of his district may be encouraged to believe that next year will be much better for business than either of its immediate predecessors.



New Golf Shoe shown by Kingsburry Footwear Co., Montreal. Smoked Elk Vamp and Foxing, Brown Elk Apron, Duplex Rubber Sole and Heel. Also made in various other combinations.



Greetings

Numbering throughout the Trade so many whose patronage has made 1922 another year of pleasant business associations to us, we are glad to extend to all our Heartiest Season's Greetings, wishing you sincerely a very Merry Christmas and a Happy and Prosperous New Year.



ANNOUNCEMENT

Owing to increasing business, and to enable us to serve still better our growing patronage, we are establishing our

NEW HEADQUARTERS

At 102 St. Paul St. West, Montreal

Where our Offices and Warehouse will be located after the first of the year. Buyers will find this more convenient, and in the inspection of our lines, which we will at all times keep outstanding for Style and Value, every attention and assistance will be given.

LA MAISON GIROUARD, LIMITEE

St. Hyacinthe, Que.




Thomas, Lake & Whiton, Inc.

Boston

Shoe Cotton
Fabrics Goods

POLAR KLOTH

A White Shoe Cloth Par Excellence

Bindings Galoons Stays

Helburn Thompson Company

Boston

Sheepskins, of all kinds, for all trades

Represented In Canada By

PAUL ROY A. D. ALBEE

Beardmore Building
59 St. Peter Street

MONTREAL

Also Canadian Agents for American Tanners
KID BUCK CALF

In extending my sincere
Season's Greetings

to my friends in the Trade I desire to make the

ANNOUNCEMENT

that I have discontinued my connection with J. Einstein Ltd., and have opened an office at

Beardmore Bldg.
Montreal

Where I will be in a position to supply the Trade with several leading lines of

SHOE FABRICS and LEATHERS

*Thanking you for past favors,
I hope for a continuance of
your co-operation.*

PAUL ROY

59 St. Peter St.
MONTREAL

The Big Shoe Gathering At Montreal

Arrangements Being Completed for Shoe Week at Montreal.—Committees Enthusiastically at Work. — All Branches of the Trade to Meet in Conference.—Delegates and Visitors Urged to Get Reservations in Good Time.

PLANS are well in hand for the great conclave of the shoe trade of Canada to be held at the Mount Royal Hotel, Montreal, January 15th, 16th and 17th next. We gave in our last issue an outline of the programme of the National Shoe Retailer's Association's Annual Meeting, which is still in process of completion, and we furnish herewith the tentative programme of the Manufacturers' and Wholesalers' gathering the first two days of the week.

Strong committees are at work perfecting not only programme arrangements, but the details in connection with entertainment, and the private display of goods which is to be a feature of the affair.

While the entire block of the Metcalf Street wing of the Mount Royal Hotel has been taken up as sample rooms, the hotel management is converting into sample rooms for the three days of the Convention, two rows of bedrooms along the corridors leading to the Metcalf Street wing of the Hotel. Applications for these rooms may be sent direct to Mr. S. Roy Weaver, the Convention Secretary, Room B 9, Board of Trade Building, Montreal. The rate will not exceed \$5.00 per day.

The following rooms have already been reserved: First floor, bedroom floor, No. 1127, MacFarlane Shoe Co. Ltd.; No. 1125, Scheuer Normandin & Co. Ltd.; No. 1124, John Ritchie Co. Ltd.; No. 1122, Talbot Shoe Co. Ltd.; No. 1121, Perth Shoe Co. Ltd.; No. 1119, Natural Tread Shoe Co. Ltd.

Second floor, No. 2127, J. A. McCaughan & Son; No. 2125, W. B. Hamilton Shoe Co. Ltd.; No. 2124, John McPherson Co. Ltd.; No. 2122, Smardon Shoe Co.; No. 2121, Fix Shoe Co.; No. 2119, Nathan Cummings Co.

Third floor, No. 3127, Eagle Shoe Co.; No. 3125, John McEntyre Co. Ltd.; No. 3124, Hartt Boot & Shoe Co.; No. 3122, Kingsbury Footwear Co.; No. 3121, Tebbutt Shoe & Leather Co.; No. 3119 La Parisienne Shoe Co.

Fourth floor, No. 4127, Getty & Scott, Ltd.; No. 4125, Tillsonburg Shoe Co.; No. 4124 Charles A. Ahrens Ltd.; No. 4122, not available; No. 4121 Daoust, Lalonde & Co.; No. 4119, Geo. A. Slater Ltd.

Fifth floor, No. 5127, not available; No. 5125, Armand Bastien; No. 5124, Corson Shoe Co. Ltd.; No. 5122, Corson Shoe Co. Ltd.; No. 5121, Dupont and Frere; No. 5119, Dufresne and Locke.

CONVENTION NOTES

The various Convention Committees of the Manufacturers', Retailers', Wholesalers' and Travellers' Associations are hard at work whipping things into shape and meetings are being held almost every day. Within a week or two every detail will be practically completed. Programmes for the four organizations have been drafted, but full particulars cannot be released until all the speakers selected have consented to give addresses.

At the meeting at 2 p.m. Tuesday afternoon, Jan-

uary 16th., which is the Joint Open Session of the four organizations, Mr. C. F. Rannard of Winnipeg, will speak for the National Shoe Retailers' Association, Mr. Jos. Daoust for the Shoe Manufacturers' Association of Canada and Mr. J. A. McLaren, Toronto, for the Wholesalers' Association. The representative of the Shoe Travellers' Association has yet to be selected.

While definite announcement cannot yet be made as to the speakers at the Banquet on Tuesday evening January 16th., the Programme Committee expects to be able to arrange for two prominent public men who will give messages to the trade of very great interest. Music and a number of special features are being arranged by the Entertainment Committee.

The very elaborate bi-lingual "Programme Book" which is being prepared, will give full details in regard to everything pertaining to the Convention.

Reservations for the Canadian Shoe Trade Convention Banquet, to be held Tuesday evening, January 16th., may be made through the office of the Convention Secretary, Room B. 9 Board of Trade Bldg., Montreal, and should be made as early as possible. Banquet Tickets are obtainable at the rate of \$5.00 each, and that charge also entitles the holder to register without additional charge. It includes attendance at all sessions in the registrant's group and attendance at all official entertainments. Those taking tickets in advance will be entitled to register at the Convention by presenting their ticket at the Registration Bureau, Mount Royal Hotel. Any group or firm purchasing six tickets may have a table reserved.

Reservations for Rooms at the Mount Royal Hotel may be made through the office of the Convention Secretary at the address given above. There will be plenty of accommodation for everybody as both the "Windsor" and the "Ritz" are quite convenient to the "Mount Royal" but intending visitors and delegates will do well to communicate early with the Secretary.



An English Novelty

Railway Fares To Shoe Convention

By the Convention Secretary.

The railway companies have granted reduced fares for persons attending the Canadian Shoe Trade Convention in Montreal, January 15, 16, and 17, 1923. The special convention rate is single fare and one-half, plus a certificate validation charge of 25 cents. The saving as compared with a regular round-trip ticket from Toronto, for example, is \$3.50, which a little more than pays for a lower berth one-way. The advantage will be still greater for persons from points further distant from Montreal. The special rate is conditional upon an attendance of 150 or more, holding Standard Convention Certificates or round-trip tickets, but there is no question but that this minimum will be greatly exceeded. The Convention rate will be available to persons going to Montreal from January 11 to January 17, inclusive, and returning on or before January 20. Arrangements are being made for an earlier "going date"—for persons from West of Fort William and will be announced in the trade papers.

Persons going to Montreal for this Convention should note carefully the special conditions which must be complied with in order to obtain the benefits of the special Convention rate. They should purchase ordinary one-way first-class tickets to Montreal and at the same time obtain from the ticket agent a certificate on the Standard Convention Certificate form.

Upon registering at the Convention, holders of such certificates must deposit them with the person in charge of the Convention Registration Bureau for validation by the Special Agent of the transportation lines. Such Special Agent will be in attendance on January 16 and 17. The 25 cents is to be paid to this agent at the time the certificate is validated by him. Validated certificates then will be exchanged at the ticket office for passage tickets for the return trip upon payment of one-half the one-way ordinary fare.

The procedure is simple but it should be thoroughly understood. There are three things to remember:

1. Get a Standard Convention Certificate from the ticket agent when buying your single fare ticket to Montreal;
2. Make sure that this certificate is validated by the Special Agent at the Convention (at the Secretary's office);
3. Exchange your validated certificate for return ticket at the railway ticket office not less than 30 minutes before the time your train is due to leave.

Persons coming to the Convention, whether manufacturers, wholesalers, retailers, travellers or representatives of allied trades are urged to take advantage of the reduced fare under the certificate plan.

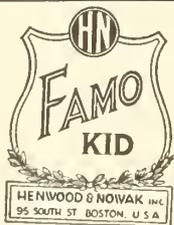
FOOT TROUBLES

One thing leads to another. No sooner had a pedal specialist discovered the "automobile foot" caused by holding the foot for prolonged periods on the accelerator button than another eminent orthopaedist locates the "pedestrian click." The latter is a leg affliction brought on by prolonged supernimbleness in jumping out of the paths of reckless motor car drivers.—Vancouver Province.

WHAT you want when you want it is the satisfaction of acquaintance with **VAN SCHAACK**. Complete stocks at Chicago and Boston.

SOLUBLE COTTON
PATENT LEATHER SOLUTIONS
AMYL ACETATE
COTTON SOLUTIONS
ETHYL ACETATE
REFINED FUSEL OIL

VAN SCHAACK BROS
CHEMICAL WORKS
CHICAGO ILL.
 BOSTON • CLEVELAND • CINCINNATI • DETROIT



The Kid That Made Fine Shoes Famous

Ask any of the Shoe Manufacturers using *good kid* and they will tell you that they can always rely upon **FAMO**.

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

New York Representative
SEIDERMAN-SALMON, Inc.
 95 Gold Street -:- New York City

GEO. W. NEWMAN LEATHER COMPANY
 Cincinnati and St. Louis
 Canadian Representative

R. E. Bennett & Co. Room 32, 70 Lombard St.
 Toronto Phone Main 4016w

Buying for Spring

On another page of this issue we report the ideas of a number of retail shoe dealers on buying for spring—largely advice in the negative. We are also able to reproduce the ideas of the Joint Styles Committee of the United States on selling for the first three months of next year. The latter should be of value as a guide to the Canadian dealer, as our style program is only a few weeks behind that across the border, and in general parallels it very closely. It must be borne in mind, however, that these style programmes are of particular value only to the man who is located in a fairly large community, where style is a greater factor than in the rural districts. There is sometimes a tendency to think "style" to the detriment of the staple lines which form the backbone of the shoe business. The prosperity of the shoe and leather trade of Canada does not depend on "millinery" shoes. The big turnover, and the real profit to the industry lie in the shoes which the ordinary man and woman must wear at their daily tasks.

We all know of manufacturers who have been turning out the same shoe for many years, with a regular demand. This applies not only to men's shoes, but to high class women's shoes. So that the attitude of a retailer who refuses to purchase shoes he knows he must have for spring trade is hard to justify. It is that sort of thing that holds costs up, jams up the factories for a few weeks, and causes late deliveries and lost sales. Present indications do not point to lower prices in the shoe and leather field, from raw materials to finished product, so that price uncertainty should be at a lower point than for the past three years.

The manufacturer realizes that the retailer has good grounds for suspicion, or rather for fear of further novelties, after the events of the past year. But we believe we are safe in saying that the manufacture will not go through a similar programme this year unless it is forced on him.

With the exception of staple shoes, it is not expected that the retailer will look farther ahead than March at the moment. It must be remembered, however, that Easter comes on the first of April, and, as one man put it it will be a case of "April fool" for a good many if they wait till the middle of February to buy for Easter trade.

We asked a maker of high-class women's shoes, "If you were a retail dealer, what would you feel safe in buying for the first three months of next year?"

The answer was given graphically. Going over a sample line of welts he picked out a black kid oxford, a brown kid oxford, a brown calf oxford, patent oxford, a black kid one-strap, a patent one-strap, an oxford in black or brown with brogue effect, brass eyelets,—to add a little snap—these, together with a staple kid boot, and one or two conservative tongue pumps, he felt would be safe bets and allowing for differences in lasts would make up a very respectable showing for the average merchant. Turns, for lighter wear, would embody more novelty styles, but here, too, a dealer could pick out a safe line of what might be called staples, largely one-straps with a few tongue pumps, in kid, patent, satin and combinations. A line such as this would cover the greater proportion of the demand in the average store in a small or large town.

Going father afield, we asked other manufacturers for definite ideas for sound buying. Here is the line up one maker suggests always bearing in mind that it is not novelty shoes we are considering:—

Women's shoes: Kid oxfords, comfort shoes, (bals and oxfords) patent oxford, patent one button.

Misses' shoes: Patent straps, calf bals, side bals, chocolate calf bal, chocolate calf oxford.

Children: Calf bals, patent slippers, chocolate calf bals, infants' kid bal, and button straps, patent slippers.

Other manufacturers dealt with the situation generally, one saying:—

"As long as the dealer keeps out of extravagant styles, he is O.K. Keep on staples for a while. That is the best tonic for the shoe trade."

While another says:—

"I would not buy any fancy lines in women's shoes before January, but men's, boy's, misses' and children's are safe. Only staples are safe buying."

Men's shoes do not present the same problem as the styles. From season to season the transition is gradual, and attempts to induce men to favor millinery footwear have to date proved abortive.

One man says:—

"Oxfords will have the call in a very large ratio for spring, and we believe that no retailer can make a mistake in ordering his requirements, or at least half of them at this time, so that he can be assured of fairly prompt delivery of spring business. We do not anticipate any style changes in men's shoes which will be at all radical, and while there may be a new last or two shown in January, they will no doubt be along the lines of the popular sellers of to-day."

Another maker of men's shoes characterizes as safe and sane, a line of bals, bluchers and oxfords, with medium toes, in mahogany calf, and side, and gun-metal calf and side leather.

THE ROMANCE OF THE SHOE.

Published by C. J. Farncombe & Sons, Ltd., London.

Of an unusual type is this book by Mr. Thomas Wright. Commencing with ancient history, he has followed the use and types of footwear through the centuries up to the modern shoe. Written in a very human vein, history, folk-lore, and shoes are interwoven in such a fashion as to make the book anything but dry reading. To the man who is looking for the high-lights in the history of shoes and shoemaking, to the man who wishes to learn something of the development of the craft, of its transition to an industry, of the notable figures connected with its history, this volume will be welcome. And as interesting reading matter we can recommend it to anyone at all interested in the industry.

We shall be very glad to procure copies for anyone who is interested. In cloth, the book would cost \$3.25, in leather \$5.25.

THE CHICAGO SHOE SHOW

Plans are completed for the big gathering of shoe men at Chicago.

For the benefit of the many Canadians who are interested we emphasize the dates, from January 8th to 11th, inclusive.

A large number of Canadians were on hand last year. This year that number will be greatly increased. A special invitation has been issued by the N.S.R.A. of the United States to Canadians, and every effort will be made to welcome them, and to make them feel at home.

No shoe man within striking distance of Chicago, who can possibly get together the cash and take the time, can afford to pass up this opportunity.

Women's Easy Shoe



Lady's Cushion Shoe, Double E. Fitting, McKay Shoe, Blk. Kid, made in Solid Leather, High Blu. Bal. with toe cap or without. Also low Oxford Shoe.

Samples on Request

Jobbing Trade a Specialty, Close Prices
B & M. SHOE & SLIPPER CO., Ltd.
 126-128 GARDEN AVE. - TORONTO.

KITCHENER NOTES

Mr. George C. H. Lang, senior member of the Lang Tanning Company, has gone to Europe on a business trip and a cable announces his safe arrival there.

The Lang Tanning Company, Limited, has purchased the business and machinery of Cut Soles, Ltd., of Galt, and is removing the business here. A large portion of one of the floors of the Lang Tanning Company's sole leather department is being occupied by the new industry, which is cutting soles and half soles for the shoe manufacturer. This makes the second industry of this kind in Kitchener, the Provincial Cut Sole Company having been in business for about four years and whose sales are steadily expanding, so that recently they were compelled to remove from the Breithaupt Leather Company building to larger quarters on Victoria Street.

The L. McBride Company, Ltd., manufacturers of trunks and travelling bags, is changing its motive power from steam to wholly electric, many individual drives being installed where practical. This Company has had a very busy several months, its export trade being particularly good. The McBride Company does a large business in China and South Africa. One feature of the trade with China is that goods of the highest class are chiefly in demand.

Mr. H. E. Wettlaufer, Sales Manager of the C. A. Ahrens Company, Ltd., has just returned from a two months trip to the west, in which he visited practically every town of importance from Fort William to Prince Rupert. He brings home a large sheaf of orders as evidence of improving business conditions in the west and notes a spirit of general hopefulness for the immediate future there. The revival of the lumber industry in British Columbia after a prolonged period of depression and idleness in the big mills, means much for the province and for business generally.

GLOBE SHOE LIMITED SURVIVE BIG TERREBONNE FIRE

In the recent disastrous fire which partly destroyed the town of Terrebonne, Que., and caused such heavy loss and terrible suffering, the plant of the Globe Shoe, Limited, escaped with but slight damage. The company are very fortunate in surviving this disaster, and the Trade will be very pleased to know that they have been in no way hampered in their efficiency or output. They continue in a first class position to fill the requirements of their patrons for their popular lines. Plans and operations are already under way in the rebuilding of the town.

WELL KNOWN WHOLESALE HOUSE ESTABLISHES NEW HEADQUARTERS

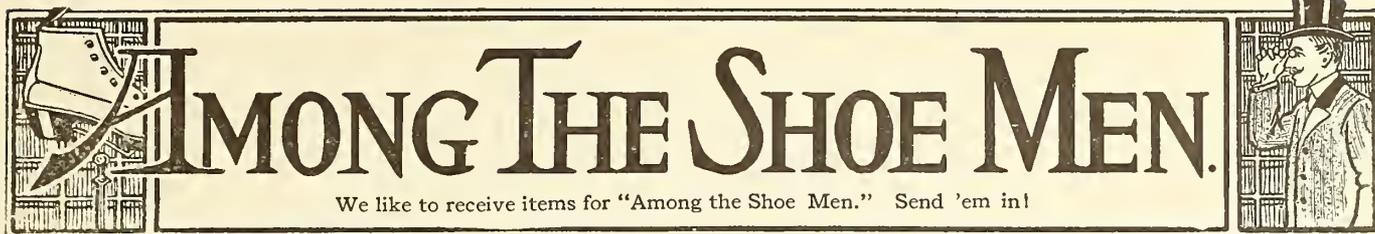
An announcement of interest to the Trade is that after the first of the year the Offices and Warehouse of La Maison Girouard, Limitee, shoe wholesalers, St. Hyacinthe, Que., will be located at 102 St., Paul St., West Montreal. This change is necessitated by the growing interests of the firm and the desire of the management to give the best possible service to their large number of clients situated all over Canada. La Maison Girouard Limitee, since its change from the Eastern Townships Shoe Co., a few years ago has made steady progress, and through its efficient methods and reliable lines has attained a high standing in the Trade. With its more central location in Montreal it will no doubt occupy a still more important position in footwear distribution in Canada.

Season's Greetings

Heartiest greetings and good wishes—thanks in the fullest sense for your good fellowship—your continued interest—our business relationship, all of which has gone so far to make for our success—and we trust—yours.

May 1923 have greater attainment in store for you and all of us. This is our thought coupled with the compliments of the Season.

**The H. W. Steel Shank & Specialty
 Company - Limited
 PRESTON**



The lady members, of the office staff, of the Murray Shoe Co., London, recently held their annual banquet at Wong's Cafe.

Mr. Morton W. Murdoff, who has for the past 24 years been connected with Queen Quality Shoes in Canada, has joined the selling staff of the Natural Tread Shoe Co., Toronto.

Mr. E. B. Healy, who represents Eagle Shoe Co., in West Ontario, has taken sick at the Connaught Hotel in Hamilton and has been laid up at home with the flu.

Mr. H. Flax, proprietor of the "Atlas Shoe Hospital" 128 Park Ave., Montreal, has opened up another large and up-to-date repair shop at 178 St. Catherine St. West, under the name of "The A ONE" Shoe Repair & Shoe Shine Parlor.

A group of influential business men headed by Mr. D. G. Kirk, of Antigonish, have secured control of Logan's Tannery at Lyons Brook, N.S., and are planning to put it in operation again. It is also reported that the Amherst Boot and Shoe Co. Ltd., are taking a substantial interest in the project.

The Solid Leather Shoe Co. Limited, of Preston, has been incorporated under Dominion Charter, with the firm style of Parker Steel Shoes Limited. The capital has been increased from \$40,000 to \$100,000, and the management has taken over the assets and liabilities in them entirely. Practically all outside interests have been absorbed. Women's medium grade shoes will be manufactured and sold to the wholesale trade only.

Mr. Will Ackerman, of the B. F. Ackerman & Sons, Peterboro, was in Toronto last week.

Mr. Louie Breithaupt, of the Breithaupt Leather Co., Kitchener, called on the trade in Toronto recently.

Goods were destroyed or damaged to the value of six or seven thousand dollars, as the result of a recent fire in the shoe store of Mr. Norman Steeves, Main St., Moncton. The loss is covered by insurance.

Mr. Bert R. Grosskurth, well known in Western Ontario, is now covering that territory for the Tred-Rite Shoe, Otterville.

Mr. D. J. DeVine, of Winnipeg, has sold his shoe repair business, and is now Manager of the Portage Boot Store, in that city. Mr. DeVine finds business quiet, but there is always a demand for novelties or something new.

A serious fire in the shoe manufacturing plant of Bertrand & Thibault, 102 Montmagny Street, St. Sauveur, Quebec, caused damage estimated at between \$30,000 and \$40,000. No one was injured, and the loss is fully covered by insurance.

Mr. C. F. Rannard, President and Managing Director of the Rannard Shoe Limited, Winnipeg, is making arrangements to attend the Chicago Style Show to be held there January 8th to 11th., and will go on from there to Toronto, Montreal and possibly Boston and New York. Mr. Rannard will also visit the Convention of Manufacturers' and Retailers' to be held January 15th, 16th and 17th., in Montreal. He has accepted an invitation to take part in the programme.

Mr. H. Frechette, of the Canada Footwear Co. Limited, Montreal, was a recent visitor to Toronto on

business.

Mr. P. A. Doig, of the Tetrault Shoe Manufacturing Co., Limited, Montreal, was one of the Montreallers who recently paid a short business visit to Toronto.

Mr. Jules Payan, of Duclos & Payan, Montreal, has returned from a business trip to Quebec City.

Mr. Lucien H. Borne, of Lucien Borne, Limited, Quebec, is receiving the congratulations of his many friends upon the recent arrival of a fine big baby daughter.

Mr. R. W. Ashcroft, of Ames Holden McCready, Ltd., Montreal, has returned from a business trip to New York in the interests of his firm.

On Saturday evening, December 2nd., the employees of Dupont Frere, Montreal, gave their Annual Oyster Supper and Dance. Over two hundred and fifty employees and their friends were present. Mr. A. L. Dupont, head of the firm, acted as master of ceremonies, and was untiring in his efforts to make all present enjoy themselves. Songs, music and dancing made up a delightful evening, and all who attended speak in highest terms of the time they had.

Mr. W. G. Fallen of the Getty and Scott Company has taken a trip through the west to look over the situation, and to introduce the Arch Defender Shoe, which has already made a great hit in Eastern Canada.

Mr. W. D. Wettlaufer has just returned from a trip to the Pacific Coast, and reports that while business still feels the effects of the drawbacks of the past two years to some extent, there is a steady improvement in conditions noticeable in most places.

The Lang Tanning Co. has acquired the business and plant of Cut Soles Limited, Galt, which is being transferred to Kitchener, and incorporated with the Lang establishment, which is now in a position to offer to the trade in Canada a complete service in sole leather equipment.

The many friends of Mr. D. B. Detweiler of the Hydro City Shoe Company, of Kitchener will be glad to know that he is again able to give his concern the benefit of his full personal attention, although he is taking the wise precaution of not overtaxing his physical capabilities for the time being.

PRESTON NOTES.

The former Solid Leather Shoe Company has been re-organized under a Federal charter, with a capitalization of \$100,000 under the name of The Parker, Steel Shoe Company, Ltd. The President is S. H. Parker, who came to Preston from the Marsh Shoe Company several years ago as Sales Manager for the Solid Leather Shoe Company. The Vice President is Harry Steel, also formerly of the Marsh Company at Quebec, and who as Superintendent of the Solid Leather Company has made a great success of the business. The business has enjoyed several years of uninterrupted prosperity and has orders booked ahead for several months.

The H. W. Steel Shank Company, Ltd., has just installed an additional furnace and other equipment that enables it to increase its daily output fifty per cent. This concern has been operating only a little more than one year, having commenced manufacturing operations in September 1921, when its output was about

50,000 shanks. They now employ forty-two hands steadily and are shipping 200,000 shanks per week and will shortly be making more than a million a month. This is the only concern making shoe shanks in Canada and claims several superior points for its product over the imported article. Canada uses about thirty million shoe shanks each year, so that there is ample room for continued expansion of the Company's business. The President of the company is H. W. Steel, son of the Vice President of the Parker-Steel Shoe Company. He is a practical die and tool maker, was for some years instructor in a technical school, and has designed and constructed many of the ingenious machines used in the Company's operations.

Mr. C. W. Allen, of Toronto, has become associated with the Hurlbut Shoe Company as Sales and Advertising Manager, and has entered upon his new duties with the enthusiasm which he always displayed in his former connections. He is gladly welcomed to Preston and by the Hurlbut organization; and the latter feels that its position will be considerably strengthened by the services and personality of so versatile and successful a business organizer as Mr. Allen has proven himself to be. For the past thirteen years Mr. Allen has been Advertising Manager of the Consumers Gas Company of Toronto and he has many years' experience in the scientific use of publicity as applied to industry. While possessing business and executive ability of a high order his talents are decidedly literary as is evidenced by the fact that he has been editor of the "Gas Journal of Canada," "Congasco Weekly", the house organ of the Consumers Gas Company, and "Gas News." As a speaker and lecturer he also is well known through-

out Canada and the United States, speaking on problems connected with the gas industry and on business subjects generally. The Hurlbut Company issues a monthly house organ, "Foot-Notes," and as an associate editor of that magazine the new Sales Manager will have scope for one of his many talents.

TRADE ABUSES

The question of trade abuses was discussed by Mr. P. A. Becker, in making the report of the committee on the subject, before the Annual meeting of the National Shoe Wholesalers of the United States. He said in part:—

"The term 'trade abuses' covers a variety of unnecessary expense-producing things that may be placed in several groups, classified as follows:

"Just or unjust return of merchandise.

"Cancellation of orders.

"Claims of repairs on shoes.

"Merchandise is returned for several reasons, and the fact that our orders are placed with us through salesmen who are inclined to make promises not in keeping with the facts is frequently a contributing cause.

"Salesmen will show their samples and in their zeal to sell goods will tell a merchant that the shoes will far surpass the quality displayed in the sample, with the result that when the product reaches the customer he will in some instances be disappointed and will return the goods.

"Salesmen will oversell a merchant and when asked for an estimate of the amount of the purchase at the time of taking the order they will underestimate its



Mr. Thompson



Mr. McCullum

Mr. Thompson has just been appointed Manager of the Ontario Division of Ames Holden McCreedy Ltd., which position was formerly held by Mr. McCullum. Mr. McCullum has been appointed Factory Sales Manager.

size, and this fact sometimes contributes to the return of merchandise which the merchant finds it necessary to do in order to protect himself from over-purchases.

"It is conceded that some returns are traceable to instances above described, but these causes are not the only reasons for the return of merchandise. We realize that in the manufacture of shoes the product may vary, and, while the relative grade displayed in the sample is usually delivered an occasional run may not be up to grade, and in those instances no criticism of the return is made by a considerate manufacturer or wholesaler.

"It would be well for us to endeavor to minimize the return merchandise evil by pointing out to our salesmen in our convention and sales talks that they must be especially particular not to make promises that we cannot fulfil. Every unjust return of merchandise is a tax on every honest merchant, and if this fact can be brought home with sufficient force to our salesmen and to our customers, I believe that the return merchandise evil can be lessened to a great degree.

"Another preventative that should be invoked is the writing of orders at the time of sale and securing an acknowledgment by the signature of the buyer to duplicate copies of orders. This rule, if habitually adhered to by salesmen, will protect them and us from disputes arising concerning their orders, and will not only minimize the returned goods evil, but prevent the cancellation of orders which they have secured at much trouble and expense. In our business we have taught our men to secure signed orders, or in the event signature could not be obtained for one reason or another, they have been instructed to send to us both original and duplicate copies of the orders, whereupon the acknowledgment of orders is sent by us, accompanied by the duplicate copies, thus confirming the transaction.

"Cancellations of orders have been minimized to a large extent in the past year due to the fact, however, that orders have not been placed so far in advance of shipping dates as previously, and also due to the fact that orders have been invariably signed or have been acknowledged with duplicate copies.

"The same reasons that actuate a merchant to cancel an order are those which cause him to return merchandise. Cancellations are frequently inspired by unscrupulous salesmen, and this practice is difficult to trace or prevent except in a general way.

"We realize, of course, that if such negative competition were allowed to run riot, it would eventually mean utter demoralization—each salesman cutting the throat of his brother traveler, and in the end no order could be depended upon, for if a salesman teaches disregard of contracts for others, the merchant will feel posed to apply these principles to him as well. It would be well to convey to our men the seriousness of forcing cancellations to secure orders. If a merchant has bought, advise him to stick to his agreement. This policy consistently applied will place purchase contracts upon a plane of absolute dependence.

"Cancellations sometimes result from distrust or lack of confidence engendered by the manner in which orders are taken or handled. Personally I am very hostile to taking of orders in a memorandum book by salesmen and writing up the orders and mailing duplicate copies from another town a day or two after the transaction. Teach your men to write their orders at the time of sale, and the cancellation evil will be minimized to a great extent. This practice will make for confidence and will eliminate misunderstandings and the disputes arising therefrom."

The Year 1922 has been the biggest year in our history. With improved conditions in the Shoe trade we look forward to even bigger things for 1923.

We thank all our good friends in the Trade for their loyal support and assure them we will continue to render the Intelligent Service which has built up our Business.

To The Canadian Shoe Manufacturers',
Shoe Superintendents' & Foremen's Association

and

The Leather and Allied Trades

We Extend
Our Hearty Good Wishes
for
A Merry Christmas
and
A Happy and Prosperous
New Year.



INTERNATIONAL SUPPLY Co.

Main Office

154 Notre Dame St., W.

Montreal

BRANCHES

37 Foundry St.,

KITCHENER, ONT.

6 St. Valier St

QUEBEC

Established 1915

Wickett and Craig, Limited

We are glad to have this opportunity of thanking our Business Friends for their trade and co-operation during the year 1922.

In recent years there has always been some unexpected turn in events that tended to upset all calculations and make conditions difficult.

We are sure, however, that thanks to the Patience and Goodwill of her business men Canada is emerging triumphantly from the confusing post war years.

We hope for a continuance of your support which we will do our best to merit.

A Happy Christmas and a Prosperous New Year.

Toronto, Canada



“And the ‘Hotel Cleveland’ is my home when my trip brings me to Cleveland!”

Folks travelling on business or on pleasure LIKE to stop at this magnificent hotel, magnificent yet with moderate rates, magnificent yet the embodiment of all those homelike features that turn a hotel into a home.

1,000 rooms, 1,000 baths--there is a room and bath awaiting your reservation!

Our guests keep telling us about the quiet refinement that characterizes every move made by every HOTEL CLEVELAND employee. You'll appreciate this, too.

We hope to see you before long!

Hotel Cleveland
CLEVELAND, OHIO.



The Shoe Repair Man

The Business Man and His Trade Association

By G. W. Hafner.

An analysis of the reports sent out by mercantile agencies leads to the very definite conclusion that, while some business failures may be accounted for by lack of capital, unwise credits, extravagance and fraud, the vast bulk, the overshadowing majority of business mortality is caused by this one thing alone: Lack of adequate, accurate and complete information relative to business facts.

Blind Business

This is the canker which is gnawing at the vitals of business. This is the dread white plague of commerce. This is the thing that saps the energy and wastes the fame of industry. This: That every business man has methods of his own, which he knows in his heart to be insufficient, yet jealously holds to and attempts to justify; that every merchant and manufacturer bases his conclusions and forms his judgments upon information which, except in rare instances, cannot be depended upon; that the days which should be given to perfecting business operations are passed in guessing at facts or in mourning over lost profits; that business men blind themselves to the great, changeless and inevitable truth that there is but one way in which to form any just conclusions of whatever nature and that is upon a basis of proven facts.

You cannot juggle with economic forces. Facts must be faced. Efficiency must characterize the performance of your organization, analysis must prevail instead of guesswork. Tradition must be abandoned in favor of knowledge. A clever lawyer may be able, by juggling of words, to persuade a jury that two plus two make five; a writer may be able to make his public believe the incredible; a physician may be able to convince a perfectly healthy patient that he is ill; but the business man who does not secure and use the right sort of information can deceive no one not even himself. The business fails, and he pays the penalty. If he makes a mistake, he cannot hope to conceal it by luck or cleverness. Luck is always on the side of knowledge.

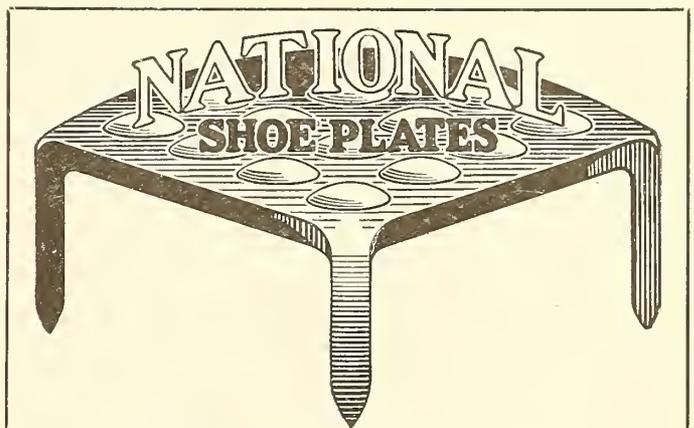
Remedy for Business Failures.

Now, the remedy for this condition lies in the ability to see that facts of your own business, and of business at large, in their true light. And the most important and far-reaching cause of successful enterprises is this same ability. To be able to buy and sell—but what purpose does buying and selling serve, if no profit accrues from the transaction. To be able to compete—but what is the use of such competition as affords you no return on your investment. To be able to maintain an organization—indeed, what is the use of staying in business, if you do not accomplish that for which the business was established. But to be able to see the facts of business is to gain control of your affairs, whereby your buying and selling is put upon an exact, scientific basis.

Besides, in your business, you want to very often be able to see in the dark—to forecast. That's the great gift of all to a business man—to be able to judge, on a basis of proven information, what the probable outcome of any undertaking will be. But at any rate, we want to see, no matter in what way, so only we can see things as they really are. Very few men in business have been able to do this, as witness the chagrin, the disappointment, the financial loss immediately following July 1920, when prices went on the taboggan. If you will believe it, we should soon make industry and commerce an entirely different field of endeavor, if we could get but a little—ever so little—of the Dervish's ointment in the Arabian Nights, not to show us the treasures in business, but the facts of it.

Knowledge Versus Guesswork

Marketing will never be raised to its rightful place, until we are able to know more about the facts of demand and supply. Take the rubber tire business, for instance. It has gone through a most disastrous two years, on account of over-production and excessive stocks, all of which might have been avoided had there been a comprehensive knowledge of such stocks. The candy industry was in a like predicament; one large manufacturer of confectionery being caught with a stock of sugar valued at \$3,000,000, when the break came in July 1920.



It's The Shoe Plate That Is Made Right and Paeked Right!

"National" shoe plates are stamped from special cold rolled steel. They are easy to drive on, hard to wear off.

If you do not carry this live line of findings accessories, by all means place your order to-day. Carried in stock by leading jobbers in Canada and the United States, with constantly increasing demand.

"National" Shoe Plates now are packed first in neat one-gross cartons and then in heavy cardboard telescoping boxes as follows:

Size No. 1:	Packed	10	one-gross	cartons	in	box
" "	" 2:	"	10	"	"	"
" "	" 3:	"	6	"	"	"

Furthermore, the boxes are neatly re-wrapped in stout paper with plain markings as to description and size of contents.

National Shoe Plate Mfg. Co.
160 North Wells Street, Chicago, Ill.

In some industries these things are fairly well known, and considerable progress has been made toward providing a scientific basis upon which to proceed. But these are in the minority. A census of marketing is as much needed as is a census of manufacturing, and the time will undoubtedly come when we will know the volume of business in each locality by commodities, and perhaps separately for the different channels of distribution. This will give the knowledge needed for laying a scientific basis.

What we need is "standard" in business. There is one, and only one, best way to proceed under any conceivable set of conditions, and this best way should be developed and become the standard. You are familiar, of course, with the progress that has been made in determining the best method of grading wheat and cotton, and developing the use of standard sizes, standard grades and standard containers. Much the same method is required in dealing with operating and sales performance and with expense. Every trade greatly needs a standard expense classification. When the business man can know, both in manufacturing and marketing, what a good man can turn out, what business a good salesman can produce, what should be expected from each square foot of floor space, what pulling power may be expected from each dollar's worth of advertising, and what the standard of expense is for each item, or group, he will be in a position to conduct his business more efficiently and establish selling prices more intelligently. This will insure the largest returns to himself and the best possible conditions for the industry as a whole.

Developing the Highest Grade of Business Intelligence.

Now, it is evident at once that the way to set these standards is through research. Research is commercial scouting. Its duty is to map out the business field systematically and suggest points of attack. It stands back of the firing line, ready to supply information regarding plans to be followed, and the progress operations should make. You cannot hope to win merely by the willingness to buy and sell. You must know the conditions of buying and selling. For you market and trade and expense analyses are as important as the mere mechanics of buying and selling. You should be aware of the relation of your business to the industry as a whole. You must find new markets, make changes in old policies and revise old methods to suit new conditions.

And it is just here that your trade association comes in—it should play a large part in this new advance. From the standpoint of the necessities of the individual situation of every business man, you cannot afford to be without a plan by which to determine the facts of your own business. But there is a larger view to be taken of this subject. Co-operation is the keynote of the times. On every hand business men with a community of interests are joining hands to do those things together, which separately they are either powerless to accomplish, or can effect with only partial success.

The day has passed when the individual business man could stand alone. It was not long ago when trade associations could not live because of mutual jealousies. That is no longer the case. Now business men are coming to look upon their industry as a whole. They have discovered that they don't live alone. Individuals are learning that, irrespective of how well their own business is conducted, they cannot succeed in the long run, unless and until the entire industry is put upon an efficient basis. Business men today realize that confidence must be centered in business as a whole, and not merely in the individual concern. They are beginning to understand that what hurts one hurts all; that business as a whole finally regulates their individual endeavors,

their individual profits, their individual successes.

Your trade association is the most effective means you can possibly employ for developing the highest grade of business intelligence. The broad knowledge that results from having always available assembled figures from many sources, and covering a wide area has come to be recognized as an essential factor in the proper control of business. And the supplying of information, for the purpose of forming a composite picture, and the use of this picture as a background against which to compare an individual business, requires genuine co-operation between many persons, and it involves a definite and proper function on the part of your association. This is the way to get the right kind of information and help if you really want it.

The Business Man's Clearing House

There is a persistent notion still prevalent, throughout industry and trade, that business as a whole bears no very close relation to our own individual concerns; or, at least, that it is something too big and too remote to be influenced by the wish and action of the individual business man. Nothing is further from the truth. What we should realize—what we have got to get into our heads—is that business as a whole is the one **BIG BOSS**; that business as a whole finally regulates the success of each individual concern; and that if those who want good business will only get together on some common basis of mutual understanding and co-operation they can win hands down.

Apply this to your own trade association, and see what conclusions are reached. The machinery of your association can be set into motion in any direction you choose, and can be kept in motion by you and by you alone. The officers of your association cannot possibly break up tradition, habit and inertia, unless backed up by you. No matter how capable and well-intentioned the officers you elect may be, they cannot accomplish the big things to be done without an informed fearless and determined rank and file behind them,—and not very far behind them. In short, **YOU** are the master of the situation.

Men with vision see in their association a picture of a complete and rounded example of a business man's clearing house, or bureau of standardization. They have discovered that, in exchanging experiences, information, data, statistics, they get back a double return, profiting both by the act of giving and by the act of receiving.

A new spirit of co-operation in industry and trade, an instrument for gathering, analyzing, compiling and disseminating vital business information, and men with a vision for the use of this instrument;—these are the things that make up any trade association worthy of the name; the things which cause any association of this character to be an especially vital and significant factor toward making American industry indisputable the most effective in the world.

SUCCESSFUL SHOE REPAIRING.

Addressing the shoe repairers at Dewsbury, Mr. H. J. Stone dealt with "How to organize a successful Repairing Business." Canadian repairers will be interested in his lecture as reported by the Shoe and Leather Record.

Mr. Stone said a repairer, in order to make a success of his business, should study the class of trade for which he proposed to cater. The best and most profitable was the light or medium. A large proportion of this trade which now went to the town repairer or to the multiple shops ought to be done by the average repairer. The most profitable repairs went to repairers whose

shops were in many instances situated three or four miles from customers' residences. This was because (1) The town repairer had nice clean premises; (2) he promised to get work done by a date on which he knew it would be finished; (3) he saw that work was neat and clean; (4) he charged a fair price. Whenever a repairer found it possible to introduce labour-saving materials and machinery he should do so, and he should also see that his shop windows were well dressed.

The town repairer usually had a clean shop, but there was no reason why the small man's shop should not also be neat and trim. If forced to work in the shop, as most repairers were, the premises should be cleaned every day. No odds and ends and boxes and paper should be left lying about. What could not be kept under a counter or out of the sight of customers should be kept out of the shop. Boots should be placed on a shelf or rack during operations, and after they were finished they should be wrapped up and ticketed with the name and price ready for customers when they called. By this system everything was methodical, neat, and clean.

It was his experience that customers would wait for their repairs if they were educated up to doing so. It was unwise to promise to get a job finished by a definite time unless it was certain that the work would be ready by the date specified. He found that the town repairer usually turned out work that was superior to that of the small man. The chief reason was that the latter generally received a quantity of rough jobs which took a great deal of time. The result was that when a decent job came in he tried to make up for lost time and generally rushed the work, and sent it home lacking the finish and workmanship of his town competitor. A good repairer should always pay attention to neatness and to getting the same strength of sole and appearance as in new work.

Continuing, Mr. Stone said he did not wish to advise men who were satisfied with their present positions, but the man who wished to make progress should take full advantage of the modern methods which had been introduced. He did not wish to convey the impression that machines would do work better than it could be done by hand, but machinery, properly used, would do repairs quickly and to the satisfaction of customers. Repairers should strive for the greatest possible output. He made a practice of benching a certain amount of work by dinner time. The whole secret of the matter was system. Each tool should have a separate place on the bench and be kept there when not in use. Levelings should be kept in a small scrap box and not amongst the tools. They should commence their finishing at the same time each day.

VANCOUVER NOTES

Trade in boot and shoe retailing and repairing still continues quiet. The volume of business is not reaching the amount with many, that it did this time last year. The tightness of money and the continued dry weather is being blamed. An exceptional mild and dry fall is being experienced, that roses are in bloom everywhere, and even black berries and raspberries have been picked the first week in December.

The Cluff Shoe Store has changed hands, the store being taken over by the Balfour Shoe Company.

The C. Bailey Shoe Co., Granville St., has made an assignment, and the stock has been purchased by Mr. J. Rea.

Clearance sales are in full swing at most establishments.

Messrs. Gerrard and Co., North Vancouver have moved into new premises near the railway depot and ferry.

Burglars entered the premises of Mr. J. Morrison, and made a selection of the best grade men's footwear in the premises. The boots being removed from the cartons, which were neatly replaced. It was several days before the burglary was found out, no signs or marks being left behind. The value of goods stolen was about \$50.00.

Mr. T. Milner of Kerrisdale, has moved into his new premises, a block west of his old stand.

Mr. Nevill who left in the early part of the year has returned after making a round trip, via New Zealand, Australia through the Suez Canal to England, where he visited his home town of Portsmouth. Since returning Mr. Nevill has opened up a repair stand on Georgia Street.

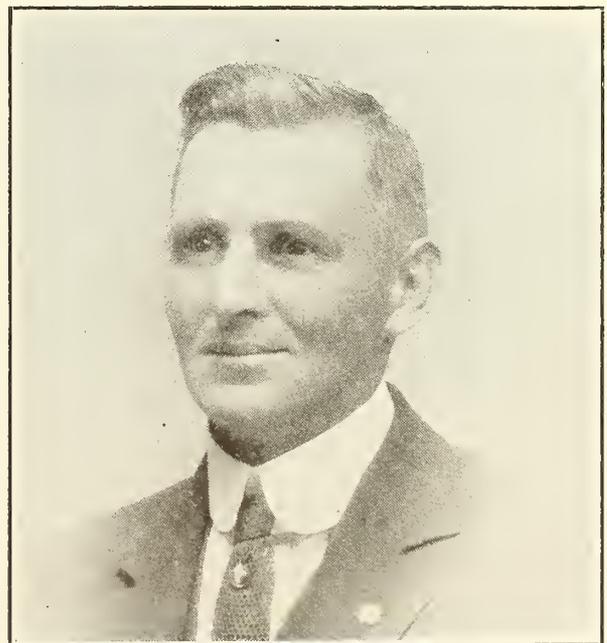
Mr. R. Robertson of Kingsway has several days sickness, suffering from ptomaine poisoning through eating canned goods.

We have pleasure at this time in wishing all our readers and friends in Vancouver, the usual season's greetings, with prosperity and better business for 1923.

TORONTO REPAIRERS FINISH YEAR

The last meeting for this year of the Toronto Shoe Repairers' Association was held in the Foresters' Hall, recently. The attendance was encouraging. The newly elected officers were installed, in addition to the regular business. The members feel that the outlook for the coming year is promising, and feel confident that the new year will bring greater things for the trade.

Mr. A. L. Baldwin, of Calgary, or "Baldie" as he is better known, has spent thirty years in the shoe trade, starting with the U.S.M.C. in 1908. He now devotes



Mr. A. L. Baldwin

his entire time to shoe manufacturing and repair trades in the west, and covers the entire territory from Winnipeg to Pacific Coast.

"Baldie" is always a welcome visitor to the repair shop and generally has some new ideas to show the boys.

CALLING A SPADE A SPADE.

A manufacturer of toys tells the story of an order of toy wagons made for a retailer which was cancelled the day after the goods were shipped. There was the usual correspondence, the manufacturer holding that the goods were made on a bona-fide order, and as they had been shipped they belonged to the dealer. The latter, of course, held to his right to cancel but finally offered to take the goods on a discount of twenty per cent. which the manufacturer acceded to rather than have litigation and lose the customer's business.

A few days later the retailer wrote that he would take another five hundred if the maker would take off twenty-five per cent. on the new lot. Doesn't it look as though this buyer were a crook and not a real merchant?

IDEAS FOR TRAVELLERS

Always make three "missionary calls" a day, on firms that have never bought your goods. Usually, as a salesman grows older, he makes fewer calls. He dislikes going to strangers. This habit is dangerous and should be stopped. Always see three strangers a day.

Use the telephone to reach prospects in small towns or in the suburbs. One flour salesman recently sold £1,400 worth of flour, by making 126 telephone calls.

Don't forget old customers. One sale may lead to another. And it is wise to make sure that your customer of last year is still satisfied.

Never write "not interested" on a prospect card. It reflects on yourself. Why can't you make him interested? "Not interested" means "I have failed."

Sell your firm as well as your goods. Always put in a word for the reputation and broad policy of your company. Customers are pleased to meet a traveler who is loyal and keen.

Never agree with a customer when he blames your firm. Let him blame the shipping department or one of the clerks or you; but don't join in any condemnation of your firm. It makes a bad impression on your customer when you do.

Don't claim that all your goods are the best. Better say—"Well, of course we think it is the best, but you're a good judge. You can see for yourself."

Don't overtalk a customer. As soon as the customer seems convinced, stop persisting and begin talking details of shipment, etc.

Better begin a sale by asking questions, rather than by making statements. Nearly every customer would sooner talk than listen.

If a customer asks, "What is the price?" before he understands the quality of the goods, don't tell him.

Evade the question politely. Say "I'll tell you in a moment, but you must examine it first." A sale is always lost if you tell the price before you show the value.



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WANTED a 4 foot Dieing Out Machine, also a Heel and Bottom Scourer. Box 64, THE SHOE AND LEATHER JOURNAL, 545 King St. W.

AGENCY WANTED—A Man having many connections with Quebec City Shoe Manufacturers would like to have Agencies in Findings, Leather, etc., on a Commission Basis. Write to Box 59, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

MANUFACTURING OR SELLING—Man with wide experience in Manufacture of High Class and Staple Shoes, open for position with Canadian house, either in manufacturing or selling ends. Box 60, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED—Position as Manager and Buyer for Retail Shoe Store or Department; ten years' experience in this capacity, one store. Keen buyer and good advertiser, window trimmer, show card writer and expert fitter. My personality and ideas will increase your business and profits. Address, "Manager," Box 61, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED—Shoe Line on Commission Basis for Maritime Provinces. Good connection with many of the best accounts. Making a trip to Shoe Centres in January. Write me now. Address, "Maritime," Box 62 SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

WANTED—Shoe Business in good town or small city. Stock must be up-to-date. Apply to Box 63, SHOE AND LEATHER JOURNAL, 545 King St. W., Toronto.

A YOUNG MAN, Collegiate Education, Ambitious to Better Himself, who has had six years' experience in making room and as shipper with manufacturer, also one year with retailer, would like to connect with manufacturer or wholesale house, where advancement will follow hard work. Apply to Box 68, Shoe and Leather Journal, 545 King St. West, Toronto, Ont.

WANTED—Traveller for Eastern Townships, Province of Quebec. Apply, stating experience, to Amherst Boot & Shoe Co., Ltd., Amherst, N.S.

FOR SALE—Canadian Patent Rights of Counterbalance Rubber Heel, positively the most logical heel invented, by a shoemaker of 25 years' experience. Full particulars and samples upon request. Counterbalance Rubber Heel Co., 53 East Avenue, Elyria, Ohio, U.S.A.

FOR SALE—Leigden Side Unhairing Machine at Bargain Price. Apply, Box 66, Shoe and Leather Journal, 545 King St. West, Toronto, Ont.

POSITION WANTED—By an Experienced Shoe Traveller, with good connection and living in the Maritime Provinces, line for above territory. Young men full of energy. Can furnish reliable references. Address, Box 71, Shoe and Leather Journal, 545 King St. W., Toronto.

WANTED—Experienced Shoe Traveller for Eastern Townships of Quebec, to carry a full range of felts, white canvas goods and rubber footwear. Good position for energetic man. Apply, Post Office Box 2663, Montreal.

FOR SALE—Up-to-date Shoe Store, complete in every detail. Stock \$1,700. Building lease, 2 years to run. Good growing city—25,000 population. Splendid opportunity for an energetic shoeman. Box 73, Shoe and Leather Journal, 545 King St. W., Toronto.

WANTED—A Good Line of Staples on Commission Basis for Toronto and Western Ontario. Good connection with the best accounts. Address, Box 72, Shoe and Leather Journal, 545 King St. W., Toronto.

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